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.

CONCERNED FOR YOUR CONCERNS

Name	Designation	May be Contacted for matters related to	E-mail Address
Academic Support	First Point of Contact	All academic related concerns	academic.support@abs.edu.in
Dr Vinky Sharma	Head - Academics	All academic related concerns	vinky.sharma@abs.edu.in
Dr Angad Anand	Convener - Academics	All academic related concerns	angad@abs.edu.in
Dr. Rakhi Chawla	Head – Student Career Development Cell (SCDC)	Internship, Final Placements & Trainings	scdc@abs.edu.in
Dr. 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

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 + 6 Electives + 1 Open Elective + Summer Internship Project	33
IV	1 Core + 6 Electives + 1 Open Elective + Research Project	27
Total	**35 Subjects + 4 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**

Code	Subjects	Credits	Duration
PGDM303	Summer Internship Project (SIP)	6	8 – 12 Weeks

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	Finance
M 01 Services Marketing	F 01 Behavioural Finance
M 02 Consumer Behaviour	F 02 Banking, Insurance and Financial System
M 03 Product & Brand Management	F 03 Financial Derivatives
M 04 International Marketing	F 04 Security Analysis & Portfolio Management
M 05 Integrated Marketing Communication	F 05 International Financial Management
M 06 Marketing Research	F 06 Financial Modeling & Valuation
Operations Management	**Human Resource Management**
OM 01 Supply Chain & Logistics Management	HR 01 International Human Resource Management
OM 02 Lean Management	HR 02 Industrial Relations & Labour Laws
OM 03 Service Operations Management	HR 03 Human Resource Development
OM 04 Sales & Operations Planning	HR 04 Organizational Change & Development
OM 05 Operations Research Application	HR 05 Human Resource Metrics and Analytics
OM 06 Sourcing & Vendor Management	HR 06 Performance Management & Compensation Strategies
Business Analytics	
BA 01 Data Visualization for Managers	
BA 02 Business Forecasting	
BA 03 Data Analysis with Python	
BA 04 Global Concepts of 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. The detailed guidelines and compliance of Summer Internship will be shared separately before the SIP begins.**

- **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 Second year for which they are supposed to study six elective courses in Semester-III and six elective courses in Semester-IV.

1.2 **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.

1.3 **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.

1.4 **Open Electives:** The student is required to study one open elective course in Semester- III and one open elective in Semester IV to earn 3 credits each.

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. In case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare (DSW). 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 **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 Event Leave to concerned authority through ERP 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 Event Leave request will be subject to verification by the respective activity in-charge.

1.6.1 Guidelines for Availing Leave:

a. In case of Planned Casual Leave, upload your Leave request, through your 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 ERP Student login on the very first day of your absence.
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 in the Department of Student Welfare section.
h. Any approval pending would be visible in your ERP 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.
l. Request for Event Leave for participation in CRC/ other activities must be submitted through your ERP 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 Event Leave request is not received in time.

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

1.7 **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.

EXAMINATION

Overview

The examination system at Asian Business School is designed to promote continuous learning, academic integrity, and the comprehensive assessment of students' knowledge, skill development, and professional competencies. The evaluation process follows the academic regulations of the Institute and aims to ensure fairness, transparency, and consistency in assessing student performance.

2.1 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**

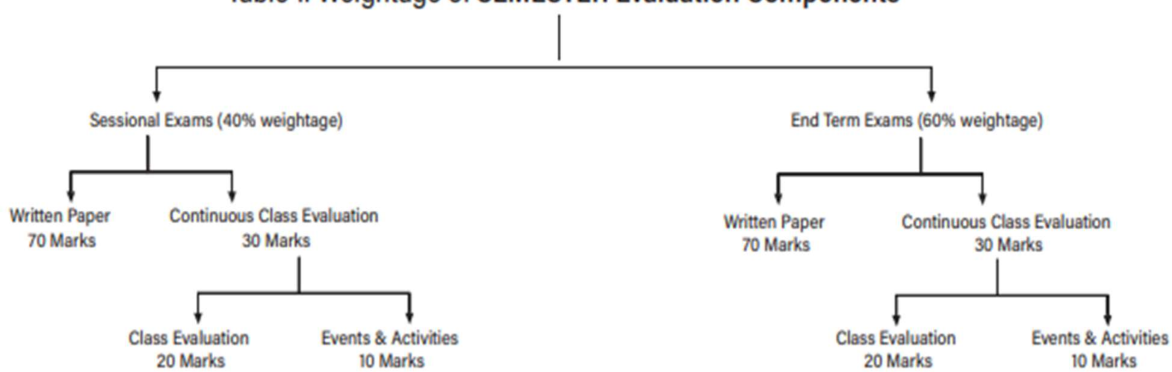

Table 2: Weightage of **SEMESTER Evaluation Components**
(for Personality Development and Corporate Communication)

2.2 **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, laptops, i-pods, smart watch, ear-phone wired/wireless (connected or not connected) inside the examination hall
b. Carrying any form of chit 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.

2.2.1 Defined Categories of Unfair Means (UFM)

- Continuously talking to other students in examination hall
- Disturbing the class
- Misbehaving with the invigilator
- Showing answer sheet to other students
- Talking to other students in washroom/lobby area
- Carrying mobile phones, laptops, i-pods, smart watch, ear-phone
- wired/wireless (connected or not connected) in the examination hall
- Written sheet
- Written on hand, skin or cloth
- Printed sheets,
- Written on admit card

Categories of Unfair Means (UFM)

Category 1: The particular exam will be cancelled.
If the student found using UFM mentioned above for the "First Time" during the duration of 2 years' program.
Category 2: The exams of that particular semester will be cancelled.
If the student found using any of the UFM mentioned above for the "Second Time" during the duration of 2 years' program
Category 3: The exams of that particular semester will be cancelled and will not be allowed for the next semester examinations.
If the student found using any of the UFM mentioned above for the "Third Time" during the duration of 2 years' program

Note: Any other activity deemed inappropriate or in violation of the examination rules within the examination hall may also be treated as an Unfair Means (UFM) case. The categorization of such cases shall be determined by the Examination Committee based on the nature and severity of the offence. The decision of the Examination Committee shall be final and binding and will be communicated to the student at the time of the declaration of results.

2.3 Re-appear 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 "re-appear" examinations and "re-appear" would be mentioned on their respective semester grade-sheet. The decision of conducting the examination will be at the discretion of the examination department of the college. Re-appear examination dates will be notified on notice board by the Examination department. Students need to fill re-appear examination form, which has to be accompanied with the fees. The re-appear 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.

2.4 Make-up Examinations

The students debarred from the examination on account of attendance, using unfair means during examinations and disciplinary action will have to write the "Make-up" examination. The decision of conducting the Make-up 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.

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.

2.4.1 Make-up Classes

Ensuring the quality of learning, special make-up classes are conducted for the students. 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 Make-up Examination form.

2.5 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.

2.6 Examination fees

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

2.7 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.

2.7 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. Not Cleared (NC)
iii. Registration Cancelled (RC)
iv. Discontinued from the Program (DP)

2.7 a) **(i) 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.

2.7. a) **(ii) 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).

2.7.a) **(iii) 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.

2.8 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.

2.9 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.

2.10 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.

2.11 Academic Counselling Committee

Students who fail to satisfy the prescribed minimum academic requirements shall be placed under the purview of the **Academic Counselling Committee (ACC)** or any other competent authority constituted by the Institute.

While under the purview of the ACC, certain academic privileges available during the registration process may be restricted, including but not limited to late registration, selection of electives, choice of course repetition, course withdrawal, and other academic flexibilities, as deemed appropriate by the Committee.

The ACC shall assess the student's academic performance and prescribe an appropriate academic improvement plan, which the student shall be required to follow. Based on the student's academic needs, the Committee may recommend repetition of courses, guided self-study, chamber consultations with the concerned faculty members, or any other academic intervention considered necessary to facilitate satisfactory academic progress.

The recommendations and decisions of the ACC shall be final and binding on the student.

2.12 Post Graduate Diploma

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.

2.13 Course Completion

The normal duration for completion of the PGDM programme, including all coursework and the Summer Internship Programme (SIP), is **two years**. Students with backlogs or pending academic requirements may complete the programme within a maximum period of **four years** from the date of admission to the programme.

2.14 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.

2.15 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.

2.16 Examination Norms

1. It is mandatory for every student to obtain No Dues Clearance before appearing in any examination, including sessional, end-term, reappearance, make-up, or supplementary examinations. Students must ensure that all outstanding dues, including but not limited to tuition fees, fines, library dues, hostel dues, and any other applicable charges, are cleared within the stipulated timelines prescribed by the Institute. In case of any genuine concern or requirement for assistance in complying with this process, students are required to approach the Department of Student Welfare (DSW) and obtain the necessary approval before the examination. Failure to obtain the No Dues Clearance or the requisite approval from the DSW, wherever applicable, may result in the student being declared ineligible to avail examination-related academic support or appear in the scheduled examinations, in accordance with the Institute's policies.
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, smart watch, ear-phone wired/wireless (connected or not connected) 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 their 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.

2.17 **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 Answer Sheet	Rs. 500/- per paper
2	Revaluation of Answer Sheet	Rs. 1000/- per paper
3	Showing of Answer Sheet	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 Answer Sheet: On receiving the application and prescribed fee from the student marks allotted in the answer sheet would be re-totaled to check calculation error if any.
2. Re-evaluation of Answer Sheet: On receiving the application and prescribed fee the answer sheet of the student would be re-evaluated by the subject specialist.
3. Showing of Answer Sheet: On receiving the application and prescribed fee the copy of answer sheet for the subject applied for will be shown and discussed with the student on a specific date of appointment.
4. Internal Marks 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.

2.18 **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.

2.18(a) **(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

2.19 **Calculation of Cumulative Grade Point Average [CGPA]**

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: -

a. Multiply the points assigned to the grade earned by the student by the credits of the course.

b. Add the points arrived at for all the papers of the semester.

c. 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: -

3x8=24, 3x6.5=19.5, 3x7=21, 3x7=21, 3x7=21, 3x8=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*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=242.5 divided by 39 [18+21] = 6.2

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

2.20 **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.

2.21 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.

2.22 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

ACADEMIC CALENDAR

PGDM BATCH 2026-2028

Title	***Date***	
Orientation	July 29 – 31, 2026	
Semester Schedule		
Semester	***Date***	
1st Semester	August 03, 2026 - December 30, 2026	
2nd Semester	January 04, 2027- April 30, 2027	
3rd Semester	August 02, 2027 - December 18, 2027	
4th Semester	December 20, 2027- April 30, 2028	
Summer Training Schedule		
Summer Internship	May to July 2027	
Submission of Summer Internship Project	Aug 2, 2027 - Aug 14, 2027	
Examination Schedule		
Semester	***Sessional Exams***	***Term Exams***
1st Semester	October 6-October 17, 2026	December 18- December 31, 2026
2nd Semester	February 23- March 5, 2027	April 20-April 30, 2027
3rd Semester	September 21-October 01, 2027	December 07-December 18, 2027
4th Semester	February 15-February 26, 2028	April 18 – April 29, 2028

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

CODE OF CONDUCT

The PGDM programme at **Asian Business School (ABS)** is designed to nurture competent professionals, responsible leaders, and ethical citizens. Every student admitted to the Institute is expected to uphold the values of integrity, discipline, mutual respect, professionalism, and academic excellence.

The following Code of Conduct is intended to ensure a safe, inclusive, productive, and enriching learning environment for all members of the ABS community.

1. The student is required to bring their original documents at the time of orientation for verification.
2. All newly admitted students are expected to attend the Orientation Programme and familiarize themselves with the academic regulations, institutional policies, ERP system, student support services, and campus facilities.
3. Students must submit all admission-related documents within the timelines prescribed by the Institute. Where documents are pending due to valid reasons such as result awaited, reappearance, or result withheld, the student must submit them within the extended timeline permitted under AICTE regulations.
4. Failure to submit the required documents within the stipulated period may lead to cancellation of admission in accordance with Institute and regulatory guidelines.
5. Students shall promptly update any change in their residential address, email address, mobile number, passport details (where applicable), or parent/guardian contact information through the ERP and inform the Academic Coordinator, with a copy to the Programme Convener.
6. Students are responsible for checking their ERP portal, Institute email, and official notice boards regularly. Communications issued through these platforms shall be considered official.
7. Every student shall carry and prominently display the Institute Identity Card while on campus, during official visits, educational tours, internships, and any event representing the Institute. The ID card must be produced whenever requested by authorized personnel.
8. Students are expected to maintain a minimum overall attendance of **80%** in every semester, including lectures, tutorials, practical sessions, workshops, seminars, guest lectures, conferences, institutional events, industry visits, and all academic engagements prescribed by the Institute.
9. Students shall attend only the section and classes officially allotted to them unless specifically authorized by the Academic Office.
10. Students are expected to report to all academic sessions on time and remain present throughout the scheduled class duration.
11. Students are encouraged to participate actively in classroom discussions, projects, presentations, research activities, case studies, simulations, and experiential learning opportunities.
12. Students shall maintain an environment conducive to learning by demonstrating courtesy, respect, and professionalism towards faculty members, guest speakers, staff, and fellow students.
13. Students should avoid unnecessary movement, conversations, or any activity that disrupts the teaching-learning process.
14. Students are expected to remain engaged in scheduled academic activities during class hours and should avoid remaining in corridors or other campus areas without valid reasons.
15. Mobile phones shall remain on silent mode during classes. Their use is permitted only for academic purposes when specifically authorized by the faculty member.
16. Recording of lectures, meetings, conversations, or any academic interaction through any device is permitted only with prior approval of the concerned faculty member or Institute authority.
17. Students shall use the Institute's internet and digital infrastructure responsibly and ethically. Accessing unauthorized, illegal, objectionable, or inappropriate content, or engaging in activities that violate cyber laws, is strictly prohibited.
18. Students shall treat every member of the ABS community with dignity, courtesy, and respect irrespective of gender, religion, nationality, ethnicity, or background.
19. Students shall communicate respectfully and refrain from using abusive, offensive, discriminatory, defamatory, or intimidating language.
20. Professional behaviour is expected at all times in classrooms, corridors, library, laboratories, cafeterias, sports facilities, hostels (where applicable), administrative offices, and all other campus areas.
21. Students shall respect the privacy and operational requirements of administrative offices and other restricted areas. Entry into such areas shall only be with appropriate permission.

22. Listening to loud music, creating disturbances, or engaging in activities that interfere with the academic environment should be avoided.
23. Students are expected to conduct themselves in a manner that upholds the dignity and reputation of Asian Business School both within and outside the campus.
24. Students are expected to contribute towards maintaining a clean, hygienic, and environmentally responsible campus.
25. Students shall exercise due care while using classrooms, laboratories, library resources, IT facilities, furniture, sports equipment, and all Institute infrastructure.
26. Any damage caused due to negligence, misuse, or intentional acts may require the student to bear the cost of repair or replacement as determined by the Institute.
27. Students shall not write, draw, paste posters, or deface walls, furniture, washrooms, corridors, or any Institute property.
28. Students are advised to take adequate care of their personal belongings. The Institute shall not be responsible for loss or theft of valuables.
29. Formation of any society, association, club, or committee shall require prior approval of the Institute.
30. Inviting external speakers, organizing public events, or conducting student gatherings shall require prior approval from the competent authority.
31. No student shall collect money or contributions for trips, events, celebrations, charity, study material, or any other activity without prior approval.
32. Students are encouraged to remain socially aware; however, active political campaigning or activities that interfere with the academic environment shall not be undertaken within the Institute.
33. Official communication regarding Institute administration, policies, or confidential matters with media or external agencies shall be made only through authorized officials.
34. Students shall uphold the highest standards of academic integrity in examinations, assignments, projects, dissertations, presentations, and research work.
35. Students shall comply with all examination rules, instructions issued by the Examination Department, and any guidelines regarding unfair means.
36. Continuation of scholarships, fee concessions, or financial assistance shall remain subject to satisfactory academic performance, attendance, discipline, and conduct.
37. Students shall fulfill the minimum academic requirements prescribed by the Institute to participate in the complimentary Oxford (UK) Educational Tour.
38. Students shall submit a valid passport and all required documents within the notified timelines for visa processing.
39. The Institute shall bear the visa fee for one application only.
40. Students shall be entitled to one enrolment for the educational tour. In case of visa rejection, two additional visa applications may be made; however, the associated visa fees shall be borne by the student.
41. Smoking, vaping, consumption of alcohol, narcotic substances, or reporting to the campus under their influence is strictly prohibited.
42. Students experiencing physical, emotional, or psychological concerns are encouraged to seek timely assistance from the appropriate healthcare professionals and inform the Institute wherever necessary so that suitable support may be extended within institutional provisions.
43. Students shall comply with all safety, emergency, health, security, and government guidelines issued from time to time.
44. Students are expected to comply with all academic regulations, policies, notifications, and directives issued by the Institute from time to time.
45. Students are expected to actively participate in all placement-related activities, including training sessions, and maintain 100% attendance. The College provides 100% placement assistance; however, it is the student's responsibility to appear for placement opportunities and secure employment based on their performance and selection by the recruiting organization.
46. The Dean – Student Welfare (DSW) shall be the primary authority for addressing matters relating to student discipline, behavioural concerns, and violations of the Code of Conduct. Cases may be referred to the appropriate disciplinary committee or competent authority wherever required.
47. Depending upon the nature and severity of the violation, disciplinary measures may include counselling, written warning, community service, monetary penalty, suspension of privileges, suspension from academic activities, or any other corrective measure considered appropriate by the competent authority.
48. Acts involving violence, harassment, bullying, ragging, discrimination, intimidation, academic dishonesty, substance abuse, cyber misconduct, destruction of property, criminal behaviour, or repeated

violations of institutional policies may invite stringent disciplinary action, including suspension or expulsion, in accordance with Institute regulations and applicable law.

49. Where a student's continued presence is found to be seriously prejudicial to the safety, discipline, academic environment, or reputation of the Institute, the competent authority may take appropriate action in accordance with institutional procedures.

50. Students are expected to act responsibly both within and outside the campus and conduct themselves in a manner consistent with the values and reputation of Asian Business School.

51. Applications requiring the Director's approval, certificates, testimonials, transcripts, or similar documents shall be processed through the Programme Office/Academic Coordinator.

52. The Institute reserves the right to modify, update, interpret, or amend any provision of this Code of Conduct in accordance with statutory requirements, AICTE regulations, institutional policies, or administrative needs. Students shall be bound by such amendments from the date of notification.

In the event of any act of indiscipline, misconduct, dispute, or incident including verbal abuse, physical altercation or any unlawful activity occurring within or outside the institution's campus, the institution shall address such matters through its prescribed grievance redressal cell and its disciplinary committee constituted under its Department of Students Welfare (DSW) , according to the applicable guidelines and regulations of the competent statutory and regulatory authorities, including the UGC, BCI, AICTE, and other relevant bodies, wherever applicable. The institution shall have the sole discretion to take cognizance of such acts, initiate appropriate proceedings, and determine the course of action as deemed fit, which will be final and binding on all the parties involved.

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

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:

1st week after the due date	Rs. 100/- per day
2nd Week after the due date	Rs. 200/- per day
3rd Week after the sue date	Rs. 500/- per day
4th 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.

20. Library membership is open only to the ABS Students.

21. A Recurring fine will be imposed regardless of any intervening Holiday.

22. Library Membership is non-transferable. The student himself/herself shall be responsible for any issue of his/her ID cards among students is strictly prohibited.

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)	8 - 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 8-12 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. Key Highlights of the Training & Placement Process
- **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 8-12 weeks' 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.

Based on continuous interactions with industry experts, recruiters, and corporate professionals over a period of time, the following requisites, corporate norms, and professional expectations have been identified and compiled. These insights are specific to the various specializations offered by the institution and are intended to provide students with a first-hand understanding of industry expectations. Familiarity with these standards will help students align their knowledge, skills, and professional conduct with current corporate practices, thereby enhancing their employability and readiness for successful careers. Additionally, an understanding of these expectations will enable students to make well-informed decisions while selecting their specialization by evaluating the alignment between industry requirements, their personal interests, aptitude, and capabilities.

Eligibility Parameter	Marketing	Finance	Human Resource Management (HRM)	Operations & Supply Chain	Business Analytics
Preferred Graduation Background	Generally Any Graduation However as per sectors may varies from BBA, B.Com, BA, B.Sc., B.Tech, BE, Hotel Management, Agriculture, Pharmacy, Mass Communication	Commer & Finance Background with B.Com, BBA , BMS, CA, CMA, CS	Any Graduation (Psychology, Sociology, Commerce, Management, Law preferred)	Any Graduation however varies as per sector and role domain as B.Tech, BE, B.Sc., BBA, Mechanical, Civil, Electrical, Production, Logistics	As per preference and role fitment, IT background with B.Tech, BE, BCA, MCA, B.Sc., Mathematics, Statistics, Economics
Class X (%)	60%+ preferred	60–70% preferred	55–60% preferred	60%+ preferred	60–70% preferred
Class XII (%)	60%+ preferred	60–70% preferred	55–60% preferred	60%+ preferred	60–70% preferred
Graduation (%)	60%+ preferred	60–65% preferred (70%+ for premium firms)	55–60% preferred	60%+ preferred	65–70% preferred
MBA/PGDM (%)	60%+	60–65%+	60%+	60%+	65%+
Academic Consistency	Preferred	Highly Preferred	Preferred	Preferred	Highly Preferred
Regular Schooling (X/XII)	Preferred	Strongly Preferred	Preferred	Preferred	Strongly Preferred
Open Schooling (NIOS/Open Board)	Accepted by many companies; some premium recruiters may prefer regular schooling	Accepted by several recruiters; premium firms may prefer regular schooling	Generally Accepted	Generally Accepted	Accepted by many recruiters; premium firms may prefer regular schooling
Regular Graduation	Preferred	Strongly Preferred	Preferred	Strongly Preferred	Strongly Preferred
Distance/Open Graduation	Accepted by many recruiters	Limited acceptance; regular preferred	Accepted by many recruiters	Accepted by some recruiters	Limited acceptance for core analytics roles
Mathematics Requirement	Not Mandatory	Strongly Preferred (especially Banking/Analytics)	Not Mandatory	Preferred	Strongly Preferred

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 ERP 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 ERP.

HOLIDAY LIST FOR STUDENTS (ACADEMIC YEAR 2026-27)

S. No.	Date	Day	Occasion
1	15th August 2026	Saturday	Independence Day
2	28th August 2026	Friday	Raksha Bandhan
3	4th September 2026	Friday	Janmashtami
4	14th September 2026	Monday	Ganesh Chaturthi
5	2nd October 2026	Friday	Gandhi Jayanti
6	19th October 2026 -20th October 2026	Monday - Tuesday	Ram Navami & Dussehra Break
7	6th November – 11th November 2026	Friday - Wednesday	Diwali Break
8	15th November – 16th November 2026	Sunday - Monday	Chhath Puja
9	24th November 2026	Tuesday	Guru Nanak's Birthday
10	25th December 2026	Friday	Christmas
11	1st January 2027	Friday	New Year
12	26th January 2027	Tuesday	Republic Day
13	6th March 2027	Saturday	Mahashivratri
14	10th March 2027	Wednesday	Eid-ul-Fitr **
15	22nd -23rd March 2027	Monday-Tuesday	Holi Break
16	26th March 2027	Friday	Good Friday
17	14th April 2027	Wednesday	Baisakhi/ Ambedkar Jayanti
18	19th April 2027	Monday	Mahavir Jayanti
19	20th May 2027	Thursday	Buddha Purnima

*The dates in holiday calendar are tentative.

** Subject to the visibility of moon.

COURSE OVERVIEW

Semester 1

Course	Semester 1	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	**Total**	**30**	**270**

Semester 2

Course	Semester 2	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		**30**	**270**

Code	Subjects	Credits	Duration
PGDM303	Summer Internship Project (SIP)	6	8 – 12 Weeks

Semester 3

Course	Semester 3	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 OM01	E-Retailing	3	30
	Total	**27**	**270**

Semester 4

Course	Semester 4	Credits	Teaching Hours
PGDM401	International Business Trade	3	30
PGDM402	Research Project	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 OM02	Micro & Small Business Management	3	30
	Total	**30**	**270**

ELECTIVE COURSES

Marketing	Finance
M 01 Services Marketing	F 01 Behavioural Finance
M 02 Consumer Behavior	F 02 Banking Insurance & Financial System
M 03 Product & Brand Management	F 03 Financial Derivatives
M 04 International Marketing	F 04 Security Analysis & Portfolio Management
M 05 Integrated Marketing Communication	F 05 International Financial Management
M 06 Marketing Research	F 06 Financial Modeling & Valuation

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

Operations Management	Business Analytics
OM 01 Supply Chain & Logistics Management	BA 01 Data Visualization for Managers
OM 02 Lean Management	BA 02 Business Forecasting
OM 03 Service Operations Management	BA 03 Data Analysis with Python
OM 04 Sales & Operations Planning	BA 04 Global Concepts of Data Mining
OM 05 Operations Research Application	BA 05 Marketing Analytics
OM 06 Sourcing & Vendor Management	BA 06 Business Analytics using Excel

Semester 1

Course	Semester 1	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	**Total**	**30**	**270**

PGDM 101 – PRINCIPLES OF MANAGEMENT

Class	PGDM (2026-2028)
Credits	03
Hours	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 organizing principles.
CO4: Analyze 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 and challenges of HR 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; Feedback Control Model; Innovative Control Systems for Turbulent Times.

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)
Principles of Management	Richard L. Daft, Cengage Learning (2009)

PGDM 102- ACCOUNTING FOR MANAGERS

Class	**PGDM (2026-2028)**
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: Solve problems to new situations by applying acquired knowledge, facts, techniques and rules in a different way.
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
Analysis and Reporting of financial Statements, Application of Comparative Statements, Common Size Statements, Cash Flow Statement & Ratio Analysis.

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: Budgetary Control & Recent Trends
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 Book	Author/Publication
Modern Accountancy	Hanif & Mukerjee / Tata Mc Graw Hill
Financial Accounting	Tulsian / Tata Mc Graw Hill
Introduction to Management Accounting	Charles T Horngran& Gray L Sundem/ PHI
Elements of Cost Accounting	Maheshwari, Sharad K; Mittal, S.N.P

PGDM 103 – MANAGERIAL ECONOMICS

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Describe the basic concepts of managerial economics.
CO2: Apply demand and supply concepts and elasticity measures to forecast consumer demand
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 access economic conditions and hence take business decisions in short and medium terms.

Detailed Curriculum

Unit 1: Introduction
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: Demand Analysis
Demand – Meaning, Types of Demand, Law of Demand, and Demand Function; Elasticity of Demand; Law of Diminishing Marginal Utility; Supply – Law of Supply, Relationship between Supply and Demand, and Equilibrium; Demand Forecasting.

Unit 3: Production and Cost analysis
Production Function; Law of Variable Proportions; Law of Returns to Scale. Total Revenue-Total Cost and Marginal Revenue- Marginal Cost 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-Person Zero-Sum Games; Introduction to Non-Zero-Sum Games; Nash Equilibrium.

Unit 5: Concepts of Macroeconomics
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 - Consumer Price Index (CPI) and Wholesale Price Index (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 (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Analyze business research problems and evaluate appropriate research designs for managerial decision-making.
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 statistical and analytical techniques using SPSS and AI-based tools for interpretation of 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, Research Process, Research Designs, Formulation of Research Problem, Development of Research Hypothesis and Types of Hypotheses, Research in Digital Business Environment, Data-Driven Decision Making, Business Analytics vs Business Research, Role of AI in Business Research, Globalization and Business Research, Technology
and Business Research

Unit 2: Sampling and Sampling Distributions
Population and Samples, Census versus Sampling, Types of Sampling Methods, Sample Size, Sampling Distributions, Steps in Sampling, Sampling Challenges.

Unit 3: Data Collection & Data Processing
Types of Data – Primary & Secondary, Methods of Collecting Primary Data, Measurement & Scaling, Questionnaire Construction, Google Forms & Online Survey Tools, AI-assisted Questionnaire Design, 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, Introduction to Predictive Research Analytics, Hypothesis Testing (Concept, Types of Error, Steps), SPSS – Factor Analysis - Parametric Tests (z-test, t-test, F- test) Non-parametric Tests (Chi-square, Mann-Whitney U Test, Kruskal-Wallis Test), Introduction to Qualitative Data Analysis Tools, 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 and Drafting of Research Proposal, Research Presentation Techniques, Plagiarism, Referencing Styles, Use of Citation Tools, Use of AI Tools in Research Writing, Research Publication Ethics, Ethics in Business Research.

Reference Books	*Author/Publication*
Business Research Methods	*Donald R. Cooper & Pamela S. Schindler, 14th Edition, McGraw Hill Education, ISBN-13: 978-1259003800*
Research Methods for Business: A Skill-Building Approach	*Uma Sekaran & Roger Bougie, 8th Edition, Wiley India Pvt. Ltd., ISBN-13: 978- 9354244742*
Discovering Statistics Using IBM SPSS Statistics	*Andy Field, 5th Edition, SAGE Publications Ltd., ISBN-13: 978-1526419521*
Business Research Methods	*Naval Bajpai, Pearson Education India, ISBN-13: 978-9353943271*
Research Methodology: Methods and Techniques	*C.R. Kothari & Gaurav Garg, 4th Edition, New Age International Publishers, ISBN-13: 978-9386649225*

PGDM 105 – ORGANIZATIONAL BEHAVIOUR

Class	PGDM (2026-2028)
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 (2026-2028)
Credits	03
Hours	30

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

CO1: Analyze Market Dynamics and Contemporary Marketing Environments.
CO2: Evaluate Product and Consumer Strategies for Competitive Markets.
CO3: Analyze Marketing Communication and Positioning Strategies.
CO4: Evaluate Pricing and Distribution Strategies for Marketing Decisions.
CO5: Analyze Emerging Trends in Marketing and Customer Engagement.

Detailed Curriculum

Unit 1: Introduction to Marketing Management
Marketing Management: Introduction, Objectives, Scope and Importance, Functions of Marketing, Marketing Orientations, Production Concept, Product Concept, Selling Concept and Marketing Concept, Dynamic Marketing Environment (Micro and Macro Environment), Difference between Sales and Marketing, Marketing Mix and Service Marketing Mix, Managing and Designing Marketing Mix, Customer-Centric Marketing, Relationship Marketing, Sustainable Marketing, Creating Customer Value, Satisfaction and Loyalty.

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, Branding and Brand Equity, New Product Development Process, Adoption Process, Diffusion of Innovation, Product Life Cycle.

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, Pricing Objectives, Factors Affecting Pricing Decisions, Pricing Process, Pricing Types Including Cost-Plus Pricing, Premium Pricing, Dynamic Pricing, Value-Based Pricing, Behavioral Pricing, Other Pricing Techniques, Initiating and Responding to Price Changes.
Distribution Management: Marketing Channels and Value Networks, Distribution Mix, Channel Design Decisions, Channel Management Decisions, Channel Integration, Channel Conflict and Conflict Management, Factors Affecting Channel Decisions.

Unit 5: Recent Trends in Marketing
Industry and Competitor Analysis, Competitive Strategies of Market Leaders, Challengers, Followers, and Niche Players, Ambush Marketing, Strategic Marketing Planning and Marketing Process, Rural Marketing, Sustainable Marketing, Social Marketing and Cause-Related Marketing, AI in Marketing and Marketing Automation, Creator Economy and Platform Economy.

Reference Books	*Author/Publication*
Marketing Management (16th edition' 2021)	*Kotler, Keller, Chernev, Sheth, Sainesh. Pearson Education, 2021*
Marketing Management: Indian Context, Global Perspective, (6th Edition, 2018)	*V.S. Ramaswamy & S. Namakumari, SAGE Publications India.*
Strategic Market Management An Indian Adaptation (11th edition, 2021)	*David A. Aaker & Christine Moorman, Wiley India Pvt Ltd.*
Principles of Marketing (e-book) (2nd edition, 2021)	*Neeru Kapoor, PHI Learning Pvt. Ltd*

PGDM 107 – ENTREPRENEURSHIP

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Analyze the entrepreneurial process and evaluate stages involved in launching a new venture.
CO2: Evaluate entrepreneurial competencies, innovation approaches, government initiatives, and strategic partnerships in entrepreneurship development.
CO3: Identify, evaluate, and validate entrepreneurial opportunities for business viability and startup development.
CO4: Develop business plans incorporating feasibility analysis, startup funding, and legal compliance requirements.
CO5: Analyze emerging trends, startup ecosystems, and challenges in women, social, rural, and digital entrepreneurship in India.

Detailed Curriculum

Unit 1: Entrepreneurial Mindset & Startup Ecosystem
Meaning and Concept of Entrepreneurship, Entrepreneurship as a Career, Entrepreneurial Traits, Entrepreneurship vs. Management, Entrepreneurship vs. Intrapreneurship, Types of Entrepreneurs, Innovation and Entrepreneurship, Startup Ecosystem in India, Entrepreneurial Leadership, Entrepreneurship Development Process.

Unit 2: Innovation & Opportunity Recognition
Creativity and Problem Solving, Design Thinking for Startups, Entrepreneurial Opportunity Recognition and Identification, Sources of Business Ideas, Customer Pain Point Analysis, Lean Startup Approach, Contemporary Entrepreneurial Role Models, Government Initiatives in India: Startup India, Make in India, Atal Innovation Mission, Strategic Partnerships and Startup Collaborations.

Unit 3: Startup Design, Validation & Business Models
Idea Screening and Product Selection, Product Validation, Minimum Viable Product (MVP), MLP, Customer Discovery and Validation, Sustainable Product Development, Business Model Canvas, Lean Canvas, Platform-Based Business Models, Digital Business Models, Startup Pitching Basics.

Unit 4: Venture Planning, Funding & Legal Framework
Business Plan Formulation, Feasibility Analysis: Technical Analysis, Financial Analysis, Marketing Analysis, Sources of Startup Funding, Venture Capital and Angel Investment, Crowdfunding Basics, Pitch Deck Preparation, Legal Compliance (PAN, TAN, GST, Registration, IPR, ISO, Import–Export Licensing).

Unit 5: Emerging Entrepreneurship Trends & Startup Growth
Women Entrepreneurship, Social Entrepreneurship, Rural Entrepreneurship, Green and Sustainable Entrepreneurship, AI-driven Entrepreneurship, Digital Entrepreneurship, Startup Incubators & Accelerators, Innovation Hubs and Entrepreneurial Ecosystems, Scaling Startups, Unicorn Startups in India, Emerging Online Business Models.

Reference Book	*Author/Publication*
Entrepreneurship: Theory, Process, and Practice	*Donald F. Kuratko, 11th Edition, Cengage Learning India Pvt. Ltd., 2023, ISBN-10: 0357714051, ISBN-13: 978-0357714058*
The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses	*Eric Ries, Crown Business Publications, 2011, ISBN-10: 0307887898, ISBN-13: 978-0307887894*
Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers	*Alexander Osterwalder & Yves Pigneur, Wiley India Pvt. Ltd., 2010, ISBN-10: 0470876417, ISBN-13: 978-0470876411*
Entrepreneurship	*Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd, 11th Edition, McGraw Hill Education (India) Pvt. Ltd., 2020, ISBN-10: 9353163366, ISBN-13: 978-9353163365*

PGDM 108 – BUSINESS ETHICS & CORPORATE GOVERNANCE

Class	**PGDM (2026-28)**
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 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: Analyze 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
Indian Ethos in Management: Concept, Nature, and Relevance; Management Lessons from the Vedas, Mahabharata, Bible, Quran, Guru Granth Sahib, and Kautilya's Arthashastra. Ethics versus Ethos; Indian and Western Management Perspectives; Value Systems in Organizations -Terminal and Instrumental Values; Dilemmas, Myths, and Ambiguity in Ethical Decision-Making.

Unit 2: Business Ethics in Management
Ethical Theories; Corporate Executive Ethics and Ethical Leadership; Ethical Issues in Marketing, Human Resource Management, Finance, and Operations; Ethics and Stakeholder Management; Corporate Misconduct and Corporate Crimes; Whistle-Blowing: Types and Protection Mechanisms; Ethics in Digital Business and Emerging Technologies: Artificial Intelligence, Human Resource Technology, Financial Technology, Data Privacy, and Responsible Technology Use.

Unit 3: Conceptual Framework of Corporate Governance in India
Corporate Governance: Concept, Evolution, Principles; Powers & Responsibilities of Key Stakeholders: Chairman, CEO, CFO, Auditors, and Independent Directors;
Regulatory Framework of Corporate Governance: Companies Act, 2013 and SEBI.
Green Governance, E-Governance, Corporate Governance in Indian Startups and Unicorns.

Unit 4: Corporate Social Responsibility and Sustainability
Corporate Social Responsibility: Concept, Objectives, Triple Bottom Line Approach, Corporate Sustainability Reporting; Environmental, Social, and Governance (ESG); Drivers of Corporate Social Responsibility in India and Regulatory Requirements; Emerging Trends and Challenges in Sustainable Business Practices.

Unit 5: Business Ethics and Corporate Governance in a Global Economy
Ethical Perceptions in International Business; Global Values, Cross-Cultural Human Values; Value-Based Management in a Global Business Environment; Global Corporate Governance Frameworks and Regulatory Requirements; Global CSR and 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 by Robert A. G. Monks, Nell Minow	*Wiley*

PGDM 109 – PESONALITY DEVELOPMENT AND CORPORATE COMMUNICATION I

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Analyze personal strengths and developmental areas to enhance self-awareness and achieve higher self-esteem and build a confident professional identity.
CO2: Use effective verbal and non-verbal communication techniques to improve interpersonal and professional engagement.
CO3: Practice impactful conversations through small talks, active listening, and conversational strategies to build rapport in formal and informal settings.
CO4: Evaluate the idea clarity, confidence, and professional etiquette using structured presentation methods.
CO5: Develop personal effectiveness with improved time management

Unit I: Self-Awareness & Professional Identity
Self-Analysis and Self-Concept, Components of Self-Esteem, Formation of Self-Esteem, Techniques of Self-Awareness: SWOT & Johari Window, Analyzing Hidden Potentials, Embracing Change and Recognizing the Importance of Professional Grooming, Components of Personality: Personality and Professional Excellence, Life Skills & Soft Skills Determinants, Emotional Intelligence for Professional Effectiveness.

Unit II: Foundations of Communication
Listening vs Hearing: Importance of Active and Empathetic Listening, Applied Listening Practice (Audio-based modules), Verbal Communication in Informal and Semi-Formal Settings, Social Communication and Conversation Starters across contexts (food, culture, business, etc.), Vocabulary Enrichment and contextual usage, Art of Reading and Interpretation (literary texts and essays), Small Talk and Relationship Building (Tête-à-tête), Barriers to Effective Communication: Fundamentals of Expressive Clarity and Engagement

Unit III: Time Management
Introduction to time management and its importance, Time Awareness and Prioritization, Time management in professional space: A Framework to Manage time effectively

Unit IV: 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, Importance of a positive attitude in building confidence.

Unit V: Professional Communication in Business Contexts
Content Development Basics (idea generation, structuring, articulation), Building Awareness of Business Environments, Group Discussion Fundamentals (structure, articulation, listening, rebuttal), Collaborative Communication and Team-based Expression, From Prep to Feedback & Evaluation, with special emphasis on CNA & CBA, Business model simulations and evaluation.

PGDM 110 – CAPSTONE PROJECT

Class Credits	PGDM (2026-2028) 03

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

CO1: Identify various business situations in relevance to learned management concepts.
CO2: Investigate and identify business problems and assess the alternative solutions.
CO3: Apply management concepts and principles from different functional areas in analyzing an organization.
CO4: Demonstrate team work, coordination and organizing abilities while working in group.
CO5: Analyze and present organizational information and insights in a structured and professional manner.

Detailed Curriculum

1. The Capstone Project titled, "Exploring Cross-Functional Governance of Management Concepts" is designed to demonstrate the accumulated learning acquired during PGDM Semester I through a single original project conducted under the guidance of a faculty mentor. The Capstone Project shall be based on secondary and primary data, wherever applicable, to provide comprehensive insights into the selected organization and the application of management concepts.The project should integrate learning from the following subjects: Principles of Management, Accounting for Managers, Managerial Economics, Business Research Methods, Organizational Behaviour, Marketing Management, Entrepreneurship, Business Ethics & Corporate Governance, and Personality Development & Corporate Communication.
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, with each draft subjected to rigorous peer review and regular feedback from the faculty mentor.
4. All assignments should follow the prescribed guidelines. The outline of the assignments is as follows:

   Assignment 1: Introduction
   Assignment 2: Organizational Profile and Management Practices
   Assignment 3: Market Analysis and Business Environment
   Assignment 4: Business Ethics, Corporate Governance, and CSR
   Assignment 5: Product, Demand, and Growth Analysis
   Assignment 6: Organizational Change and Innovation
   Assignment 7: Entrepreneurship and Risk Management
   Assignment 8: Financial Systems, Communication, and Business Processes
   Assignment 9: Final Capstone Project Report (Plagiarism Checked).

5. Capstone Projects will be evaluated based on the Final Project Report and student presentations before a faculty panel at the end of the semester. Regardless of the methodology used, the final project must explicitly demonstrate the application of concepts learned through study, reading, classroom discussions, industry interactions, and practical investigation to the selected organization's context and business issues.

Semester 2

Course Code	Semester 2	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		**30**	**270**

PGDM 201 – MARKET AND SALES MANAGEMENT

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Analyze Market Dynamics and Emerging Market Trends.
CO2: Evaluate Sales Organization Structures and Sales Strategies.
CO3: Develop Effective Personal Selling and Relationship Management Strategies.
CO4: Analyze Distribution Channel and Sales Management Strategies.
CO5: Evaluate Retailing and Omnichannel Sales Strategies.

Detailed Curriculum

Unit 1: Introduction to Market

Importance and Scope of Markets; Market Dynamics and Market Development, Consumer, Types of Markets; Business, Government and International Markets, Emerging Market Trends, Market Potential and Market Opportunity Analysis, Understanding Customer Segments and Value Propositions, Buyer-Seller Relationships, Market Intelligence for Sales Decisions, Sales Environment and Competitive Landscape, Emerging Digital and Platform-Based Markets.

Unit 2: Introduction to Sales

Introduction to Sales, Role of Selling in Marketing, Role of Salesperson and Sales Manager, Types of Sales Personnel, Characteristics of Successful Salespeople, Theories of Selling, Sales Management Process, Sales Planning, Sales Forecasting, Sales Budgeting, Sales Organization Structures, Sales Territory Design, Sales Quotas and Quota Allocation, Recruitment, Selection and Training of Sales Personnel, Motivation, Compensation and Performance Evaluation of Sales Force, CRM Applications, Sales Automation Tools and AI in Sales Management.

Unit 3: Selling Process and Approaches

Personal Selling and Relationship Selling, Selling to Individuals and Institutions, Prospecting and Sales Leads, Planning Sales Calls, Sales Presentation and Demonstration, Handling Objections, Sales Negotiation Techniques, Closing the Sale and Follow-up, SPANCO Selling Cycle, Spin Selling, Sandler Selling, Consultative Selling, Solution Selling, Key Account Management, Telemarketing, Direct Selling, E-Retailing, Digital and Social Selling, LinkedIn Selling Strategies, Virtual Selling Techniques and Sales Analytics.

Unit 4: Market Distribution Channel Management

Distribution Management and Marketing Mix, Need and Functions of Distribution Channels, Distribution as a Carrier of Value, Distribution Intensity, Distribution Logistics, Channel Institutions, C&F Agents, Distributors, Wholesalers and Retailers, Channel Design Decisions, Channel Management Decisions, Vertical Marketing Systems (VMS), Horizontal Marketing Systems (HMS), Channel Conflict and Conflict Resolution, Modern Trade, B2B Sales Channels, Information Technology in Distribution and Emerging Distribution Trends.

Unit 5: Retail Management

Introduction to Retailing, Evolution of Retailing, Organized and Unorganized Retail Formats, Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theories of Retail Development, Modern Retail Formats in India, Rural Retailing, Omnichannel Retailing, Social Commerce, Role of Social Media in Sales, Retail Technology and Digital Commerce, Consumer Experience Management in Retail, Emerging Trends in Retail and Sales, Career Opportunities in Sales, Distribution and Retail Management.

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

PGDM 202 – HUMAN RESOURCE MANAGEMENT

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**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 trends 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: Talent Management
Human Resource Planning – 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, Applicant Tracking System (ATS), 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, Training Vs Development, Training Cycle, Individual Development Plan, Employee Training Methods, Evaluating Training Effectiveness, Upskilling and Reskilling, Management 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- International and Domestic HRM, Human Resource Information System, HR Analytics and Decision Making, Human Resource Audit. Strategic Human Resource Management, Handling HR Implications of Artificial Intelligence, 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 -17th Edition (2023)*
Essentials of Human Resource Management	*K Aswathappa & Sadhna Dash, McGraw Hill (2023)*
Human Resource Management	*Raymond A Noe ,John R Hollenbeck, Barry Gerhart, Patrick M Wright, McGraw Hill Education (India) (2023)*

PGDM 203 – BUSINESS STATISTICS AND QUANTITATIVE TECHNIQUES

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Apply the basic concepts of Statistics to solve the problems based on the concepts of central tendency and dispersion of data.
CO2: Apply the concepts of correlation and regression to find the relationship between the given bivariate data.
CO3: Analyse various probabilistic situations based on various laws of probability and Probability distributions.
CO4: Apply linear programming models across industries globally.
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	*S 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)*

PGDM 204 – FINANCIAL MANAGEMENT	
Class **Credits** **Hours**	**PGDM (2026-2028)** **03** **30**

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

CO1: Interpret 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

Definition, Nature, Objective & Scope of Financial management; Wealth maximization & Profit Maximization Objectives of Financial Management; Role of Finance Manager; Time Value of Money; Return, Risk & Cost of capital.

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-Valuation of Securities, Leverage Analysis - Concept of Operating Leverage, Financial Leverage, Combined Leverage EBIT, EPS Analysis - Financial Break Even, Indifference Level.

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 & CACL Method, Management of Cash & Marketable Securities, Receivables Management, Inventory Management.

Reference Books	***Author/Publication***
Fundamentals of Financial Management	*JamesVan 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 (2026-2028)
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, 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, Value Proposition, Environmental Appraisal, SWOT Analysis, BCG Matrix, PESTLE Framework, Global Risks and Geopolitical Strategy, Supply Chain Resilience, 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, Customer Centric Strategies, Artificial Intelligence (AI) And Data-Driven Strategic Decision Making.

Unit 4: Corporate Level Strategies
Expansion Strategies, Ansoff's Matrix, Stability Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring, VUCA And BANI World, Sustainability and Corporate Social Responsibility (CSR) In Strategy, Hyper Personalization and Customer Centricity

Unit 5: 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, Ecosystem and Platform Business Model, Techniques for Strategic Control, Role of Organizational Systems in Evaluation. Agile Strategy and Adaptive Organizations, Legal Aspects as Barriers in Strategy Implementation

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	**PGDM (2026-2028)**
Credits	**03**
Hours	**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 analyse 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 develop skills to analyse quality related data using statistical control charts and Quality control tools.
CO5: To analyse managerial problems related to production planning and control and taking decisions in designing warehouse material management systems.

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 Layouts, 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, Inventory Management: Purpose of Inventories, Inventory Costs, Inventory Systems: Fixed Order Quantity System, Fixed Order Period System, Inventory Classification Models, Economic Order Quantity, ABC, VED, HML, FSND Analysis, Numerical Related to Economic Order Quantity.

Unit 4: 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.

Unit 5: 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.

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/Cengage Learning*
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 (2026-2028)**
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 their Applications 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 Excel (Basic and Advanced)

Introduction to MS Excel, Use & Importance of Excel Application. Creating, Saving and Editing a Workbook, Inserting, Deleting Worksheets, Entering Data in a Cell, Copying and Moving from selected cells, Handling Formulae.
Mathematical Functions, Date and Time Functions, Statistical Functions, Sorting of Data, Graphs and Charts, What-if Analysis, Macros, Conditional Formatting, Pivot Tables, Pivot Charts, Filter, Data Analysis, Use of HLOOKUP, VLOOKUP, and XLOOKUP Functions.

Unit 3: MS Word and MS PowerPoint

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 4: 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: COUNT(), SUM(), AVG(), MAX(), MIN(), Joins: INNER JOIN, LEFT JOIN.

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 and their All commands and their 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	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Develop Digital Marketing Strategies Using Online Marketing Tools and Techniques.
CO2: Design and Manage Business Websites Using WordPress.
CO3: Implement SEO Strategies to Improve Search Engine Visibility and Rankings.
CO4: Develop Social Media Marketing Campaigns Across Digital Platforms.
CO5: Create and Manage Digital Advertising Campaigns Using Google AdWords and Analytics Tools.

Detailed Curriculum

Unit 1: Digital Marketing Fundamentals
Introduction to Digital Marketing, Evolution of Digital Marketing, Digital Marketing Process, Digital Marketing Ecosystem, Methods of Promoting Business Online, Digital Consumer Behaviour, Customer Journey and Digital Touchpoints, Inbound Marketing and Outbound Marketing, Online Traffic Sources, Conversion Funnel and Conversion Process, Marketing Funnels, Voice Search Marketing, Emerging Trends in Digital Marketing.

Unit 2: Website Designing
Website Fundamentals, Types of Websites, Website Planning and Development, Website Designing Tools including WordPress Basics, Landing Page Design and Optimization, Mobile-First Website Design, User Experience (UX) and User Interface (UI) Basics, Use of AI Tools in Website Development, Content Marketing Fundamentals, Content Strategy and Planning, Blogging for Business, Visual Content and Video Content, Website Performance and Conversion Optimization.

Unit 3: Search Engine Optimization
Fundamentals of Search Engines, How Search Engines Work, Search Engine Results Pages (SERPs), Keyword Research and Planning, Search Intent Analysis, On-Page SEO, Off-Page SEO, Technical SEO, Local SEO, White Hat and Black Hat SEO, Meta SEO, SEO Analytics and Reporting, AI-Based SEO Tools, Introduction to Search Engine Marketing (SEM), Google Ads, Bing Ads.

Unit 4: Social Media Marketing
Social Media Marketing Fundamentals, Facebook Marketing and Advertising, Instagram Marketing, LinkedIn Marketing, X (Twitter) Marketing, YouTube Marketing, Social Media Content Strategy, Social Media Analytics, Community Management, Influencer Marketing, Personal Branding, Social Commerce and Emerging Social Media Trends.

Unit 5: Other Social Marketing
Google Ads Campaign Management, Search Ads, Display Ads, Video Ads and Mobile Ads, Campaign Planning and Budgeting, Bid Management Strategies, Audience Targeting and Retargeting, Email Marketing Fundamentals, Email Campaign Design and Automation, Marketing Analytics and Performance Measurement, Web Analytics, Conversion Rate Optimization, Marketing Automation Tools, AI in Digital Marketing, Generative AI Applications, Digital Marketing Ethics, Privacy and Data Protection.

Reference Books	*Author/Publication*
Fundamentals of Digital Marketing (3rd Edition, 2023)	*Puneet Singh Bhatia, Pearson Education India.*
The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted and Measurable Online Campaigns (1st Edition, 2016)	*Ian Dodson, Wiley.*
Advanced Technologies in Digital Marketing 2025 for Beginners: Unlock Tomorrow's Marketing Today (2025)	*Max Minder*
Digital Marketing Strategy: An Integrated Approach to Online Marketing (3rd Edition, 2022)	*Simon Kingsnorth, Kogan Page.*

PGDM 209 –Personality Development Corporate Communication II

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Apply critical thinking, logical reasoning, and problem-solving frameworks to articulate clear and coherent responses in professional contexts.
CO2: Participate effectively in Group Discussions and Personal Interviews by presenting structured arguments, relevant examples, and confident articulation.
CO3: Communicate assertively and professionally while adapting behaviour to diverse workplace situations and expectations.
CO4: Develop enriched content for communication by integrating general, business, and social awareness into discussions and presentations.
CO5: Demonstrate effective digital and professional communication through structured emails, resumes, LinkedIn profiles, and video resumes.

Detailed Curriculum

Unit I: Digital Communication & Professional Presence
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 II – Conflict Management & Decision Making for Effective Team Work

Concept of "Logic" and "Logical Thinking", Obstacles to Logical & Critical Thinking, Critical Thinking for Problem Solving: Strategies, Mechanisms and Theories, Agreement Vs Disagreement, Propaganda and Persuasion, Concept of Reasoning, Conflict Management Styles, Personal and Professional Implications. Decision Trap and Thinking Errors, Inferences and Conclusions, Decision Making and Leadership Typology: Self Analysis, Team vs Group, building effective teams, Steps of Team Development, Resolving Interpersonal Conflicts for Effective Team Work, Managing Group Dynamics

Unit III: Group Discussion
Introduction to Group Discussions (GD) and Types of GD; GD Techniques and Strategies; Listening, Articulation, Rebuttal, and Consensus Building; Team-based Communication and Collaborative Expression; Practice Group Discussions (GD) for Content Development, Structured Thinking, and Professional Communication.

Unit IV: Professional Communication & Interview Preparedness
Resume Presentation and Question Handling; Video Resume Practice; Written Test (Communication Assessment); Mock Personal Interview (PI); Application of Communication Skills in Professional Contexts; Handling Questions with Clarity and Confidence.

Unit V: Content Development for Effective Public Speaking
Importance of Content in Professional Communication; Types of Content for Group Discussions (GD), Interviews, and Current Affairs Discussions; Identifying Factual, Analytical, and Opinion-Based Topics; Content Development Using the 5W1H Framework; Idea generation and Perspective Building; Mind Mapping for Content Organization; Content Prioritization and Relevance Mapping; Structuring Responses Using the Introduction–Body–Conclusion (IBC) Framework; Interpreting Abstract Topics in Personal, Social, And Business Contexts; Techniques For Analytical Thinking, Cause–Effect Analysis, and Analogy Building; Developing Coherent and Evidence-Based Arguments; Articulation and Verbal Expression of Ideas in Professional Settings.

PGDM 210 – CAPSTONE PROJECT

Class Credits	PGDM (2026-2028) 03

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

CO1: Identify various business situations in relevance to learned management concepts.
CO2: Investigate and identify business problems and assess the alternative solutions.
CO3: Apply management concepts and principles from different functional areas in analyzing an organization.
CO4: Demonstrate team work, coordination and organizing abilities while working in group.
CO5: Analyze and present organizational information and insights in a structured and professional manner.

Detailed Curriculum

1. The Capstone Project, "Implementing Cross-Functional Management Strategies for Organisational Effectiveness" is designed to demonstrate the accumulated learning acquired during PGDM Semester II through a single original project conducted under the guidance of a faculty mentor. The Capstone Project shall be based on secondary and primary data, wherever applicable, to provide comprehensive insights into the selected organization and the application of management concepts. The project should integrate learning from the following subjects: Market & Sales Management, Human Resource Management, Business Statistics & Quantitative Techniques, Financial Management, Strategic Management, Production & Operations Management, Computer Fundamentals & Applications in Management, Digital Marketing, and Personality Development & Corporate Communication.

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, with each draft subjected to rigorous peer review and regular feedback from the faculty mentor.

4. All assignments should follow the prescribed guidelines. The outline of the assignments is as follows:

Assignment 1: Introduction
Assignment 2: Organizational Profile and Strategic Direction
Assignment 3: Strategic Analysis and Digital Transformation
Assignment 4: Financial Analysis and Sources of Finance
Assignment 5: Human Resource Practices and Employee Development
Assignment 6: Operations and Supply Chain Management
Assignment 7: Market and Sales Management Practices
Assignment 8: Business Environment Analysis
Assignment 9: Final Project Report (Plagiarism Checked).

5. Capstone Projects will be evaluated based on the Final Project Report and student presentations before a faculty panel at the end of the semester. Regardless of the methodology used, the final project must explicitly demonstrate the application of concepts learned through study, reading, classroom discussions, industry interactions, and practical investigation to the selected organization's context and business issues.

Semester 3

Course	Semester 3	Credits	Teaching Hours
PGDM301	Project Management	3	30
PGDM302	Legal & Business Environment	3	30
PGDM303	Summer Internship Report	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**

PGDM 301 – PROJECT MANAGEMENT

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Explain the fundamentals, life cycle, and key knowledge areas of project management.
CO2: Analyze project initiation, selection, and portfolio management processes.
CO3: Apply project planning tools and techniques for effective project management.
CO4: Evaluate project execution and control mechanisms for project performance.
CO5: Assess project auditing, termination, and factors influencing project success and failure.

Detailed Curriculum

Unit 1: Introduction to Project Management
Meaning Of Project Management and Advantages of Project Management, Need of Project Management, The Triple Constraints, Nine Knowledge Areas of PM, Project Life Cycle, Experience Curve, Role of Risk and Its Assessment.

Unit 2: Project Initiation
Project Selection Criteria and Models, Project Manager-Role & Characteristics, Project Portfolio Process, Purposes, Conflict Management & Negotiation.

Unit 3: Project Planning
Risk Planning, WBS, Steps to Create WBS, Risk Management, Parts of Risk Management, Risk Matrix, Quantitative Risk Analysis, Budgeting, Types of Budgeting, CPM and PERT.

Unit 4: Project Execution
Monitoring & Information System, Planning-Monitoring-Controlling Cycle, Earned Value Analysis, Purpose of Control, Focus of Control, Types of Control Processes.

Unit 5: Project Termination
Project Auditing, Approaches of Auditing, Recommendation, Types of Audit, Project Termination, Types Of Project Termination, Success Factors of Project, Reason of a Project Failure.

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, Vibtrant https://rpitst.com/img/ebook/1711065773_3cb3c13740b46ead1fa4.pdf*
Project Management	*S. Choudhary, McGraw Hill*
Project Management & Control	*NSingh, Himalaya*

PGDM 302 – LEGAL & BUSINESS ENVIRONMENT

Class	**PGDM (2026-2028)**
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: Assess laws governing technology-driven businesses, environmental regulations, and intellectual property rights.

Detailed Curriculum

Unit 1: Overview of Business Environment

Nature & Structure of Business Environment; Micro & Macro Environment – Economic & Non- Economic, Forms of Business: Sole Proprietorship, Hindu Undivided Family, Partnership, LLP, Company, Cooperative Societies, Legal and Regulatory Environment for Startups:

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 Competition Commission of India (CCI), and Recent Amendments. Environmental, Social, and Governance (ESG) Compliance and Reporting: Securities and Exchange Board of India (SEBI) Guidelines, Sustainability Disclosures, and Green Finance Regulations.

Unit 3: Financial Sector in India: Structure & Reforms

Financial Market Structure, Money & Capital Markets, Securities and Exchange Board of India (SEBI) & Stock exchanges, Financial Institutions – Banks, Non-Banking Financial Institutions Non-Banking Financial Institutions (NBFIs); Role of RBI (Reserve Bank of India), Insurance Sector; Mutual Funds; Banking Sector Reforms.

Unit 4: Legal Aspects of Business

Companies Act 2013, Contract Laws: Nature and Types of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object, Unlawful and Illegal Agreements, Contingent Contracts, Performance and Discharge of Contracts, Remedies for Breach of Contract, Special Contracts: Indemnity & Guarantee, Contract of Agency; Consumer Protection Act 2019, Sale of Goods Act-1930,

Unit 5: Technology, Environment and Intellectual Property Laws

Information Technology Act 2000, Cyber Security Competition Act 2002, Legal Issues in the Digital Economy: E-contracts, Cyber Laws, Data Privacy (DPDP Act), and Digital Payment Regulations, Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices. Intellectual Property Right - Trademarks, Patents, Copyright and Neighboring Rights.

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	*Akhileshwar 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*
E-Book	*The Legal and Ethical Environment of Business - Open Textbook Library*

PGDM 303 – SUMMER INTERNSHIP REPORT

Class Credits	PGDM (2026-2028) 06

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

CO1: Identify organizational problems and formulate objectives for an industry-based study in the chosen area of specialization.
CO2: Apply management concepts, tools, and techniques to analyze business processes and organizational practices.
CO3: Critically examine organizational systems, practices, and challenges through field-based investigation and data analysis.
CO4: Develop analytical and problem-solving skills to provide meaningful findings and recommendations for organizational improvement.
CO5: Demonstrate professional competencies, ethical conduct, and the practical application of management knowledge in achieving organizational goals.

Detailed Curriculum

Before the beginning of Semester III, students shall undertake a **Summer Internship Project (SIP)** in an organization approved by the Institute. The internship shall provide students with an opportunity to gain practical exposure to industry applications and apply classroom learning to real business situations in their respective areas of specialization.
The Summer Internship Project shall be carried out under the joint guidance of an **Industry Mentor** and a **Faculty Guide** allotted by the Institute. The project topic shall be finalized in consultation with the organization and the faculty guide, keeping in view the student's specialization and area of interest.

The evaluation of the Summer Internship Project shall consist of:

1. Evaluation of the Summer Internship Project Report.
2. Viva Voce Based on the Summer Internship Project.

The Summer Internship Project Report should broadly include the following:

1. Introduction
2. Learning Objectives of Internship
3. Company Profile & Structure
4. Literature Review
5. Research Methodology
6. Data Analysis and Interpretation.
7. Learning Outcomes and & Skill Development during Internship
8. OJT (On the Job Training)
9. Conclusions & Recommendations

Students shall prepare the Summer Internship Project Report as per the format prescribed in the **SIP Manual** issued by the Institute. The final report shall be submitted to the faculty guide within the stipulated timeline along with the Industry Mentor's evaluation and other required documents. The report should comprise a minimum of **75 pages** and shall be evaluated through a presentation and viva voce conducted by the Institute.

Semester 4

Course	Semester 4	Credits	Teaching Hours
PGDM401	International Business Trade	3	30
PGDM402	Research Project	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 OP02	Micro & Small Business Management	3	30
	Total	**30**	**270**

PGDM 401 – INTERNATIONAL BUSINESS & TRADE

Class **Credits** **Hours**	**PGDM (2026-2028)** **03** **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: Evaluate trade theories and foreign exchange mechanisms for condition and improvement of Balance of Payments of an economy.
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 – International Monetary Fund (IMF), World Bank, World Trade Organisation (WTO), Oil Producing and Exporting Countries (OPEC). Modes of Entry into International Business; Stages in International Business; Country Evaluation and Selection; Free Trade & Protectionism: India- UAE Comprehensive Economic Partnership Agreement (CEPA), India-Australia Economic Cooperation and Trade Agreement (ECTA), Indo-UK Free Trade Agreement (FTA); Deglobalization, Cross-Cultural Issues and Concerns, Geopolitics: Trade Wars, Sanctions and Impact of Geopolitical Tension.

Unit 2: Economic Integration and Cooperation
Regional Groupings: Meaning and Significance of Regional Integration; Factors Facilitating Economic Integration; European Union (EU), North Atlantic Free Trade Agreement (NAFTA), South Asian Association of Regional Cooperation (SAARC), Association of South East Asian Nations (ASEAN); Economic Groupings: Meaning and Significance of Economic Groupings; G8, G20, BRICS, Oil Producing and Exporting Countries (OPEC); Cooperation Forums and Projects: China Pakistan Economic Corridor (CPEC), 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, Foreign Exchange Management Act (FEMA), Trade Contract and Trade Terms; Incoterms; Tariff and Non-Tariff Barriers. General Agreement on Tariffs and Trade (GATT), General Agreement on Trade in Services (GATS), Trade Related Aspects of Intellectual Property Rights (TRIPs) and Trade Related Investment Measures (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, and Documentary Credit; Documentary Collection – DP and DA, Process and Operation; Letter of Credit and Parties Involved; Process of Opening and Advising an LC, Types of LC, Process and Operation; UCPDC- Major Clauses; Consignment Sales; Trade Operations and Documentation: Areas And Dimensions of Documentation, Nature and Characteristic Features of EXIM Documents; Electronic Data Interchange (EDI) and Aligned Documentation System (ADS); 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, Supply Chain & Green Logistics: Environmental, Social and Governance (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*

PGDM 402 – RESEARCH PROJECT

Class Credits	PGDM (2026-2028) 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 Semester IV, the students shall undertake a Research Project on a problem/topic related to their area of specialization. The topic shall be assigned by the faculty guide, taking into consideration the student's area of interest. Faculty guides will be allotted by the Institute based on the specialization opted for by the student.
The evaluation of the Research Project shall consist of:

1. Evaluation of the Research Project Report.
2. Viva Voce Based on the Research Project.

The Research Project Report should contain the following:

1. Introduction.
2. Review of Literature
3. Research Methodology
4. Data Analysis & Interpretation
5. Findings, Conclusions, and Recommendations

The student shall prepare the Research Project Report as per the format prescribed in the Research Project Report Manual. The student shall submit two copies of the Research Project Report to the faculty guide. The report should comprise a minimum of 75 pages.

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

PGDM M01 – SERVICES MARKETING

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Analyze service characteristics and service marketing strategies.
CO2: Develop customer experience and service quality strategies.
CO3: Evaluate service design and service delivery systems.
CO4: Analyze service communication and relationship management strategies.
CO5: Evaluate emerging trends and innovations in service marketing.

Detailed Curriculum

Unit 1: Introduction to Services Marketing
Services Marketing: Meaning, Definition, Nature, Scope and Importance of Services Marketing. Characteristics and Classification of Services. Evolution and Paradigms of Services Marketing. Difference between Goods and Services, Challenges and Implications of Services Marketing, and Strategies to Overcome These Challenges. Service Marketing Environment. Importance of Services Marketing in the Contemporary Business Landscape. Services Marketing Mix (7Ps): Product, Price, Place, Promotion, People, Process and Phyical Evidence, Strategies for Effective Services Marketing.

Unit 2: Understanding Consumer Behavior and Service Design
Consumer Behaviour in Services: Services vis-à-vis Goods, Consumer Behaviour 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, and Service Encounter.
Service Design and Development: New Service Development Process, From Core Service to Augmented and Potential Services, Customer-Defined Service Standards, Voice of Customer (VoC), Service Blueprinting, Service Design Strategies, and Service Recovery Strategies.

UNIT 3: Managing Service Delivery and Service Communications
Service Delivery: Role of Employees and Customers in Service Delivery, Role of Intermediaries in Service Delivery, Managing Customer Participation in Services, Pricing of Services, Pricing Considerations and Pricing Strategies, Revenue Management.
Managing Service Communications: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations in Services Marketing, Integrated Marketing Communications for Services, Managing Service Promise and Customer Expectations.

Unit 4: Delivering & Performing Services
Crafting the Service Environment (Servicescape), Physical Evidence in Services, Managing Demand and Capacity, Waiting Line and Queue Management, Services Positioning Strategies, Service Branding, Social Media for Service Engagement, Technology-Enabled Service Delivery, Self-Service Technologies.

Unit 5: Service Quality, Customer Relationship Management and Contemporary Trends Delivering Quality Service, Challenges of Measuring Service Quality, Measures and Dimensions of Service Quality, SERVQUAL Model, Gaps Model of Service Quality, Service Quality and Productivity, Service Recovery Strategies, Building Customer Relationships and Loyalty, Customer Retention Strategies, Service Leadership, Emerging Trends in Services Marketing: Platform-Based Services, Subscription Economy, FinTech and Digital Services, Sustainable Service Marketing, AI in Services, Chatbots and Virtual Assistants, Service Innovation, Metaverse Services.

Reference Books	***Author/Publication***
Services Marketing: People, Technology, Strategy – Christopher Lovelock & Jochen Wirtz, 8th Edition, 2016	*Pearson Education*
Services Marketing – Rajendra Nargundkar, 3rd Edition, 2010	*Tata McGraw-Hill Education*
Services Marketing – Ravi Shankar, 2nd Edition, 2012	*Excel Books*
Services Marketing: The Indian Context – Dr. R. Srinivasan, 4th Edition, 2014	*PHI Learning Pvt. Ltd.*

PGDM M02 – CONSUMER BEHAVIOUR

Class Credits Hours	PGDM (2026-2028) 03 30

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

CO1: Analyze consumer decision-making across different stages.
CO2: Evaluate consumer behavior models and behavioral decision-making approaches.
CO3: Analyze psychological influences on consumer behaviour and buying decisions.
CO4: Evaluate social, cultural, and digital influences on consumer behaviour.
CO5: Analyze emerging consumer trends and organizational buying behaviour.

Detailed Curriculum

Unit 1: Introduction and Consumer Decision Process
Consumer Behaviour: Meaning, Definition, Scope and Importance, Nature and Characteristics of Indian Consumers, Determinants of Consumer Behaviour, Consumer Decision-Making Process, Factors Influencing Consumer Decisions, Evaluation Criteria and Decision Rules, Perceived Value, Market Opportunity Analysis.

Unit 2: Consumer Behaviour Models and Contemporary Decision-Making
Consumer Behaviour Models: Economic Model, Psychoanalytic Model, Sociological Model, Howard-Sheth Model of Consumer Behaviour and Their Relevance in Understanding Consumer Decisions. Behavioral Decision-Making: Behavioral Decision Theory, Consumer Choice Heuristics, Cognitive Biases, Consumer Journey and Experience Mapping. Artificial Intelligence in Consumer Decision-Making, Ethics and Consumer Protection in the Digital Era: Consumer Data Privacy, Digital Trust and Ethical AI in Consumer Markets.

Unit 3: Psychological Determinants of Consumer Behaviour
Motivation and Needs, Personality and Consumer Behaviour, Self-Concept and Self-Image, Consumer Perception, Learning, Attitude Formation and Change, Emotional and Cognitive Influences on Consumer Decisions, Cognitive Biases, Neuromarketing, Impulse Buying Behaviour, FOMO Consumption, Attention Economy and Digital Attention Span.

Unit 4: Social, Cultural and Digital Influences on Consumer Behaviour
Social Class and Social Stratification, Culture and Subculture, Changing Gender Perspectives, Family and Reference Group Influences, Opinion Leadership, Influencer Psychology, Word-of-Mouth Communication, , Consumer Tribalism, Social Commerce Behaviour, Changing Generations.

Unit 5: Organizational Buying Behaviour and Emerging Consumer Trends
Organizational Buying Behaviour: Characteristics of Industrial Markets, Buying Center and Participants in Organizational Buying, Factors Influencing Organizational Buying Behaviour, Organizational Buying Decision Process, Buying Situations (New Task, Modified Rebuy and Straight Rebuy), Buying Patterns, Vendor Selection and Evaluation, Buyer-Seller Relationships, B2B Customer Value Creation, E-Procurement and Emerging Trends in Organizational Buying.

Reference Books	*Author/Publication*
Consumer Behavior – Leon G. Schiffman & Joseph Wisenblit, 13th Edition, 2024	*Pearson Education*
Consumer Behavior: Buying, Having, and Being – Michael R. Solomon, 14th Edition, 2023	*Pearson Education*
Consumer Behaviour: The Indian Context (Concepts & Cases) – S. Ramesh Kumar, 2nd Edition, 2017	*Pearson Education India*
Consumer Behavior and Managerial Decision Making – Frank R. Kardes, Maria L. Cronley & Thomas W. Cline, 3rd Edition, 2022	*Routledge*

PGDM M03 – PRODUCT AND BRAND MANAGEMENT

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Classify analyze product and brand management strategies in competitive markets.
CO2: Develop brand positioning and customer-based brand equity strategies.
CO3: Evaluate marketing programs for building and sustaining brands.
CO4: Analyze brand performance and brand extension strategies.
CO5: Evaluate emerging trends in digital and global brand management.

Detailed Curriculum

UNIT 1: Foundations of Product and Brand Management
Product and Brand: Concepts and Differences, Functions and Significance of Brands, Types of Brands, Co-Branding, Store Brands, Brand Storytelling, Sustainable Branding and AI Applications in Brand Management.

UNIT 2: Brand Positioning and Identity
Strategic Brand Management Process, Brand Vision and Values, Brand Elements, Brand Positioning, Points of Parity and Points of Difference, Global Branding Considerations, Brand Audits, Emotional Branding, Personal Branding, Brand Communities and Brand Advocacy.

UNIT 3: Building Brand Equity
Customer-Based Brand Equity, Brand Knowledge, Sources of Brand Equity, Brand Elements and Brand Associations, Designing Marketing Programs for Brand Building, Leveraging Secondary Associations, Social Media and Branded Customer Experience.

UNIT 4: Measuring and Managing Brand Performance
Brand Extensions, Rebranding and Brand Relaunch, Brand Equity Measurement Systems, Tracking Customer-Based Brand Equity, Brand Analytics, Digital Brand Reputation and Online Brand Monitoring.

UNIT 5: Brand Growth and Sustainability
Brand Architecture, Brand Portfolio Management, Brand Hierarchy Decisions, Managing Brands Over Time, Brand Reinforcement Strategies, Global Brand Strategy, Leveraging Social Commerce for Brand Growth, Influencer Marketing and Ethical Branding.

Reference Books	***Author/Publication***
Strategic Brand Management: Building, Measuring and Managing Brand Equity (5th,2019)	*Kevin Lane Keller &* ***Vanitha Swaminathan, Pearson.***
Brand Management – Vibha Mathur & Saloni Arora, 1st Edition, 2024	*PHI Learning Pvt. Ltd.*
Strategic Brand Management, 5th Edition, 2012	*J N Kapferer. New York, Free Press.*
Brand Management (1st edition,2024) (e-book)	*Vibha Mathur, Saloni Arora,PHI Learning*

PGDM M04 – INTERNATIONAL MARKETING

Class **Credits** **Hours**	**PGDM (2026-2028)** **03** **30**

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

CO1: Analyze the international marketing environment for global business opportunities.
CO2: Evaluate international market entry and expansion strategies.
CO3: Develop international product and pricing strategies for global markets.
CO4: Develop international distribution and communication strategies for global markets.
CO5: Analyze emerging trends in international marketing and global competitiveness.

Detailed Curriculum

UNIT 1: Introduction to International Marketing
Definition, Scope and Importance of International Marketing, International Marketing Environment, Global Customers, International Market Segmentation and Global Market Opportunities.

UNIT 2: International Marketing Strategy
Market Entry and Expansion Strategies, Sourcing Strategies, Cooperative Strategies, International Market Selection, International Marketing Research, Competitive Analysis, CAGE Framework and Geographic Diversification Strategies.

UNIT 3: International Product and Pricing Decisions
International Product Positioning, Product Design Considerations, Geographic Expansion Alternatives, New Product Decisions in Global Markets, International Pricing Objectives and Strategies, Transfer Pricing and International Pricing Policies.

UNIT 4: International Distribution and Communication Strategies
International Marketing Channels, Physical Distribution, Channel Innovation, International Advertising, Public Relations, Personal Selling, Sales Promotion, Direct Marketing, Trade Shows and Sponsorships.

UNIT 5: Emerging Trends in International Marketing
Global E-Marketing and Digital Internationalization, Electronic Value Chains and Cross-Border E-Commerce, International Trade Logistics and Supply Chain Management, International Shipping and Freight Management, Incoterms and International Documentation, Warehousing and Distribution in Global Markets, Sustainable Global Marketing and Green Supply Chains, Global Competitive Strategy, International Relationship Marketing, Global Luxury Marketing, Digital Trade Platforms, and Emerging Trends in International Marketing.

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

PGDM M05 – INTEGRATED MARKETING COMMUNICATION

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Analyze the various elements of integrated marketing communications
CO2: Evaluate advertising strategies and digital communication tools.
CO3: Develop media planning and communication campaign strategies.
CO4: Analyze advertising agency and direct marketing strategies.
CO5: Develop sales promotion and integrated communication programs.

Detailed Curriculum

UNIT 1: Foundations of Integrated Marketing Communication
Introduction to Integrated Marketing Communication (IMC), Elements of IMC: Advertising, Sales Promotion, Public Relations, Publicity, Direct Marketing and Direct Response Methods, Corporate Communication, Media Relations, Event Marketing and Sponsorships. The IMC Planning Process, Link Between Marketing Strategy and Communication Strategy, Value of IMC in Contemporary Markets, Impact of Information Technology, Competition and Brand Parity on IMC.

UNIT 2: Advertising Management and Digital Communication
Advertising: Meaning, Objectives and Types, Role of Advertising in Brand Building, Advertising Across Product Life Cycle Stages, Creating Differentiation Through Advertising, Advertising Models, Advertising Copy and Copy Development, Advertising Appeals, Advertising Ethics and Legal Issues. Digital Advertising: Evolution of Digital Media, Social Media Advertising, Mobile Advertising, E-Commerce Advertising, AI and VR Applications in Advertising, Green Advertising and Pro Bono Advertising.

UNIT 3: Media Planning and Communication Effectiveness
Media Planning Process, Media Objectives and Strategies, Media Mix Decisions, Media Buying, Media Scheduling, Budget Allocation, Communication Campaign Planning, Measuring Advertising Effectiveness, Measuring IMC Effectiveness, Current Media Trends, Content Marketing, Campaign Analytics and Performance Evaluation.

UNIT 4: Advertising Agencies and Direct Marketing
Advertising Agencies: Types, Functions and Services, Agency Compensation Methods, Agency Selection and Evaluation, Agency–Client Relationship Management. Advertising Objectives and Budgeting, DAGMAR Approach, Budgeting Methods. Direct Marketing: Concepts, Tools and Applications, Conventional and Unconventional Direct Marketing, Direct Response Marketing and Database Marketing.

UNIT 5: Sales Promotion, Sponsorship and Ethical Communication
Sales Promotion: Scope, Role, Strengths and Limitations, Consumer-Oriented and Trade-Oriented Sales Promotion, Designing Sales Promotion Campaigns, Data-Driven Sales Promotion and BI Applications. Sponsorship Marketing: Event Sponsorship, Cause Sponsorship and Ambush Marketing. Ethics in Marketing Communication: Targeting Vulnerable Groups, Stereotyping, Unethical Communication Practices, Social and Cultural Implications of Marketing Communication.

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 (6th edition, 2003) (e-book)	***George E Belch**, **Michael A Belch** / Tata McGraw Hill*

PGDM M06 – MARKETING RESEARCH

Class	PGDM (2026-2028)
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: Foundations of Marketing Research
Introduction to Marketing Research, Role of Marketing Research in Managerial Decision-Making, Marketing Research Process, Scope and Applications of Marketing Research, Marketing Research for Marketing Mix Decisions, Limitations of Marketing Research, Marketing Information Systems (MIS), Decision Support Systems (DSS), Marketing Intelligence Systems, Contemporary Applications of Marketing Intelligence, AI Applications in Marketing Research.

UNIT 2: Measurement and Research Design
Nature and Types of Marketing Research, Qualitative and Quantitative Research, Data Collection Methods, Measurement Instruments, Attitude Measurement Scales, Measures of Emotion and Perception, Reliability, Validity and Generalizability, Measuring Customer Satisfaction, Sources of Measurement Error and Control of Exogenous Variables.

UNIT 3: Marketing Research Applications
Product Research: Product Concept Testing, Product Testing and Test Marketing. Advertising and Promotion Research: Media Research, Copy Testing, Advertising Effectiveness Research, Media Selection Research, Adstock Model Applications.

UNIT 4: Tools for Marketing Research- Sales and Pricing
Market Potential Analysis, Location Analysis, Sales Analysis Research, Sales Forecasting Methods, Price Sensitivity Measurement, Willingness-to-Pay Analysis, Revenue Management Research, Price Bundling and Markdown Pricing Analysis, Solver-Based Price Optimization.

UNIT 5: Multivariate Techniques and Advanced Marketing Analytics
Multidimensional Scaling and Marketing Applications, Conjoint Analysis, Product Attribute Trade-Off Analysis, Full Profile Conjoint Analysis, Cluster Analysis, Discriminant Analysis, Canonical Correlation Analysis, Applications of Advanced Marketing Analytics in Marketing Decision-Making

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 (2nd edition, 2006((e-book)	***Bruce Wrenn, Robert E. Stevens, David L. Loudon*** */ Routledge*

Year II	
FINANCE SPECIALIZATION	
PGDM F 01	Behavioural Finance
PGDM F 02	Banking Insurance & Financial System
PGDM F 03	Financial Derivatives
PGDM F 04	Security Analysis & Portfolio Management
PGDM F 05	International Financial Management
PGDM F 06	Financial Modeling & Valuation

PGDM F01 – BEHAVIOURAL FINANCE

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Apply 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 Function

Introduction to Standard Finance: The Rise of Rational Market; Market Efficiency; Expected Utility Theory; Modern Investors' Rationality: Decision Making Under Risk and Uncertainty; Challenges to the Market Efficiency.

Unit 2: Foundations of Behavioural Finance

Introduction to Behavioral Finance-Overview, History of Behavioral Finance; Behavioural Finance Versus Standard Finance; Behavioural Capital Asset Pricing Model Limits to Arbitrage- Fundamental Risk, Noise Trader Risk, Prospect Theory; Imperfect Markets & Limits to Arbitrage; Loss Aversion, Market Anomalies.

Unit 3: Investors' Behaviour

Portrait Of Individual Investor; Institutional Investor Behaviour, Factors Influencing Investor Decision Making & 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: Behavioral Biases and Irrational Investing

Heuristics and Biases Approach: Familiarity & Related Heuristics; Representativeness and Related Biases; Anchoring; 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 and Guidelines to Overcome Behavioural Biases.

Unit 5: Recent Advances in Behavioural Finance

Narrow Framing & Mental Accounting: Framing Effects in Financial Market Forecasts, The Disposition Effect; Impact of Irrationality and Managerial Sentiment: Asset Pricing & Portfolio Management; Neuro Finance and Neuroscience in Investing, 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
Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing.	*Shefrin, H; Harvard Business School Press*
Advances in Behavioral Finance	*Thaler, R. H; Russell Sage Foundation*
Behavioural Finance	*Chandra, Prasanna; McGraw Hill Publications*
Understanding Behavioural Finance	*Ackert, Lucky F. & Deaves, Richard., Cengage Publications*

PGDM F02 – BANKING, INSURANCE AND FINANCIAL SYSTEM

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Understand 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. Risk Management.

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	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Demonstrate the fundamentals of financial derivative instruments and their role in financial markets.
CO2: Analyze trading mechanisms, assess risks and costs, and calculate derivative payoffs for decision-making.
CO3: Evaluate trading strategies using option valuation models and Greeks.
CO4: Develop optimal investment strategies using swaps and derivative instruments.
CO5: Evaluate the use of financial derivatives in managing credit and market risks in different scenarios

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 Contracts, 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 (2026-2028)
Credits	03
Hours	30

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

CO1: Understand knowledge and understanding of various investment alternatives.
CO2: Analyze the risk and return of securities and portfolios and interpret their relationship.
CO3: Use 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, NAV Calculations and Methods Of Amortization Including Modified Dietz Method of returns. 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	*PandianPunithavathy, Vikas Publishing*

PGDM F05 -INTERNATIONAL FINANCIAL MANAGEMENT

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Understand 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 Market Structure
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 and 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 Policy
Foreign Direct Investment Theories: Theory of Imperfect Market, 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; FDI Versus FII; Venture Capital, Foreign Capital Budgeting Process, Cost of Capital for Multinational; Investment in Foreign Securities and International Financial Instruments; FDI Policy in India & Foreign Investment by Indian Companies.

Unit 5: Foreign Exchange Market Operations
International Banking, 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: Implications of DTAA (Double Taxation Avoidance Agreement).

Reference Book	Author/Publication
International Financial Management	*Vyuptakesh Sharan, Pearson*
International Financial Management	*Jain, P.K. Joseph, S. Yadav, Macmillian*
International Financial Management	*Alfred S BMacmillan*
International Financial Management-Text & Cases	*Madhu Vij, Taxmann Publications*

PGDM F06- FINANCIAL MODELING & VALUATION

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Apply basic and advanced Excel tools for financial modelling and business decision-making.
CO2: Build financial statement and forecasting models using spreadsheet techniques.
CO3: Analyze business valuation using cash flow estimation, cost of capital, and valuation modelling techniques.
CO4: Evaluate project viability and risk using financial modelling techniques such as NPV, IRR, and scenario analysis.
CO5: Evaluate portfolio and derivative valuation models for investment decision-making.

Detailed Curriculum

Unit 1: Introduction to Financial Modelling
Basic and advanced Excel Tools for Financial Modeling, Time Value of Money Using Excel Functions (PV, FV, PMT)

Unit 2: Building Models in Finance
Preparation of Common-Size Statements from Trial Balance, Forecasting of Financial Statements Using Excel, Analyzing the Financial Statements by Using Spreadsheet Model

Unit 3: Business Valuation Modelling using Excel.
Cost of Equity, Cost of Debt and Weighted Average Cost of Capital (WACC), DCF Valuation, Sensitivity Analysis of a Valuation Estimate, Mergers & Acquisitions (M&A) Modelling with Microsoft Excel- Basic Consolidation Steps (Precedent Transactions Analysis), EPS Accretion and Dilution Analysis, Leveraged Buyout (LBO) Modelling with Microsoft Excel.

Unit 4: Risk Analysis in Project Appraisal using Excel
Determining the Project Viability Using NPV, IRR and Similar Measures, Simulation in Project Appraisal-Scenario Analysis.

Unit 5: Portfolio Valuation and Value Enhancement
Introduction, Returns, Portfolio Mean and Variance, Calculation of Efficient Portfolio, Calculation of Variance and covariance Matrix, Black and Scholes Model in Excel, 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*

Year II	
HUMAN RESOURCE MANAGEMENT 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 (2026-2028)**
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, Difference between Domestic and International HRM, Hofstede's Cross- Cultural Management Study, Approaches, Models of IHRM: Matching Model, Harvard model, Contextual Model, 5P Model, European Model, Strategic IHRM

Unit 2: International Staffing
International Staffing - Approaches, Determinants of Staffing Choices, Selection Strategies for Overseas Assignments; Recruitment and Selection, Expatriate Management: TCNs, HCNs and PCNs, Repatriation: Process, Challenges, International Assignment Management, Staffing Policies: Ethnocentric, Polycentric and Geocentric, Hiring– Sources of International Human Resource Power; International Transfers.

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 and Performance management in International Perspective
Performing Management Process, Important Consideration for Global Performance Management, Planning and Implementing Global Performance Appraisal.
Compensation management: Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package, International Compensation Approaches; Going Rate Approach, Balance Sheet Approach, Local Plus/ factors, Methods and Trends

Unit-5 International Industrial Relations and the Global Institutional Context
Key issues in International Industrial Relations, Trade Unions and International Industrial Relations, The Response of Trade Unions to MNEs, Campaigning and Mobilizing, Regional Integration: The EU, Codes of Conduct- Monitoring Global HRM Practices, Ethical Code of Conduct Related to Personnel Data Management, Managing HR in "Offshoring Countries".

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*
International Human resource management, Seventh Edition	*Peter J. Dowling, Marion Festing, Allen D. Engle*
International Human resource management	*Dr. Nilanjan Sengupta, Dr. Mousmi S Bhattacharya*

PGDM HR02 – INDUSTRIAL RELATIONS AND LABOUR LAWS

Class	PGDM (2026-2028)
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: Analyse 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, Platform, Remote and Hybrid Workforce Management, Digital HR Compliance: Employee Privacy, Workplace Monitoring and AI-enabled Workforce Supervision, Drafting a Workplace Safety & Welfare Policy (Group Work), POSH Act
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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)*
Labour Laws for Managers	*B.D. Singh*

PGDM HR 03 - HUMAN RESOURCE DEVELOPMENT

Class	PGDM (2026-2028)
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, 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*
Understanding HRD Systems	*Pareekh Udai & T.V Rao – Tata McGraw Hill*
HRD Audit	*Sage Publication*
Human Resource	*NEO, Tata McGraw Hill*

PGDM HR 04 – ORGANISATIONAL CHANGE AND DEVELOPMENT

Class	**PGDM (2026-2028)**
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 of 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 efforts.

Detailed Curriculum

Unit 1: Introduction to Organizational Change & Development
Meaning, Nature, Types of changes, Theories/model of Organisational Change, Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change. Organizational Development – Evolution, Nature and Importance, Values, Assumptions and Beliefs in OD.

Unit 2: Operational Components of OD: Diagnostic, Action, Maintenance and Process
Diagnosing Organizations- Need for Diagnostic models, Organization, Group, Individual level diagnosis. Action plan, Maintenance 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 and OD

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, benefits and challenges, Experimentation. Knowledge Management- Components, Types, Importance and Principles

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. Innovation-Types of Innovation, ICEDIP Model, HR Technology Tools in Change Management.

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, Current Global and Sustainable Trends adopted by Organizations Globally.

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)*
E-Book	*https://books.google.co.in/books?id=rQLjYrAcKWkC* *Organisational Change and Development by Kavita Singh*

PGDM HR 05 – HUMAN RESOURCE METRICS AND ANALYTICS

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Analyze the role and significance of HR metrics in strategic human resource decision-making.
CO2: Develop relevant HR metrics and KPIs aligned with organizational goals and business performance.
CO3: Apply descriptive, predictive, and prescriptive HR analytics techniques for workforce analysis and decision-making.
CO4: Evaluate the application of HR analytics across various HR functions such as recruitment, performance management, compensation, and employee retention.
CO5: Create HR dashboards and interpret analytical insights using HR analytics tools for effective managerial decisions.

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 HR Analytics: Descriptive, Diagnostic, Predictive, And Prescriptive Analytics, Steps in Implementing HR Analytics, Data-Driven Decision Making In HR, Challenges in 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 Business Benefits, Designing HR Metrics Dashboards Using MS Excel (Pivot Tables, Slicers, Charts), Introduction to HR Analytics Tools: Power BI/Tableau, HRIS and Data Integration, Digital HR Technology and Tools, Practical Workshop: Building HR Dashboards and Interpreting Insights.

Reference Book	Author/Publication
The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments	*Jac Fitz-enz, AMACOM Publications, ISBN-10: 0814438659, ISBN-13: 978-0814438657*
Data-Driven HR: How to Use Analytics and Metrics to Drive Performance	*Bernard Marr, Kogan Page Publications, ISBN-10: 0749479865, ISBN-13: 978-0749479862*
Predictive HR Analytics: Mastering the HR Metric	*Martin R. Edwards & Kirsten Edwards, Kogan Page Publications, ISBN-10: 0749479865, ISBN-13: 978-0749479862*

PGDM HR 06 - PERFORMANCE MANAGEMENT & COMPENSATION STRATEGIES

Class Credits Hours	PGDM (2026-2028) 03 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 compensation structures, reward components, and performance-linked pay systems for effective employee motivation and organizational performance.
CO5: Design strategic and contemporary compensation practices aligned with organizational goals, talent management, and changing workforce requirements.

Detailed Curriculum

Unit 1: Introduction to Performance Management System
Concept of Performance Management – Defining Performance and its 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, 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 Management and Pay Structure Design
Compensation: Meaning and Objectives, Factors Influencing Compensation Decisions, Components of Remuneration: Basic Pay, Allowances, Incentives, Fringe Benefits, Variable Pay and Performance-Linked Compensation, ESOPs, Profit Sharing Plans and Incentive Schemes, Understanding and Calculation of CTC in India, Gross Salary vs Net Salary, Retirement Benefits and VRS

Unit 5: Strategic Compensation
Concept and Importance, Compensation as a Tool for Talent Attraction, Motivation and Retention, Linking Compensation with Organizational Strategy and Performance, Competency-Based Pay and Skill-Based Pay, Compensating Executives, Compensating the Flexible Workforce.

Reference Book	Author/Publication
Performance Management	*Aguinis, Herman, Pearson Education, Inc.*
Performance Management	*Kandula, Srinivas R., PHI, New Delhi*
Performance Management and Appraisal Systems.	*Rao, T.V., Response Bank, New Delhi.*
Performance Management	*Bagchi, Soumendra Narain, Cengage 2 edition*
Compensation	*Milkovich, George T and Newman, Tata McGraw Hill*
Compensation Management	*Henderson, R.O., Pearson Education.*
Strategic Compensation	*Martocchio, J.J., Pearson Education.*
Compensation Management	*Dr. Sakshi Vasudeva, Galgotia*

Year II	
BUSINESS ANALYTICS SPECIALIZATION	
PGDM BA01	**Data Visualization for Managers**
PGDM BA02	**Business Forecasting**
PGDM BA03	**Data Analysis with Python**
PGDM BA04	**Global Concepts of Data Mining**
PGDM BA05	**Marketing Analytics**
PGDM BA06	**Business Analytics using excel**

PGDM BA 01 – DATA VISUALISATION FOR MANAGERS

Class	**PGDM (2026-2028)**
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 Visualisation – Introduction, Data Summarisation. Visualisation Need, Types, Benefits. Context of Visualisation, Visualisation Imperative, Visual Perception Visual Types. Visualization Design Principles & Standards (Best Practices), Visualization Challenges, Ineffective vs. Effective Visuals, Visualisation Data Models & Variables, Introduction to Data Ethics and Responsible Visualisation
Understanding Power BI, Installation, Menus and Toolbars. Creating and Formatting Tables. Dashboards, Designing Insights, Creating Reports, Customising Reports, Using Power BI AI Features: Quick Insights and Q&A.

UNIT 2: Data Visualization Tool: Tableau
Introduction to the Visualisation 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 Their Types, creating and Using Parameters, Groups and Sets. Trend Analysis, Forecasting and Reference Lines. Annotations and Disaggregation, 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 Visualisation, Augmented Analytics, Data Visualisation in Mobile and Embedded Platforms, Visualisation for Real-Time and Streaming Data, Data Privacy and Compliance in Visualisation, Bias in Data and Visualisation, Ethical Use of Colour and Design.

Reference Book	Author/Publication
The visual Display of Quantitative Information (2nd 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 **Credits** **Hours**	**PGDM (2026-2028)** **03** **30**

Course Outcome: After going through this course, 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: 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 Judgement 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, Fundamental and Forecasting Techniques of 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*
Hands-On Machine Learning	*Aurélien Géron*

PGDM BA 03 – DATA ANALYSIS WITH PYTHON

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Apply Python programming concepts to develop solutions for analytical problems.
CO2: Implement data structures and file handling techniques for efficient data management.
CO3: Analyze datasets using NumPy and Pandas for data cleaning and exploration.
CO4: Create visualizations and execute database queries to interpret data effectively.
CO5: Evaluate statistical methods and build basic machine learning models for predictive analysis.

Detailed Curriculum

Unit 1 Introduction and Installation
Overview of Python. What is Python? Why Python for Data Analytics? Installing Python, Anaconda, Jupyter Notebook. Python IDEs (Jupyter, VS **Code**, PyCharm). Running Python Scripts. Basic Syntax, Keywords, Variables.
Python Fundamentals: Data Types (Int, Float, String, Bool), Input/Output Operations, Operators, Type Casting, Conditional Statements (if, elif, else), Loops: for, while, Break, Continue, Pass, Working with Functions, Lambda Functions.

Unit 2: Data Structures and File Handling
Data Structures: Lists, Tuples, Sets, Dictionaries, Indexing, Slicing, List & Dictionary Comprehensions, Nested Structures, Mutability vs. Immutability.
File Handling: Reading & Writing Text Files, Working with CSV Files, JSON File Handling, Exception Handling (Try-Except).

Unit 3 Data Analytics and Data Cleaning
Python for Data Analytics: Using NumPy, Arrays vs. Python Lists, Creating Arrays, Array Indexing, Slicing, Mathematical Operations, Broadcasting, Aggregations.
Introduction to Parallel Processing and Multithreading, Difference between Multithreading, Multiprocessing, and Asynchronous Programming,
Using Pandas: Series & DataFrames, Importing Data (CSV, Excel, SQL), Filtering, Sorting, Grouping, Handling Missing Values, Merge, Join, Concat, Pivot Tables, Date & Time Handling, Reading from APIs.
Exploratory Data Analysis (EDA): Understanding Datasets, Summary Statistics, Outlier Detection, Feature Analysis, Correlation & Covariance, Data Cleaning, Data Transformation & Scaling.

Unit 4: Graphical Representation of Data and Queries
Data Visualisation: Matplotlib – Line, Bar, Scatter Plots, Histograms, Boxplots, Styling & Customisations. Seaborn – Distplots, Pairplots, Heatmaps, Categorical Visualisations. Plotly (Optional but Industry-Useful) – Interactive Charts.
Working with Databases: Connecting Python with SQL Databases (Sqlite3, Pyodbc, Sqlalchemy), Executing SQL Queries from Python, Loading SQL Data into Pandas.

Unit 5 Data Statistics and Machine Learning
Python for Statistics: Probability Basics – Mean, Median, Mode, Variance, Standard Deviation, Normal Distribution, Hypothesis Testing (t-test, Chi-Square), Correlation & Regression Basics.
Machine Learning Basics: Using Scikit-Learn – Train-Test Split, Linear Regression, Logistic Regression, Decision Trees, Model Evaluation (Accuracy, Precision, Recall), Feature Scaling.

Reference Book	Author/Publication
Python Programming: Using Problem Solving Approach	*Reema Thareja, Oxford University, Press India*
Let Us Python	*Yashavant Kanetkar & Aditya Kanetkar, BPB Publications*
Python for Data Analysis	*Wes McKinney, O'Reilly Media*

PGDM BA 04 – Global Concepts of Data Mining

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Explain the fundamental concepts, processes, and global applications of data mining.
CO2: Apply data preprocessing and classification techniques to prepare and analyze datasets.
CO3: Analyze data using clustering and association rule mining methods to discover patterns.
CO4: Utilize data warehousing, OLAP, and visualization tools for business intelligence and decision-making.
CO5: Evaluate real-world data mining applications, emerging trends, and ethical issues in a global context.

Detailed Curriculum

Unit 1: Foundations of Global Data Mining
Introduction to Data Mining and Knowledge Discovery, Evolution of Data Mining in the Global Digital Economy, Data Mining Process and Methodologies, Global Data Sources and Big Data Ecosystems, Data Types and Knowledge Representation, Data Preprocessing Techniques, Data Quality Management, Data Exploration and Visualisation, International Applications of Data Mining in Business, Healthcare, Finance, Governance, and E-Commerce.

Unit 2: Data Preparation and Classification Techniques
Data Cleaning and Data Quality Enhancement, Handling Missing, Noisy, and Inconsistent Data, Data Integration and Transformation, Data Reduction and Compression Techniques, Dimensionality Reduction, Discretization and Concept Hierarchies, Classification Methods, Decision Trees, Rule-Based Classification Systems, Evaluation of Classification Models, Global Case Studies in Predictive Analytics.

Unit 3: Clustering, Association Analysis, and Pattern Discovery
Similarity and Distance Measures, Clustering Fundamentals, Hierarchical and Partitional Clustering Techniques, Model-Based Clustering Methods, Association Rule Mining and Frequent Pattern Analysis, Pattern Evaluation Measures, Applications in Customer Segmentation, Recommendation Systems, and Global Market Analysis, Evaluation of Clustering and Association Models.

Unit 4: Data Warehousing, Visualization, and Business Intelligence
Data Warehousing Concepts, Aggregation and Historical Data Management, Data Visualization Techniques, Query Processing and Information Retrieval, OLAP Concepts and Functions, ROLAP, MOLAP, and HOLAP Architectures, Business Intelligence Systems, Data Mining Interfaces, Data Security, Privacy, Backup and Recovery, Introduction to Artificial Neural Networks and Advanced Classification Models.

Unit 5: Global Applications, Emerging Trends, and Ethical Issues
Data Mining Applications in Customer Relationship Management, Market Basket Analysis, Fraud Detection, Risk Management, Web Mining and Social Media Analytics, Knowledge Extraction from the Web, Data Mining for Sustainable Development and Smart Cities, Ethical and Legal Issues in Global Data Mining, Data Privacy Regulations, Explainable AI, Emerging Trends in Data Mining and Analytics.

Reference Book	**Author/Publication**
Data mining: Concepts and techniques	*G. K. Gupta, PHI Learning*
Introduction to Data Mining with Case Studies	*Galit Shmueli, Nitin R. Patel, Peter C. Bruce Publisher: Wiley*
Introduction to Data Mining	*Pang-Ning Tan, Tan (2007), Pearson Education*
Data Mining: Concepts and Techniques	*Jiawei Han, Micheline Kamber & Jian Pei, Pearson Education*

PGDM BA 05 – MARKETING ANALYTICS

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

Course Outcomes: After completion of this course, 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 Behaviour, Web Analytics, Search Engine Optimisation (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 2015*
Jerry Rackley. Marketing Analytics Roadmap: Methods, Metrics, and Tools	*Apress 2015*
Winston, Wayne L. Marketing Analytics: Data- Driven Techniques with Microsoft Excel	*John 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, Omer and Dominique, Levin, Wiley*

PGDM BA 06 – BUSINESS ANALYTICS USING EXCEL

Class	PGDM (2026-2028)
Credits	03
Hours	30

Course Outcome: After going through this course, 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*

Year II	
OPERATIONS MANAGEMENT SPECIALIZATION	
PGDM OM01	**Supply Chain & Logistics Management**
PGDM OM02	**Lean Management**
PGDM OM03	**Service Operations Management**
PGDM OM04	**Sales & Operations Planning**
PGDM OM05	**Operations Research Application**
PGDM OM06	**Sourcing & Vendor Management**

PGDM OM 01 – SUPPLY CHAIN & LOGISTICS MANAGEMENT

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Understand the fundamental framework and strategies of supply chain management in business environment.
CO2: Analyze the supply chain performance measurement tools in global supply chain network.
CO3: Apply functional elements of logistics for improving business performance by integrating and optimizing the total logistics and supply chain process.
CO4: Apply the principles of warehouse strategy, technology aids in warehouse management, warehouse robotics and automation, automated ergonomic machines.
CO5: Analyzing the analytical decision-making in supply chain with optimization and basic mathematical modeling.

Detailed Curriculum

Unit 1: Overview of 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: 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 3: 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 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, Technology Aids in Warehouse Management - Objectives, Bar Code Scanners, Radio Frequency Identification (RFID), Warehouse Robotics and Automated Ergonomic Machines.

Unit 5: Analytics in Supply Chain Management
Digital Twins in Supply Chain, Industry 4.0, Introduction to Industry 5.0, Supply Chain Optimization with Mathematical Modeling, Projects Based on Supply Chain Optimization.

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. aI ., 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 (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Understand the fundamental framework and strategies of Lean Management and its elements in business environment.
CO2: Demonstrate the use of fundamental Lean methodologies for process improvement, value creation, and operational excellence.
CO3: Apply lean principles, methodologies, and practices aimed at optimizing efficiency, minimizing waste, and enhancing productivity in both manufacturing and service environments.
CO4: Prioritize projects that align with Lean principles and can deliver significant improvements in efficiency, quality, and customer satisfaction.
CO5: 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 MANAGEMENT

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Apply service design concept and service delivery mechanisms and processes in making organizations more effective
CO2: Analyze various techniques in order to improve processes in service operations by value additions
CO3: Measure and standardize processes of service operations
CO4: Analyze the factors influencing capacity decisions and their significance on supply chain networks.
CO5: 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 overview 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
Analysing 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 on 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 (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Apply the planning process for sales and demand in taking various business decisions.
CO2: Apply the concepts of forecasting models for sales, demand, and resources data-based decision making.
CO3: Analyze the Aggregate operations planning and scheduling patterns for smooth functioning and achievement the organizational goals.
CO4: Analyze the MRP and MPS concept in different conditions of the business environment.
CO5. 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 MRP, 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
Operations Research	JK Sharma, Macmillan
Operations Strategy	Walters, D, Macmillan
Operations Management	William J Stevenson, McGraw Hill
Sales and Operations Planning: The How-To Handbook.	Thomas F. Wallace and Robert A. Stahl
Supply Chain Management: Strategy, Planning, and Operation	*Sunil Chopra and Peter Meindl, Pearson*

PGDM OM 05 – OPERATIONS RESEARCH APPLICATIONS

Class	**PGDM (2026-2028)**
Credits	**03**
Hours	**30**

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

CO1: Solve the problems under game theory concepts and different circumstances.
CO2: Apply job sequencing concepts in business which will foster the effective decision-making skills.
CO3: Apply the queuing theory problems to foster critical thinking abilities
CO4: Execute the problems of different industries using simulation technique for data-based decision making.
CO5: 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 – $M/M/1/\infty$. 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, 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 (2026-28)**
Credits	**03**
Hours	**30**

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

CO1: Identify the concept of sourcing, drivers, and strategies adopted by companies globally.
CO2: Develop the competencies and abilities to negotiate for better business decision making.
CO3: Evaluate the factors considered for vendor selection and vendor performance management for achieving organizational goals.
CO4: Develop the ability to evaluate pricing strategies and pricing decisions for efficient procurement.
CO5: 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, JIT 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, Key Vendor Account Management.

Unit 4: Pricing Strategies and Procurement Documents
Pricing, Factors Affecting Pricing Decisions, Discounts and Main Categories of Vendor Discounts, Documentation 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.*

Year II	
OPEN SPECIALISATION	
PGDM OP 01	E – RETAILING
PGDM OP 02	MICRO AND SMALL BUSINESS MANAGEMENT

PGDM OP 01 – E – RETAILING

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Analyze e-retailing models and digital retail business strategies.
CO2: Develop e-store design and customer experience strategies.
CO3: Evaluate digital retail technologies and online consumer engagement practices.
CO4: Identify the challenges of payment gateways and manage the security issues in e-retailing.
CO5: Evaluate emerging trends and innovations in e-retailing ecosystems.

Detailed Curriculum

UNIT 1: Foundations of E-Retailing
E-Retailing: Meaning, Concept and Significance, Comparison with Conventional Retailing, Transition from Traditional Marketing to E-Marketing, Key Success Factors in E-Retailing, Demographics and Targeting, Adaptability and Closed-Loop Marketing, Advantages and Limitations of E-Retailing, Brick-and-Mortar, Click-and-Mortar and Pure E-Retailing, Multi-Channel Retailing, Platform Economy, Social Commerce, Consumer Experience in E-Retailing, Digital Retail Ecosystems.

Unit 2: E-Store Design and Digital Commerce Infrastructure
Categories of E-Services, Web-Enabled Services, E-Retailing Models, starting an E-Store, Approaches to Building an E-Store, Requirements of an Effective E-Store, E-Store Design, Web Atmospherics, Navigability, Interactivity, Retail Information, Mobile Commerce, UX/UI in E-Retailing, Voice Commerce, AI Chatbots in Retail, Personalization Technologies, Customer Journey in E-Stores.

Unit 3: E-Retail Marketing and Customer Relationship Management
Marketing Mix in the Age of E-Retailing, Cyber Intermediaries and Their Role in E-Retailing, E-Retailing and Supply Chain Management, Promotional Strategies for E-Retail Businesses, Branding on the Web, Cross Selling, Referral Services, Permission Marketing, Customer Relationship Management in E-Retailing, Building Customer Loyalty, CRM Implementation, Customer Service, Online Communities, Loyalty Programs, Personalized Customer Engagement, Quick Commerce, Last-Mile Delivery, Dark Stores, Retail Fulfillment Technologies, Inventory Visibility Systems.

Unit 4: Payment Systems and Security and E-Retail Operations
Online Payment Processing, Internet Payment Gateways, Digital Wallets and Emerging Payment Systems, Internet Security Issues, Data Privacy and Consumer Protection, E-Malls, Returns Management and Reverse Logistics, Live Commerce, Customer Reviews and Reputation Systems, Retail Gamification, Operational Challenges in E-Retailing.

Unit 5: Strategic and Contemporary Perspectives in E-Retailing
Inventory-Based Model, Marketplace Model, Vendor Development, Business Expansion Strategies, Legal and Regulatory Issues in E-Retailing, AI in Retail, Retail Automation, Retail Analytics Overview, Augmented Reality (AR) and Virtual Reality (VR) Retailing, Metaverse Commerce, Subscription Commerce, Sustainable E-Retailing, Ethical Issues in Digital Retailing, Future Trends in E-Retailing.

Reference Books	*Author/Publication*
E-Commerce: Business, Technology, Society – Kenneth C. Laudon & Carol Guercio Traver, 18th Edition, 2024	*Pearson Education, 221 River Street, Hoboken, NJ 07030, USA*
Digital Commerce: Strategy, Technologies and Cases – Bharat Bhasker, 1st Edition, 2020	*McGraw Hill Education (India) Pvt. Ltd., B-4, Sector 63, Noida – 201301, Uttar Pradesh, India*
E-Retailing: Principles and Practice – D.P. Sharma, 1st Edition, 2015	*Himalaya Publishing House Pvt. Ltd., Mumbai, India*

PGDM OP 02 – MICRO AND SMALL BUSINESS MANAGEMENT

Class	PGDM (2026-2028)
Credits	03
Hours	30

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

CO1: Analyze the ecosystem, operational challenges, and opportunities involved in establishing and managing MSMEs.
CO2: Evaluate the role and contribution of MSMEs in economic development and employment generation.
CO3: Evaluate government policies, institutional support mechanisms, and financial assistance available for MSMEs.
CO4: Develop management and growth strategies for efficient functioning and competitiveness of MSMEs.
CO5: Analyze global opportunities, export competitiveness, digital adoption, and sustainability challenges faced by MSMEs.

Detailed Curriculum

Unit 1: Introduction to MSMEs
Concept, Features, Classification, Advantages and Limitations of MSMEs, Role of MSMEs in Economic Development and Employment Generation, MSME Lifecycle, Operational Challenges in MSMEs, Crisis and Risk Management in MSMEs, Informal Sector and MSMEs, Role of MSME Sector in India

Unit 2: MSME Policies, Challenges & Development
Government Policies and Development of MSMEs, Growth and Performance of MSMEs in India, Problems and Challenges faced by MSMEs, MSME Sickness and Revival Strategies, Mudra Scheme, Credit Guarantee Schemes, Udyam Registration, Cluster Development Programmes, Sustainability Challenges in MSMEs, Innovation and Competitiveness in MSMEs.

Unit 3: Institutional & Financial Support for MSMEs
Central, State and Other Institutional Support for MSMEs, SIDBI (Small Industries Development Bank of India) and NSIC (National Small Industries Corporation) District Industries Centres (DICs), Technological Upgradation Support, MSME Digital Support Platforms, Incentives and Subsidies, Financial Assistance and Credit Support for MSMEs, Skill Development Initiatives for MSMEs.

Unit 4: Management Functions & Growth Strategies for MSMEs
Financial Management and Working Capital Management in MSMEs, Marketing Management for MSMEs, Digital Marketing for MSMEs, Supply Chain & Operations Management in MSMEs, Strategic Management for MSMEs, Lean Management for Small Businesses, MSME Branding Strategies, Innovation and Growth Strategies for MSMEs

Unit 5: Global Opportunities & Competitiveness of MSMEs
MSMEs in International Business, Share of MSMEs in India's Exports, Export Procedures and Documentation for MSMEs, E-commerce Adoption in MSMEs, Cross-border Digital Trade, MSMEs in Global Supply Chains, Export Competitiveness of MSMEs, Internationalization Challenges for MSMEs, Sustainable Practices in MSMEs.

Reference Book	***Author/Publication***
Small Business Management: Launching and Growing Entrepreneurial Ventures	*Justin G. Longenecker, J. William Petty, Leslie E. Palich & Frank Hoy, 19th Edition, Cengage Learning, ISBN-13: 978-1305577244*
Entrepreneurship Development and Small Business Enterprises	*Poornima M. Charantimath, Pearson Education India, ISBN-13: 978-8131707340*
Small Business and Entrepreneurship	*David Stokes, Nicholas Wilson & Martha Mador, 7th Edition, Cengage Learning EMEA, ISBN-13: 978-1473758179*
MSMEs in India: Growth, Challenges and Opportunities	*K.V. Sundar, Sage Publications India Pvt. Ltd.*
Small Business Management	*C.B. Gupta & S.S. Khanka, Sultan Chand & Sons Publications, ISBN-13: 978-8180549946*

Year I & II	
MEDIA AND ENTERTAINMENT	
PGDM ME (01A)	PRINT MEDIA
PGDM ME (01B)	MANAGEMENT OF RADIO STATIONS
PGDM ME (02A)	TV CHANNEL MANAGEMENT
PGDM ME (02B)	CINEMA MANAGEMENT
PGDM ME (03A)	NEW MEDIA MANAGEMENT
PGDM ME (03B)	EVENT MANAGEMENT, BRANDING & PLANNING

PGDM ME (01A) – PRINT MEDIA

Class	PGDM (2026-2028)
Semester	I
Credits	01
Hours	06

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

CO1: Analyze circulation management and market positioning of newspapers and magazines.
CO2: Evaluate marketing practices and HR roles in the print media industry**.**
CO3: Examine financial planning and revenue models for print media houses.
CO4: Apply the skill specific knowledge in managing the Newspaper house.

Detailed Curriculum

Unit 1: Introduction to Print Media – Organizational structure of the Print Media Industry. Departments in a Newspaper and Magazine. Newspaper page structuring and compilation based on costing and effectiveness of each news article for both newspapers and magazines. Print Media Management: Various job positions and their functional domains in product creation in the Print Media Industry. Project: 3C (Company, Customer, and Competitors) Report on a 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 the Context of Geographical Positioning.

Unit 3: Marketing Rules for the Print Media Industry – Popularity and NP Ratings in Regional as Well as National Perspectives. Space Selling – Space Rate Cards and Variant Sizes. HR Profiling for the Print Media – Journalists, Page Designers, Photographers, and Other Job Skills Required for the Print Media Industry.

Unit 4: Financial Planning of a Print Media House: Budgeting and Costing; Revenue Generation Through Various Modes: Print Media Advertising, Classifieds, Advertorials, and Sponsored Columns. Advertisement Rate Cards and Page Allocations for Each Type of Newspaper Advertisement.

PGDM ME (01B) – MANAGEMENT OF RADIO STATIONS

Class	PGDM (2026-2028)
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 AM Radio and FM Radio Stations. 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 and Maintenance – Updating and Augmentation of Studios, Transmission, and Power Supply. Human Resource Management: The Human Resource Manager – Understanding Different Job Roles, Job Descriptions, and Job Specifications.

Unit 4: Financial Planning of a 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 Stations: Radio Advertising, Sponsored and Partnered Programmes, Live Feeds (Audio), Radio Advertising Time Slots and Programme Allocations, Advertisement Durations, and Gap Times.

PGDM ME (02A) – TV CHANNEL MANAGEMENT

Class	PGDM (2026-2028)
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: 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 the TV Media Broadcast Industry. TV News Channels vs. Entertainment Channels – Hierarchical Setup and Functional Differentiation 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 TV Journalists, Employee Hiring, and Human Resource 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 Revenue Generation – Advertisement Cost Based on Time Slots. The Operations Department Functioning – 24-Hour On-Air Content Log Sheet.

Unit 4: Functioning of a 24-Hour Entertainment/Sports Channel – Budgeting and Costing, Day-to-Day Expense Sheet, and Running Cost. Content Generation/Programming Cost – Internal Programme Production Cost and Programmes on Commencements (Budget Sheet).

Unit 5: Financial Planning of a 24-Hour News Channel: Budgeting; Role of Marketing – Generating Viewership; BARC (Government-Regulated) TRP Ratings for TV Channels; News and Non-News Sponsorships and Advertisements; Understanding Customer Trends and Their Effects on the Channel. HR Roles in TV Channel Management: Ethical Issues – The Role of TV as a Medium in Society, Ethical Issues in Programmes, and Ethical Issues in Employee Relations.

PGDM ME (02B) – CINEMA MANAGEMENT

Class	PGDM (2026-2028)
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 Four Phases: Pre-Production, Production, Post-Production, and Distribution of Films.

Unit 2: Hierarchical Roles and Functions of Directors, Producers, and Other Crew Members. Film Budgeting – Tentative Budget vs. Final Budget. Recce and Post-Production Functions Involved in Controlling Expenditure. (Professional Film Budget)
Project: 3C (Company, Customer, and Competitors) Report.

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 Locations.

Unit 4: Film Financing – Pre-Financing Agreements, Minimum Guarantee Agreements, Foreign Pre-Sales/Territorial Distribution Agreements, New Media/VOD Distribution, Television Syndication Pre-Sale, Production-Financing-Distribution Agreement, Production Loan, and Challenges for the Business of Pre-Sales.

Unit 5: Film Distribution Process – The Film Marketing Division. Deals and Alliances with Film Screening Companies and Exclusive Rights Pricing. Strategies Devised and Adopted by Film Marketers in Connection with Audience Response and Viewership. Film Release and Delivery Dates, Modes of Payment of Royalty, Film Exhibition Business, Percentage Basis, Fixed Hire Basis, and Fixed Rental Basis.

PGDM ME (03A) – NEW MEDIA MANAGEMENT	
Class	**PGDM (2026-2028)**
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 the 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 Really Simple Syndication (RSS) Feeds. Uses of Search Engine Optimization (SEO) and Social Media Optimization (SMO).
Project: 3C (Company, Customer, and Competitors) Report.

Unit 3: New Media Advantages – E-Commerce, 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 New Media Tools. YouTube Channel as a Profession and the PPC Model.

Unit: 5- Security Control Measures in New Media - Cyber Laws in India and Abroad. Augmented Virtual Reality (AVR), New Media Avatars, and the Commerce Involved in New Media.

PGDM ME (03B) – EVENT MANAGEMENT, BRANDING & PLANNING

Class	PGDM (2026-2028)
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: 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, Timetables, and Logistics Involved in the Event.

Unit 2: Budgeting for Events – Professional Events vs. Personal 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 Event Partnerships. Advantages of Event Sponsorship over Advertising. Branding and Brand Positioning Using Event Management Techniques. Branding Decisions: Brand Name, Brand Characteristics, Brand Strategy Decisions, Brand Image, Brand Identity, and Brand Personality.

Unit 4: Introduction to Advertising: Objectives, Scope, and Social Implications. Concept of Integrated Marketing Communication. Budgeting for Advertising – Above the Line (ATL), Below the Line (BTL), and Through the Line (TTL). Role of Advertising in the Marketing Mix.

Unit 5: Advertising Campaigns: Introduction, Planning and Management, Marketing Strategies, Market Segmentation, and Brand Positioning. Measurement of Customer Satisfaction. Use of Technology in Advertisement Promotion Campaigns and Other Legal Compliances.

HAPPY LEARNING!!

"Learn with curiosity.

Lead with confidence.

Act with integrity.

Succeed with purpose."