

2 Year  
POST GRADUATE DIPLOMA  
IN MANAGEMENT

EQUIVALENT TO MBA DEGREE

# STUDENT HANDBOOK

## 2024-26 BATCH

## STUDENT HANDBOOK

Welcome to Asian Business School (ABS)

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

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

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

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

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

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



## **VISION**

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

## **MISSION**

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

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

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

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



## ASIAN BUSINESS SCHOOL

### PGDM Program Details

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

#### Program Educational Objectives (PEOs) of PGDM Program

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

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

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

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

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

#### Program Outcomes (POs) of PGDM Program

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

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

**PO3:** Ability to develop Value based Leadership ability.

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

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

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

## Asian Business School

### Concerned for your Concerns

Name	Designation	May be Contacted for matters related to	E-mail Address
Dr. Shweta Batra	Dean - Academics & Examinations	Academics & Examinations	<a href="mailto:shweta.batra@abs.edu.in">shweta.batra@abs.edu.in</a>
Ms. Shipra Shrivastava	Program Convener	Academics & General Administration	<a href="mailto:shipra.shrivastava@abs.edu.in">shipra.shrivastava@abs.edu.in</a>
Mr. Ravi Sharma	Dean-Corporate Resource Cell (CRC)	Internship & Final Placements	<a href="mailto:ravi.sharma@abs.edu.in">ravi.sharma@abs.edu.in</a>
Dr. Sunita Verma	Dean - Department of Student Welfare (DSW)	Student Welfare related matters	<a href="mailto:sunita.verma@abs.edu.in">sunita.verma@abs.edu.in</a>
Dr. Prity Sharma	Head Department of Student Welfare (DSW)	Student Welfare related matters	<a href="mailto:prity.sharma@abs.edu.in">prity.sharma@abs.edu.in</a>
Mr. Sumit Rastogi	Head Examinations	Examinations	<a href="mailto:examination@abs.edu.in">examination@abs.edu.in</a>
Academic Support		All academic related concerns	<a href="mailto:academic.support@abs.edu.in">academic.support@abs.edu.in</a>

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

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

### 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 Statistics & Quantitative Techniques	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	
	<b>Total Credits</b>	<b>30</b>	<b>270</b>

### Semester- II

	Subjects	Credits	Teaching Hours
PGDM201	Market & Sales Management	3	30
PGDM202	Human Resource Management	3	30
PGDM203	Business Research Methods	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	
	<b>Total Credits</b>	<b>30</b>	<b>270</b>

**Semester- III**

<b>Code</b>	<b>Subjects</b>	<b>Credits</b>	<b>Teaching Hours</b>
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
	<b>Total</b>	<b>27</b>	<b>270</b>

*\*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**

	<b>Subjects</b>	<b>Credits</b>	<b>Teaching Hours</b>
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
	<b>Term</b>	<b>27</b>	<b>240</b>

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

## **ELECTIVE COURSES**

### **Marketing**

M 01 Services Marketing  
M 02 Consumer Behaviour  
M 03 Product & Brand Management  
M 04 International Marketing  
M 05 Integrated Marketing Communication  
M 06 Marketing Research

### **Finance**

F 01 Behavioural Finance  
F 02 Banking, Insurance and Financial System  
F 03 Financial Derivatives  
F 04 Security Analysis & Portfolio Management  
F 05 International Financial Management  
F 06 Financial Modeling & Valuation

### **Operations Management**

OM 01 Supply Chain & Logistics Management  
OM 02 Lean Management  
OM 03 Operations Strategy  
OM 04 Sales & Operations Management  
OM 05 Operations Research Application  
OM 06 Sourcing & Vendor Management

### **Human Resource Management**

HR 01 International Human Resource Management  
HR 02 Industrial Relations & Labour Laws  
HR 03 Human Resource Development  
HR 04 Organizational Change & Development  
HR 05 Human Resource Metrics and Analytics  
HR 06 Performance Management & Compensation Strategies

### **Business Analytics**

BA 01 Data Visualization for Managers  
BA 02 Business Forecasting  
BA 03 Data Science using R  
BA 04 Data Mining  
BA 05 Marketing Analytics  
BA 06 Business Analytics using excel

#### **Guidelines for Students: -**

- **Students have to undergo compulsory Summer Internship of 6 Credits at the end of 2<sup>nd</sup> Semester (Duration 6-8 weeks).**
- **Out of the 12 compulsory electives, it is mandatory for the students to pursue 6 electives each from both the specializations(dual) they opt for.**
- **Electives once opted will not be changed.**
- **Hours allocation for course coverage, given in schedule are tentative and may be altered as per requirement of faculty, with prior notice to students on notice boards**



## ACADEMICS

### Overview

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

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

### Academic Regulation

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

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

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

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

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

**1.5 No Dues Clearance for the Registration in Academic Sessions:** Student will be required to register themselves for all the subsequent semesters before the commencement of semester by filling up the format shared by Academic Support. Students with dues will not be allowed to access registration form unless they clear their dues. Thus, it is mandatory for the students to clear all their dues related to Fee, Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter) to make themselves eligible to register for next semester academic assistance, in case of any query or assistance required for process

compliance, they are required to seek approval from Department of Student Welfare. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of academic assistance. Important to note, distribution of Laptop in semester 2 is subject to clearance of dues (if any).

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

### **1.7 Attendance & Leave Policy**

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

Attendance is very important because of two main reasons:

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

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

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

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

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

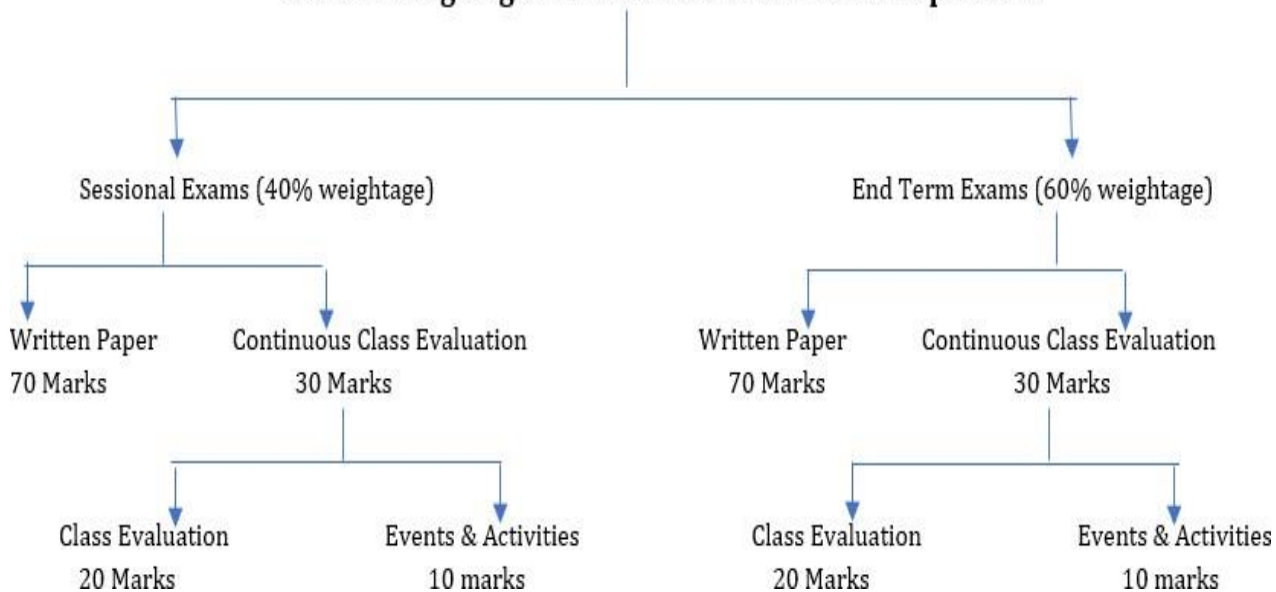
## **Guidelines for Availing Leave:**

- a. In case of Planned Casual Leave, upload your Leave request, through your Edumarshal ERP Student login at least 48hrs before the date of planned leave.
- b. Planned leave without prior information and approval will not be sanctioned.
- c. In case of any unplanned absence, upload the Leave Application through your Edumarshal ERP Student login on the very first day of your absence. In case of internet connectivity issues you may call at board number for giving information or share email on [academic.support@abs.edu.in](mailto:academic.support@abs.edu.in) followed by the leave application through your Edumarshal login as soon as the connectivity to internet is available.
- d. Any application received after 48hrs i.e. after 2 days will be cancelled straight away irrespective of any excuse.
- e. In case of leaving college early due to ill health or coming late in morning, application is mandatory and require approval on the same day. Student has to ensure that this kind of application will be approved in rare cases and not as a regular affair.
- f. No leave will be sanctioned on the day of any Academic/CRC/Mega Event.
- g. In case of any Medical Leave, extending 2 days, medical leave application needs to be applied through Edumarshal login and Medical Prescription and Medical Certificates is mandatory to be uploaded along with the application through Edumarshal only. In case some medical tests have been carried out, a Copy of Medical Test Reports also should be uploaded.
- h. Any medical Leaves extending 2 days, without medical certificate and medical prescription will not be considered valid and thus will only be approved on the discretion of approval authority.
- i. Student should ensure that compliance to the 80% of the attendance norm is their responsibility and as per the medical provision only 20% of the attendance can be granted as medical leave, subject to the submission of medical document and medical leave application within stipulated time.
- j. In case of a family exigency or tragedy in any unfortunate situation, student should apply for special leave through the Edumarshal login citing the reason for leave. Approval of special leave requests is under the prerogative of Dean Student Welfare.
- k. Any application pending approval would be visible in your Edumarshal login. Students need to check the status of their application and contact concerned department to discuss the same within one week from the date of application to avoid last minute confusion if any.
- l. Request for On Duty Leave for participation in CRC/ other activities must be submitted through your Edumarshal login, either in advance or latest by 2 PM on the day of leave keeping the activity faculty In-Charge as the approving authority in your application. Attendance will not be granted if OD request is not received in time.

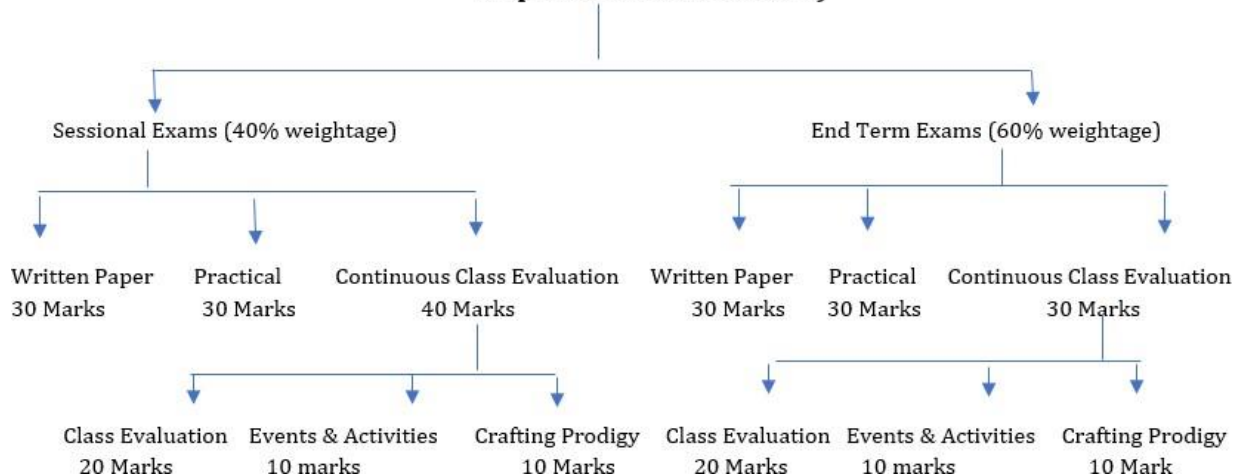
## 1.8 Evaluation Comprises of Internal & External Evaluation Components

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

**Table 1: Weightage of SEMESTER Evaluation Components**



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



### 1.9 Unfair Practices

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

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

- a. Carrying mobile phones inside the examination hall
- b. Carrying any form of 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.

### **1.10 Make-up Examinations**

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

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

### **1.11 Re-appear Examinations**

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

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

### **1.12 Make-up Classes**

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

### **1.13 Supplementary Examinations**

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

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

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

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

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

#### 1.14 Examination fees

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

#### 1.15 Grading Policy

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

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

- a. No Show (NS)
- b. Not Cleared (NC)
- c. Withdrawn (W)
- d. Registration Cancelled (RC)
- e. Discontinued from the Program (DP)

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

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

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

In all these cases, the student will have to do self-study and write the re-appear exam next year.

If a student has an 'NC' report in a course, progression to the subsequent semester is not restricted except when the course with 'NC' report is a pre-requisite to a course in the subsequent semester.

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

**1.15.b) (iii) Withdrawn (W) Report:** A student may seek withdrawal from a course or from more than one course of a semester for any of the following reasons:

- i. The student is unable to register for the courses for genuine personal reason.
- ii. The student is unable to cope with the normal semester load and withdraws from courses to reduce his/her academic load for a particular semester.

Request for withdrawal should be made to Director.

**1.15.b) (iv) 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:

- i. 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).
- ii. If RC amounts to discontinuation from the Program, it will be reported as DP (Discontinued from the Program).
- iii. If the cancellation of registration is not reported either as RRA or as DP but is reported as RC, it does not necessarily mean that it is free from any constraint. The meaning has to be construed from the context in which the RC was reported.

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

- i. Students, after allotment of ID number, neither report for registration/late registration nor seek prior permission for deferment.
- ii. Students with RRA report in a course have not registered, in the subsequent Semester.
- iii. Students, who have failed, do not apply for Supplementary Exams to clear the course.
- iv. If "RC" amounts to discontinuation from the program.



### **1.16 The Minimum Requirements**

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

### **Implication of the Regulations**

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

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

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

### **1.17 Graduation Requirements:**

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

### **1.18 Academic Counselling Committee**

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

### **1.19 Certification**

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

### **1.20 Course Completion**

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

### **1.21 Issue of Duplicate Documents Replacement of Grade Sheets & Transcript**

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

### **1.22 Replacement of Original Diploma**

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

### **1.23 Examination Norms**

- 1. No Dues Clearance for the Examinations** (Sessional/End-Term/ Reappearance/Make up/ Supplementary): Students are required to comply with No Dues Clearance process, before the commencement of any of the examination be it sessional/end term/make-up/re-appearance/supplementary. It is mandatory for the students to clear all their dues related to Fee, Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter), in case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare. Absence of "No Dues Clearance" or appropriate approval from DSW may result into withdrawal of academic assistance.
- 2.** Student should report to the examination hall 15 minutes before the Commencement of the examination' once the exam starts the student will not be allowed to enter without permission of the Head Examination/ Dean examination.
- 3.** No student is allowed to leave the examination hall in the initial one hour and last half an hour, after the commencement of the examination.
- 4.** All the students are required to carry their hall ticket, college identity card in the examination hall else they will not be allowed to write the exam. In case of lost hall ticket, student shall have to pay a fine of Rs. 100.
- 5.** It is mandatory for all students to be in college uniform on all examination dates otherwise they will not be allowed to appear for the examination.
- 6.** No student is allowed to write anything on the question paper except their enrollment number.
- 7.** Books, study material, mobile phones, laptops, i-pods and other subject related material are strictly prohibited in the examination hall. Students keeping such valuable items outside the examination hall shall do so at his own risk. ABS will not be responsible for any loss, in such cases.

8. Students are not allowed to share stationary items with each other.
9. Students are not allowed to interact amongst themselves, during the examination or with anybody outside the examination hall, while the examination is going on.
10. Assembling of students in the lobby & fresh rooms also is not allowed during the examination hours.
11. Students if going to the washroom during examination need to make proper entry in the in-out sheet and should return back within 3 minutes any student taking longer can be denied entry in to the examination room by the invigilator.
12. The college will not be responsible for personal property left in the examination hall.
13. A candidate whose conduct is disturbing to other candidates and who persists in such behavior after receiving a warning from an invigilator shall be required to leave the examination hall.
14. Examination norms are applicable as soon as you enter the examination hall. If the candidate has any query(s), they should raise their hand and speak to the invigilator only.
15. Decision taken by invigilator during examinations will be final and binding on all students.

**1.24. (a) Re-evaluation / Rechecking/ Copy of Transcript/ Internal Revaluation**

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

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

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

Note:

1. **Rechecking of Transcript:** On receiving the application and prescribed fee from the student marks allotted in the transcript would be re-totaled to check calculation error if any.
2. **Re-evaluation of Transcript:** On receiving the application and prescribed fee the transcript of the student would be re-evaluated by the subject specialist.

3. **Copy of Transcript:** On receiving the application and prescribed fee the copy of transcript for the subject applied for will be shown and discussed with the student on a specific date of appointment.
4. **Internal Re-evaluation:** On the request of the student with prescribed fee and application form, internal marks of the student in the applied subject would be re- checked and corrected if required.

### 1.24(b) Evaluation Norms and Grading System

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

#### 1.24 (b) (i) Grading Scheme

##### Relative Grading:

The grading system adopted by the institute is relative grading where each student is given grades based on the highest marks achieved by the students in a particular course. As mentioned above there would be continuous evaluation of the students in each course. Students would be given numeric marks by the faculty based on their overall performance in each course taking into account various components of evaluation and the evaluation scheme already given to them. It is the prerogative of the institute to decide the grading scheme, once the grading scheme is decided by the institute; it will be applied to all the students of the class without any exception.

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

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

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

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

Total Grades (O, A+, A, B+, B, B-, C+, C, D) = 9 (excluded E grade which is fail)

Division of marks among the grades =  $55/9 = 6.11$

Marks Range	Grade
0-39	E
40-46.11	D
46.12-52.22	C
52.23-58.33	C+

58.34-64.44	B-
64.45-70.55	B
70.56-76.66	B+
76.67-82.77	A
82.78-88.88	A+
88.89-95.99	O

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

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

Total Grades (O, A+, A, B+, B, B-, C+, C, D) = 9 (excluded E grade which is fail)

Division of marks among the grades =  $36/9 = 4$

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

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

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

### Calculation of Cumulative Grade Point Average [CGPA]

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

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

**Example: Mr. Rohan Sharma [Semester 1]**

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

**Calculation of GPA for Mr. Rohan Sharma: -**

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

Grade Point Average (GPA) = 130.5 divided by total 18 credits for the term = 7.2

Percentage can be calculated as:  $GPA \times 9.5$

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

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

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

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

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

Rohan Sharma after semester 2 (Year 1):  $CGPA \times 9.5 = 58.9\%$

**1.26 Dress Code**

All students are expected to observe decorum to enhance the image of the institute and hence, adhere to the dress code of the college uniform. Students are expected to wear formal attire (shirt & trousers for boys, salwar or trousers with formal long kurta / trousers with

formal shirt for girls) throughout the week until uniform is issued. On the occasion of guest lectures, seminars, examinations etc. students are to be dressed in the uniform (blazers, tie, shirt, trouser & formal shoes) standardized by ABS. Students should always wear their valid Institute Identity card whenever in the institute or while representing the college at any other place. Further, it should be produced whenever demanded by any of the college staff.

### **1.27 No Dues Clearance at the time of Convocation**

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

### **1.28 No dues clearance for collecting Grade Sheets**

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

### **1.29 Guidelines for Examination for person with disabilities.**

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

## PROFESSIONAL ASSESSMENT SCORE (PAS)

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

Department	Score	Min. Pass Score	Parameter
Centre for Skill Development (CSD)	10	5	- Crafter meetings & feedback (5) - Regular classroom sessions & their outcome (5) (Communication, dressing & grooming, attitude, resume building)
	15	15	Mandatory: - Technical Skill Development Workshops - Domain Specific Workshops - Professional Development & Aptitude Trainings
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 *
Corporate Resource Cell (CRC)	25	25	- Attendance in CRC activities like Industrial/ Corporate visits, On Campus – Guest Lectures, SIP (only in 3 <sup>rd</sup> & 4 <sup>th</sup> sem PAS) (15) - Placement readiness assessment (10) - Live Projects & Off Campus Lectures/ Conference/ Seminar (Optional – Nomination Basis) #
<b>TOTAL SCORE</b>	<b>100</b>	<b>85</b>	

\* 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

# - Live Projects & Off Campus activities are optional and will be offered on nomination basis, however, additional credit will be allocated to students opting for the same.

### **Important:**

- Each student needs to meet all above parameters department wise and attain a score to be able to achieve the minimum percentile to be determined according to performance of the overall batch in each semester.
- Defaulters will not be eligible for Summer Internship Program offered at the end of second semester.
- Minimum percentile as mentioned above needs to be maintained for being eligible for final placement assistance.



# Academic Calendar

## PGDM BATCH 2024-2026

<i>Title</i>	<i>Date</i>	
Orientation	July 24 - 26, 2024	
Semester Schedule		
<i>Semester</i>	<i>Date</i>	
1st Semester	July 29, 2024-December 14, 2024	
2nd Semester	December 16, 2024-April 30, 2025	
3rd Semester	August 04, 2025-December 20, 2025	
4th Semester	December 22,2025- April 30, 2026	
Summer Training Schedule		
Summer Internship (6-8 weeks)	May 01, 2025-July 31, 2025	
Submission of Summer Internship Project	July 31, 2025-Aug 30, 2025	
Examination Schedule		
<i>Semester</i>	<i>Sessional Exams</i>	<i>Term Exams</i>
1st Semester	September 16-September 28, 2024	December 02- December 14, 2024
2nd Semester	February 17- February 28, 2025	April 19-April 30, 2025
3rd Semester	September 19-September 30, 2025	December 08-December 20, 2025
4th Semester	February 16-February 28, 2026	April 17 – April 30, 2026

- The dates in academic calendar are tentative.

## **CODE OF CONDUCT**

1. Registration Fee submitted at the time of admission has been charged one time and is non - refundable.
2. In the event of confirmation for admission and payment of registration amount, ABS will invest for customized equipment, infrastructure, faculties, etc. and hence, no refund shall be tenable in the light of huge investment made by ABS.
3. Student is required to submit all the documents as asked at the time of admission. In case of non-submission of the documents due to reappearance/result awaited/result withheld/or any other reason, the student needs to ensure that the same is submitted by the given deadline failing which his/her admission would be cancelled. Extension for the submission of the document will be strictly based on AICTE guidelines.
4. The non-submission of the document will lead to cancellation of his/her admission and the college will not be responsible for the same.
5. In case of leaving the course due to any reason, it is mandatory for the student to get dues clearance done from all the concerned departments in order to ensure system effectiveness.
6. If, in the opinion of the Director, for any reason, the continuance of a candidate as a student in the College is detrimental to the best interest of the College, the Director may ask him/her to leave the College without assigning reason for the decision.
7. Student shall fully abide by the norms, rules and regulations of ABS and submit oneself to the disciplinary action in the event of violation of act of discipline.
8. Under the disciplinary action, management is empowered to impose fine, suspend or even expel student from the institute in the interest of ABS.
9. The student in any case should not encroach upon the privacy of the administrative area, which upon violation, may invite penalty as per the norms.
10. Misuse of Internet facility is strictly prohibited. Students are not allowed to download pictures, movies, videos, or any other unauthorized and objectionable content. In case of misuse of the same, such act shall be viewed under the provisions of cyber law.
11. Use of mobile in the classroom is strictly prohibited. Also recording the lecture or any conversation in between students or with the faculty or senior management will not be excused. This kind of act will lead to disciplinary action against the students involved.
12. Disciplinary action will be taken against student in case found carrying and/or using cell phones, disc mans, iPods, etc. during the lectures.
13. Listening Music in class rooms or corridor is strictly prohibited. Students are expected to maintain professional decorum by regulating their behaviour, voice and actions while they are in campus including corridors, class, library, computer lab, administrative area, play area, etc.
14. Students must not loiter within the College premises while the classes are going on.
15. Smoking and consumption of alcohol in the College premises or entering the college premises, after consuming alcoholic drinks is strictly prohibited. Incase found guilty, it would result in rustication with severe punishment and fine.
16. Students shall do nothing either inside or outside the college that will in any way interfere with their orderly conduct and discipline.
17. Insubordination and unbecoming language or misconduct, on the part of a student, is sufficient reason for his/her suspension or dismissal.

18. Any student found misbehaving in the class, library and computer lab; or with faculty/staff/fellow students will be severely punished. The nature of the punishment will depend upon the severity of the offence.
19. Students are required to meet minimum academic requirement for the complementary, Oxford UK educational tour.
20. It is student's responsibility to submit valid passport along with all the required documents for Visa processing, within the stipulated time notified by the institute.
21. Visa fee will only be paid once by ABS.
22. Student will be given only one chance to enroll themselves for the UK educational tour and once enrolled, the enrollment will be valid for the subsequent trips organized for the batch. In case of Visa rejection after the enrollment, he/she may avail two more chances for the visa approval, fees for the same will be paid by him/her.
23. Every student must obtain on admission, the Identity Card, which must have his/her attested photograph. Student must wear the identity card whenever he/she is in the college premises, representing the college outside premises and present it for inspection on demand.
24. Every student is required to maintain a minimum of 80% attendance separately for lectures, tutorials, event/activities and/or practical conducted for each subject in every semester.
25. Students are not allowed to attend classes in any other section besides the one allotted to them.
26. No student shall collect any money or contribution for picnic, trip, and educational visit to some place, get-together, study-notes, charity or any other activity without prior sanction of the Director.
27. No student will be allowed to take active part in current politics.
28. No student shall communicate any information or write about matters dealing with the College administration to the Press or any other institution.
29. Student must ensure his/her contribution to keep the campus and infrastructure clean. Any negligence may lead to appropriate action as suggested by the management.
30. Student shall not put any writing on walls, pillars, toilets, furniture or along corridors and will not use any inappropriate comment, annotation, distracting activity. Any violation may lead to appropriate fine as decided by the authorities.
31. Student shall be liable to pay fine along with the compensation if any damage/misuse of the equipment/infrastructure is reported against him/her.
32. Students are not allowed to form any society or association without written permission of the management.
33. No person/s shall be invited to address or entertain the students of the institute, without the permission of the concerned authority.
34. Carrying any valuable to the institute will be at student's own risk and institution will not hold any responsibility of the valuables lost in the campus.
35. In case of applying for certificates, testimonials, etc. which requires Director's signature on any kind of document or application, student shall first contact the Program Office.
36. Students receiving Government or College Scholarships or any remission in fees, must note that the grant and continuance thereof are subject to good behavior, regular attendance, satisfactory progress and good results in the Examinations.
37. It is the responsibility of the students to check their Edumarshal ERP Logins regularly for important announcements made by the College office from time to time. They will not be

excused or given any concession on grounds of ignorance or not reading notices.

38. Any changes in student's own address/email Id/ contact number or in that of his/herparents' address/email Id/ contact number, should be immediately updated to the ABSmanagement through changes in Student's Profile on Edumarshal Login and email to Academic Coordinator ABS marking cc to Program Convener - ABS for effective communication.
39. For any self-infliction or infection of mental agony or problem developed, ABS management/authorities shall not be held responsible at any time during completion of the course/course tenure.
40. Students shall abide by all the protocols and guidelines as laid down by the Government and the Institution.

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

## ACCOUNTS DEPARTMENT RULES FOR THE PAYMENT OF FEES

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

1 <sup>st</sup> week after the due date	Rs. 100/- per day
2 <sup>nd</sup> Week after the due date	Rs. 200/- per day
3 <sup>rd</sup> Week after the due date	Rs. 500/- per day
4 <sup>th</sup> 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 2<sup>nd</sup> instalment of the fee.

## NO DUES POLICY FOR STUDENTS

All the students are required to comply with No Dues Clearance Policy in accordance to timely issued notification by Academic Department, Examination Department, Corporate Resource Cell, Library, Hostel (if applicable), Department of Student Welfare or any other Department.

### Terminology

**Dues:** Any outstanding, beyond the notified date.

**Liability:** Clearance of Dues on time (as prescribed in notification) is the liability of students / parents.

### Types of Dues:

- **Course Fee Due:** An outstanding installment (as per admission letter) of course fee.
- **Hostel Fee Due:** An overdue Hostel fee as prescribed at the time of admission.
- **Examination Fee Due:** Pending Makeup/Reappear/Supplementary examination fee.
- **Library Fine Due:** fine imposed due to non-submission of library book on prescribed return date or fine applicable in case of loss of library book issued to student.
- **Late Fee Submission Due:** fine applicable as per fee policy on late submission of course fee.
- **Re-Registration Fee Due:** fine applicable on student, in case course fee submission lapse more than 30 days as prescribed in Fee policy.
- **Dues List:** Dues list is time again updated by Department of Student Welfare, and the same is shared with all the concerned department for their reference and continued assistance.
- **No Dues Clearance:** No Dues Clearance is the process applicable on the students with pending dues.

### When to take No Dues Clearance:

- **No Dues Clearance for the Examinations (Sessional/End-term/Reappearance/Make up/Supplementary):** Students are required to comply with No Dues Clearance process, before the commencement of any of the examination be it sessional/end term/make-up/reappearance/supplementary. It is mandatory for the students to clear all their dues related to Fee, Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter), in case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare. Absence of "No Dues Clearance" or appropriate approval from DSW may result in withdrawal of academic assistance.
- **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 Dean-Academics. Students with dues will not be allowed to access registration form unless they clear their dues. Thus, it is mandatory for the students to clear all their dues related to Fee,

Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter) to make themselves eligible to register for next semester academic assistance, in case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare. Absence of “No Dues Clearance” or appropriate approval from DSW may result in withdrawal of academic assistance. Important to note, distribution of Laptop in semester 2 is subject to clearance of dues (if any).

- **No Dues Clearance for the Summer Internship/Placement Assistance:** Students are required to attain No Dues Clearance from DSW before the commencement of their Summer Internship Program or for the Final Placement assistance. Students with Pending dues will not be eligible for any assistance from Corporate Resource Cell. Allocation of Mentor for SIP/ SIP Evaluation will be at jurisdiction of DSW in case of pending dues. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of CRC assistance.
- **No Dues Clearance for availing Complementary trip to Oxford Business College, Oxford, UK:** Students with “No Dues” will be eligible to submit required documents viz passport for the VISA application process in order to avail benefit of complementary trip to Oxford Business College, Oxford, UK. In case of any dues, student will not be allowed to avail the trip unless the dues are not cleared/paid. Paying of dues or availing clearance must be done within the prescribed time. Non-adherence of the stipulated time will lead to missing upon the opportunity and the student will not be entitled to claim for the same.
- **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 not cleared.

#### **No Dues Clearance Process:**

- **Clearance of Dues:** Once the dues marked against the student are settled the dues list is auto updated and send to the respective department for their references. For settling dues, students are required to clear respective dues imposed on his/her name. In case of any differential status, students reserve right to inform Department of Student Welfare for any clarity thereupon and accordingly settle the dues as per the discretion laid by DSW.
- **Extension from Department of Student Welfare:** In case of any assistance required in terms of payment of dues, student is free to approach DSW. Student can send request to DSW office for the consideration, stating brief description about the concern he/she is facing, decision on the request will be updated to the student and concerned department for further action required.
- **Department of Student Welfare** reserves right for extending any support/assistance or any special consideration (if any) in regards to No Dues Clearance.

## **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. Library membership is open to all students and staff members; however, they need to apply for the membership on prescribed application form.
  3. 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.
  4. Library Membership is non-transferable. The students himself /herself shall be responsible for any misuse of his / her ID card. Exchanging ID cards among students is strictly prohibited.
  5. The Institute ID Card should be preserved carefully as it is essential for establishing library membership. Loss of the Card should be reported immediately in writing to the respective Dean/HOD. Issue of a duplicate card may be considered in case of loss on a payment of Rs. 200/-.
  6. Books from the Circulation section shall be issued for maximum 10 days at a time.
  7. Books once issued will not be returned on the same day.
  8. Request for reissuing the book will not be entertained if the book request is pending from other students.
  9. Sub-lending of books is strictly forbidden.
  10. 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. Producing "Medical Certificate" will not entitle a student exemption from the fine. No book will be issued to the student unless he/she returns back the overdue books.
  11. 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.
  12. Books marked "NOT TO BE ISSUED"/ "REFERENCE ONLY", journals, magazines, newspapers, shall not be issued to students.
  13. The Library In-Charge reserves the right to recall any book issued even prior to the due date, if necessary.
  14. 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.
  15. 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.
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16. 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.
17. "Mobile phone" shall be kept switched off or on silent mode before entering the library.
18. 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.
19. Visitors are not entertained inside the library without prior permission of the Library In-Charge.
20. 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.
21. 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.
22. Director/Library In-Charge has the right to add, delete or amend any or all the above rules from time to time depending on the circumstances.

### **CORPORATE RESOURCE CELL (CRC)**

Corporate Resource Cell (CRC) at ABS offers excellent industry exposure to its students through regular Distinguished Lecture Series – Expert Talks by top industry & academic professionals, industrial visits in leading manufacturing companies and by their participation in National & International level Seminars & Conferences.

CRC also offers Summer Internship Program (SIP), short term live projects and operational workouts; conducts skills based training workshops wherein students get to know about industry expectations and they are further trained as per industry standards. This helps the students in acquiring right skills for better placement opportunity in industry.

Following are the rules & norms of CRC department that student is expected to strictly follow during the course of study.

- 1) Placement support will be offered to students only after successful completion of academic compliance, Summer Internship Program (SIP), career development & skill based trainings.
- 2) 100% attendance is compulsory for Guest Lectures, Industrial Visits, Seminars, Conferences & any other training & workshop scheduled by CRC.
- 3) No Dues Clearance for the Summer Internship/Placement Assistance: Students are required to attain No Dues Clearance from DSW before the commencement of their

Summer Internship Program or for the Final Placement assistance. Students with Pending dues will not be eligible for any assistance from Corporate Resource Cell. Allocation of Mentor for SIP/ SIP Evaluation will be at jurisdiction of DSW in case of pending dues. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of CRC assistance.

**4) Summer Internship Program (SIP):**

- a. SIP will be offered to students registered in CRC by duly filled “SIP Registration Undertaking” only.
- b. Duration of internship is 60 days wherein students are required to work for all days and as per company’s requirement. They must follow discipline & guidelines suggested by industry mentors from time to time.
- c. The SIP report has to be submitted to company & college as per the prescribed format and strictly following the submission deadlines.
- d. Students not following the compliance or having negative feedback from the company will be required to redo the Summer Internship next year.

**5) Final Placement:**

- a. Final placement assistance will be offered only to eligible students by registering through “Final Placement Undertaking”.
- b. Final Placement recruitment process is scheduled from September till April month.

**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 Special Leave
- ✓ Regulations / directive for Banning ragging & Anti-ragging measures
- ✓ Non-Academic Student Grievance Policy & Academic Grievance Policy

**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 undisciplined 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. 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.

## **3. 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](mailto:icc@abs.edu.in)

#### **4. Student Grievance Redressal Cell**

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

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

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

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

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

#### **Process for Reporting Grievance:**

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

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

For this purpose, an online grievance redressal system has also been developed through which

the students can register their complaints/grievances through the link provided on college website i.e: <https://abs.edu.in/grievance/online-grievance/>.

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

**Asian Business School**  
**Holiday List for Students**  
**Academic Year 2024-25**

S. No.	Date	Day	Occasion
1	15th August 2024	Thursday	Independence Day
2	19th August 2024	Monday	Raksha Bandhan
3	26th August 2024	Monday	Janmashtami
4	7th September 2024	Saturday	Ganesh Chaturthi
5	2nd October 2024	Wednesday	Gandhi Jayanti
6	11th October 202	Friday	Ram Navami
7	12th October 2024	Saturday	Dussehra
8	30th October – 3rd November 2024	Wednesday - Saturday	Diwali Break
9	15th November 2024	Friday	Guru Nanak Jayanti
10	25th December 2024	Wednesday	Christmas
11	1st January 2025	Wednesday	New Year
12	13th January 2025	Monday	Lohri
13	26th January 2025	Sunday	Republic Day
14	26th February 2025	Wednesday	Maha Shivratri
14	14th -15th March 2025	Friday -Saturday	Holi Break
15	31st March 2025	Monday	Eid-ul-Fitr **
16	14th April 2025	Monday	Baisakhi
17	18th April 2025	Friday	Good Friday
18	12th May 2025	Monday	Buddha Purnima

\*The dates in holiday calendar are tentative.

\*\* Subject to visibility of the moon

## Detailed Curriculum

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<b>YEAR 1</b>		
<b>SEMESTER 1</b>		
<b>PGDM 101</b>	<b>Principles of Management</b>	<b>39</b>
<b>PGDM 102</b>	<b>Accounting for Managers</b>	<b>40</b>
<b>PGDM 103</b>	<b>Managerial Economics</b>	<b>41</b>
<b>PGDM 104</b>	<b>Business Statistics &amp; Quantitative Techniques</b>	<b>42</b>
<b>PGDM 105</b>	<b>Organizational Behaviour</b>	<b>43</b>
<b>PGDM 106</b>	<b>Marketing Management</b>	<b>44</b>
<b>PGDM 107</b>	<b>Entrepreneurship</b>	<b>45</b>
<b>PGDM 108</b>	<b>Business Ethics &amp; Corporate Governance</b>	<b>46</b>
<b>PGDM 109</b>	<b>Personality Development &amp; Corporate Communication 1</b>	<b>47</b>
<b>PGDM 110</b>	<b>Capstone Project</b>	<b>48</b>

<b>PGDM 101 – PRINCIPLES OF MANAGEMENT</b>	
<b>Class</b>	<b>PGDM (2024-26)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

**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 staffing principles.

**CO4:** Summarize 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 Entrepreneur - types of managers - managerial roles and skills, Evolution of Management - Classical, Neo-Classical & Modern Approaches to Management- Types of Business organizations - Sole proprietorship, partnership, company-public and private sector enterprises - Current trends and issues in Management – Social Responsibilities of Business (Business Ethics and Corporate Governance), Managing Change and Disruptive Innovation; Management Practices in different countries – US, Japan, China and India

**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 – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization – Job Design - Human Resource Management – HR Planning, Staffing - Recruitment, selection, Training and Development, Performance Management, Career planning and management

**Unit 4: Directing**

Motivation – motivation theories – motivational techniques – job satisfaction – job enrichment – leadership – types and theories of leadership – communication – process of communication – barrier in communication – effective communication – communication and IT.

**Unit 5: Controlling**

System and process of controlling – budgetary and non-budgetary control techniques – use of computers and IT in Management control -TQM- Productivity problems and management Introduction to Supply Chain and Value Chain Management- control and performance – direct and preventive control – reporting.

<b>Reference Book</b>	<b>Author/Publication</b>
Fundamentals of Management	Stephen A. Robbins & David A. Decenzo & Mary Coulter, Pearson Education.
Essentials of management	Harold Koontz & Heinz Weihrich, Tata McGraw Hill.
Principles of Management	Tripathy PC & Reddy PN, Tata McGraw Hill.
Principles of Management	Robbins & Coulter, Prentice Hal of India



**PGDM 102 - ACCOUNTING FOR MANAGERS**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**C01:** Summarize the building blocks of accounting and key principles governing accounting of organizations across the globe.

**C02:** Prepare the relevant accounting statements with the help of business transaction data.

**C03:** Analyze the tools to measure financial performance and financial position of a company.

**C04:** Apply the techniques of cost accounting to make efficient managerial decisions.

**C05:** Compare various types of budgets to minimize expected costs and maximize the expected revenues.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Financial Accounting**

Meaning and importance, Accounting terms, Accounting concepts and conventions, IFRS, Accounting Standards, Journalizing Transactions, Ledger posting and Trial Balance.

#### **Unit 2: Final Accounts**

Trading and Profit and Loss Account, Balance Sheet.

#### **Unit 3: Analysis of Financial Statements**

Comparative Statements, Common Size Statements, Cash Flow Statement, Fund 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: Planning and Control**

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

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

<b>PGDM 103 – MANAGERIAL ECONOMICS</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Develop an understanding of fundamentals of economics

**CO2:** Forecast demand for different products and services.

**CO3:** Devise business strategies by integrating the various concepts like demand, supply, production, cost, market structures and other macroeconomic variables for achieving business goals.

**CO4:** Analyze characteristics and consequences of different forms of markets and the recent developments in the business world in their economic context.

**CO5:** Interpret the impact of macroeconomic concepts on business in a global context.

**Detailed Curriculum**

**Unit 1: Introduction**

Meaning of Managerial Economics, Nature & Scope; Fundamental Principles of Managerial Economics, Alternative Objectives of the Firm.

**Unit 2: Demand Analysis**

Law of Diminishing Marginal Utility, Demand – Meaning, Types of Demand, Law of Demand, Demand Function; Elasticity of Demand; Demand Forecasting.

**Unit 3: Production and Cost analysis**

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

**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; principle of dominance; two persons zero sum game; Introduction to non-zero sum game, Nash Equilibrium.

**Unit 5: Macroeconomic Concepts**

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

<b>Reference Books</b>	<b>Author/Publication</b>
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

**PGDM 104 - BUSINESS STATISTICS AND QUANTITATIVE TECHNIQUES**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

**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	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
G C Beri	Business Statistics, 3rd ed, TATA McGrawHill
Fundamentals of Statistics	S. C. Gupta - Himalaya Publishing
Quantitative Techniques in Management	Vohra (Tata McGraw-Hill, 2nd)

<b>PGDM 105 – ORGANIZATIONAL BEHAVIOUR</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

**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 behavior of individuals in organizations in terms of the key factors that influence organization behavior.

**CO3:** Summarize dynamics of Group Behavior 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**

Individual Behavior in Organizations - Understanding Behavior as an Input Output System, Personality -types of personalities, Factors influencing personality and Theories. Perception – significance, process and errors of perception, Impression Management Strategies used by Employees, Attitudes – meaning and types, Motivation – meaning, importance, theories, motivation of Performance through Job Design and Goal Setting; Managerial Implication of Learning Theories.

#### **Unit 3: Foundation of Group Behavior**

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

#### **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.

<b>Reference Books</b>	<b>Author/Publication</b>
Organizational Behaviour	Stephen P Robbins/ Prentice Hall
Organizational Behavior	Fred Luthans/ McGraw Hill
Management and Organizational Behaviour: An Integrated Perspective	Jon L. Pierce & Donald G. Gardner, Cengage Learning
Organizational Behaviour	K Aswathappa/ Himalaya Publishing

PGDM 106 – MARKETING MANAGEMENT	
Class	PGDM (2024-2026)
Credits	03
Hours	30

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

**CO1.** Evaluate the role of marketing research in understanding consumer behavior and shaping marketing strategies.

**CO2.** Compare different product mix and product line strategies for effective market positioning.

**CO3.** Analyze the value proposition and differentiation strategies for successful market positioning.

**CO4.** Critically analyse the impact of pricing decisions on consumer behavior and market competitiveness.

**CO5.** Evaluate the effectiveness of recent marketing trends in addressing societal needs and business objectives.

## Detailed Curriculum

### Unit 1: Introduction to Marketing Management

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

### Unit 2: Understanding the Product and Consumer Insights

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

### Unit 3: Marketing 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.

### Unit 4: Pricing Strategies

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

### Unit 5: Recent Trends in Marketing

Rural Marketing, Green Marketing, Digital Marketing, Social Marketing, Meme Marketing, Cause Related Marketing, Neural Marketing, Affiliate Marketing, Revenge Marketing.

Reference Books	Author/Publication
Marketing Management	Kotler, Pearson Education, 2016
Marketing Management	Ramaswamy V. S., McGraw Hill Education Publishers
Marketing Management	Tapan Panda, 5/e, Excel Publication, 2007

<b>PGDM 107 - ENTREPRENEURSHIP</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

- CO1: Analyze different types of entrepreneurs and outline the steps involved in an entrepreneurial venture.
- CO2: Evaluate entrepreneurial competencies, creativity, and problem-solving by analyzing role models.
- CO3: Identify and assess entrepreneurial opportunities for product selection.
- CO4: Analyze the stages of the entrepreneurial process and determine the resources needed for the successful development of entrepreneurial ventures.
- CO5: Examine and illustrate emerging areas of entrepreneurship in India.

**Detailed Curriculum**

**Detailed Curriculum**

**Unit 1: Fundamentals of Entrepreneurship**

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

**Unit 2: Entrepreneurial Motivation**

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

**Unit 3: Opportunity Identification and Product Selection**

Entrepreneurial Opportunity Search and Identification; Sources of Information; Problem solving approach for Decision Making, Idea Generation for Business, Criteria to Select a Product; Product Validation, Minimum viable product (MVP).

**Unit 4: Developing Entrepreneurial Plan**

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

**Unit 5: Special Entrepreneurship Cases**

Development of Women Entrepreneurs, Social Entrepreneurship, Entrepreneurship in Rural Sector, Recent trends and emerging areas of Entrepreneurship in India.

<b>Reference Books</b>	<b>Author/Publication</b>
Entrepreneur & Environment	Desai, A.N Ashish, New Delhi, 1990
Development of Entrepreneurship	Batra- G.S., Deep & Deep, Delhi, 2002
Innovation and Entrepreneurship	Drucker, Peter Heinemann, London
Entrepreneurship	Rajeev Roy, Oxford University Press
Entrepreneurship	Hisrich, Peters and Shepherd, Tata McGraw Hill
Entrepreneurship	Abha Mathur, Taxmann 2017
Small Business and Industry-A handbook for Entrepreneurs	Verma, J.C., and Gurpal Singh, Sage

PGDM 108 – BUSINESS ETHICS & CORPORATE GOVERNANCE	
Class	PGDM (2024-2026)
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: Summarize the framework of Corporate Governance in India.

CO4: Analyse relation between Corporate Social Responsibility and corporate governance in India for sustainable business.

CO5: Exhibit an understanding of Business ethics and Corporate Governance in a Global Economy.

**Detailed Curriculum**

**Unit 1: Indian Ethos**

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

**Unit 2: Business Ethics in Management**

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

**Unit 3: Conceptual Framework of Corporate Governance in India**

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

**Unit 4: Corporate Social Responsibility and Sustainability**

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

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

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

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

**PGDM 109 – PERSONALITY DEVELOPMENT & CORPORATE COMMUNICATION I**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Enhance self-awareness to be able to effectively utilize the strengths for enhancing work productivity.

**CO2:** Effectively communicate to build proficient professional relationships and exhibit a groomed personality.

**CO3:** Deal with different kinds of personalities, develop rapport and improve overall interpersonal skills for better teamwork at the workplace.

**CO4:** Develop stage presence, delivery skills, body language for delivering effective presentations and leave a lasting impression.

**CO5:** Exhibit effective leadership qualities and handle teams to achieve better targets at the workplace.

**Detailed Curriculum:**

**Unit I: Self-Awareness & Personality Development**

Self-Analysis and Self Concept, Components of Self Esteem, Formation of Self Esteem, Techniques of Self Awareness-SWOT & Johari Window, analyzing hidden potentials, developing an openness to change Components of Personality, Personality and Professional Excellence, Life Skills & Soft Skills-Determinants, Human Ethics and Professional values: Civic Virtue, Respect for others, Cooperation & Empathy

**Unit II: Verbal & Non-Verbal Communication Skills**

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

**Unit III: Attitude Management & Behavioural Modification**

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

**Unit IV: Presentation Skills**

Public Speaking- developing Stage Presence, Voice Modulation, Conduction & Delivery Skills, Perfecting the Body Language during Presentation, Strategies of becoming an effective speaker, Step Process: From Prep to Feedback & Evaluation

**Unit V: Team Building & Leadership Skills**

Differentiation between Leaders and Managers, Virtues and Qualities of an Effective Leader, Emotional Intelligence for People's Management, Leadership Styles: Self-Assessment, Team Building & Group Dynamics, Team Building Strategies and Techniques: Qualities of a Team Player, Productivity and Empowerment

**Unit VI- Content Building & Delivery**

Sentence construction, Story writing, Content Management, Picture interpretation, Image-based PPT discussion, Content writing, Content creation, Effective content, Do's and Don'ts of sentence construction, Ideation & briefing, Planning and Delivering content, Vocab Building Activities

<b>Reference Book</b>	<b>Author/Publication</b>
The Basics of Interpersonal Communication	MA: Allyn & Bacon.
Business Communication: Connecting at	Work Hory Sankar Mukerjee
Business Communication Essentials (7th Edition) Personality Development & Soft Skills	Courtland L. Bovee Barun K. Mitra, Oxford Higher Education



<b>PGDM 110 – CAPSTONE PROJECT</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**C01:** Identify various business situations in relevance to learned concepts.

**C02:** Investigate and identify business problems and assess the alternative solutions.

**C03:** Apply the knowledge of management concepts and principles in their area of investigation.

**C04:** Demonstrate team work and organizing abilities while working in group.

**C05:** Analyse and Communicate the collected data and present the analysis in a lucid manner.

**Detailed Curriculum:**

The Capstone Project is designed to demonstrate accumulated training in PGDM Semester I, in a single original project under the additional supervision of a faculty mentor. The completed project should bring together all the learning in Semester I i.e. through subjects –Principles of Management, Accounting for Managers, Managerial Economics, Business Statistics & Quantitative Techniques, Organizational Behaviour, Marketing Management, Entrepreneurship, Business Ethics & Corporate Governance and Corporate Communication.

1. The Capstone Project needs to be submitted in working groups of students (working throughout the semester) with shared interests under guidance of faculty mentor.
2. The Capstone necessitates submission of multiple drafts (in form of Assignment) of project that are subjected to heightened peer review and regular feedback from faculty mentor.
3. The Capstone Projects are evaluated on the basis of Project Report and student presentations to faculty panel at the end of the semester.
4. Regardless of the project approach and methodology used, the final project should explicitly apply concepts drawn from learning, reading and practice that aid in applying the learnt concepts to the context and issues of the project.

## Detailed Curriculum

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<b>YEAR 1</b>		
<b>SEMESTER 2</b>		
<b>PGDM 201</b>	<b>Market and Sales Management</b>	<b>50</b>
<b>PGDM 202</b>	<b>Human Resource Management</b>	<b>51</b>
<b>PGDM 203</b>	<b>Business Research Methods</b>	<b>52</b>
<b>PGDM 204</b>	<b>Financial Management</b>	<b>53</b>
<b>PGDM 205</b>	<b>Strategic Management</b>	<b>54</b>
<b>PGDM 206</b>	<b>Production &amp; Operations Management</b>	<b>55</b>
<b>PGDM 207</b>	<b>Computer Fundamentals &amp; Applications in Management</b>	<b>56</b>
<b>PGDM 208</b>	<b>Digital Marketing</b>	<b>57</b>
<b>PGDM 209</b>	<b>Personality Development &amp; Corporate Communication 2</b>	<b>58</b>
<b>PGDM 210</b>	<b>Capstone Project</b>	<b>59</b>

**PGDM 201 – MARKET AND SALES MANAGEMENT**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**C01:** Explain the importance of markets and their dynamics, along with the future trends in markets.

**C02:** Differentiate between various types of sales personnel and structures of sales organization with respect to effective sales strategies.

**C03:** Demonstrate proficiency in personal selling techniques with various tools and technologies for long-term partnerships and increase in sales.

**C04:** Analyze the role of distribution channels in marketing mix and gain knowledge of various channel institutions and management techniques to optimize distribution.

**C05:** Evaluate the factors influencing retailing, strategic retail plans, and the role of social media in the retail sales process.

**Detailed Curriculum****Unit 1: Introduction to Market**

Importance of market; Dynamics of market; Future markets; Importance of Market as the 4<sup>th</sup> P, Market Development, Understanding market from the perspective of Customer segments and value propositions.

**Unit 2: Introduction to Sales**

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

**Unit 3: Selling Process and Approaches**

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

**Unit 4: Market Distribution Channel Management**

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

**Unit 5: Retail Management**

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

<b>Reference Books</b>	<b>Author/Publication</b>
Sales and Distribution Management	Krishna K Havaldar, Vasant M Cavale
Sales Management Decisions, Strategies and Cases	Richard R Still, Edward W Cundiff Norman AP Govoni
Sales and Distribution Management (3 <sup>rd</sup> Ed)	S L Gupta, Trinity Publications

PGDM 202 - HUMAN RESOURCE MANAGEMENT	
Class	PGDM (2024-2026)
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 trend in HRM to take correct business decisions.

### Detailed Curriculum

#### Unit 1: Introduction to HRM as Business partner

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

#### Unit 2: Human Resource Planning and Employee Hiring

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

#### Unit 3: Employee Training and Performance Appraisal

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

#### Unit 4: Compensation Management and Employee Relations

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

#### Unit 5: Recent trends in HRM

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

Reference Book	Author/Publication
Human Resource Management	C.B. Gupta / Sultan Chand & Sons
Personnel Management	C.B Mammoria / Himalaya Publishing House
Personnel Management	Edwin B. Flippo/ McGraw- Hill
Human Resource Management	Noe, Hollenbeck, Gerhart and Wright, 5th ed,(2010),McGraw-Hill/Irwin

**PGDM 203 – BUSINESS RESEARCH METHODS**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

CO1: Develop research hypotheses pertaining to given business problems.

CO2: Identify appropriate sampling techniques to foster critical thinking.

CO3: Analyse appropriate data collection method required for the research work.

CO4: Analyze data by applying necessary statistical techniques to be utilized in achieving business goals.

CO5: Develop a research proposal for writing a good research report.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Business Research**

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

#### **Unit 2: Sampling and Sampling Distributions**

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

#### **Unit 3: Data Collection & Data Processing**

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

#### **Unit 4: Data Analysis & Testing of Hypothesis**

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

#### **Unit 5: Report and Research Proposal Writing**

Layout of Research Report, Guidelines for writing a good Research Report, Types of reports. Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal. Ethics in Business Research.

<b>Reference Book</b>	<b>Author/Publication</b>
Business Research Methods	Donald R. Cooper and Pamela Schindler
Business Research Methods	Naval Bajpai
Marketing Research	G C Beri /Tata McGraw Hill, New Delhi,
Research Methodology	C R Kothari

<b>PGDM 204 – FINANCIAL MANAGEMENT</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

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

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

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

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

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

### **Detailed Curriculum**

#### **Unit 1: Introduction to Financial Management & Valuation of Securities**

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

#### **Unit 2: Investment Decision**

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

#### **Unit 3: Financing Decision**

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

#### **Unit 4: Dividend Decision**

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

#### **Unit 5: Working Capital Management**

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

<b>Reference Books</b>	<b>Author/Publication</b>
Fundamentals of Financial Management	James C. Van Horne and John M. Wachowicz, Jr./ Pearson Education Limited Oxford
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

<b>PGDM 205 - STRATEGIC MANAGEMENT</b>	
<b>Class Credits</b>	<b>PGDM (2024-2026)</b>
<b>Hours</b>	<b>03</b>
	<b>30</b>

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

**CO1:** Understand the various perspectives and concepts in the field of Strategic Management.

**CO2:** Understand various analytical tools of strategic management.

**CO3:** Develop skills for applying the concepts of competitive strategy to the solution of business problems.

**CO4:** Analyse the formulation of strategic management at corporate level for the sustainable development of the business.

**CO5:** Understand the principles of implementation and control in organizations.

**Detailed Curriculum**

**Unit 1: Introduction to Strategic Management**

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

**Unit 2: Strategic Intent**

Strategic Intent, Vision, Mission, Concepts of Stretch, Leverage & Fit, Objectives & Goals of Business, Business Definition, Balanced Scorecard Approach, Critical Success factors & Key Performance Indicators, Environmental Appraisal, SWOT analysis, BCG Matrix, PESTLE framework, 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.

**Unit 4: Corporate Level Strategies**

Expansion strategies, Stability Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring.

**Unit 5: Strategic Analysis, Implementation, Evaluation and Control**

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

<b>Reference Book</b>	<b>Author/Publication</b>
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

**PGDM 206 – PRODUCTION AND OPERATIONS MANAGEMENT**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

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

**CO2:** Analyze managerial problems related to plant location and layout and Total cost of production.

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

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

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

**Detailed Curriculum****Unit 1: Introduction to Production and Operations Management**

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

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

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

**Unit 3: Design of Production Processes & Inventory Management**

Design of Production Processes: Production to order and production to stock, Process Planning and Design, Vertical integration- forward and backward, Automation – degrees of automation, Types of Process Designs, Material Requirement Planning (MRP), Inventory Management: Purpose of Inventories, Inventory Costs, Inventory Systems: Fixed Order Quantity System, Fixed Order Period System, Inventory Classification Models, Economic Order Quantity, Derivation of EOQ Formula, ABC analysis, Numerical related to Economic Order Quantity, Quantity Discounts.

**Unit 4: Purchasing, Warehousing Functions and Material Management**

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

**Unit 5: Quality Management**

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

<b>Reference Books</b>	<b>Author/Publication</b>
Production and Operations Management	Charry S.N./THM
Production and Operations Management	Kanishka Bedi/Oxford Press
Operations Management	Norman Gaither, Greg Frazier/CengageLearning
Production and Operations Management	Aswathapa Bhatt/Himalaya Publication
Project Management	Havey Maylor/Pitman Publishing
Production and Operations Management	R. B. Khanna/Prentice Hall Publications
Operations Management for MBA	Jack R. Meredith and Scott M. Shafer Wiley



## PGDM 207 - COMPUTER FUNDAMENTALS AND APPLICATIONS IN MANAGEMENT

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Elaborate on the basics of computer applications and their usage towards solving business related problems.

**CO2:** Communicate in a business environment using the MS Office tools.

**CO3:** Develop the ability to train others in using word, excel, and PowerPoint effectively

**CO4:** Analyze the data using advanced tools and techniques of excel for effective business decision making.

**CO5:** Develop the skills for the usage of Internet safely, legally, and responsibly

### **Detailed Curriculum**

#### **Unit 1: Introduction to Computers and World Wide Web**

Introduction to computers and its application in management. Categories of computers and their applications in business, Fundamentals of Computer Networks. Types of software, Operating Systems – types, characteristics. World Wide Web - Introduction to Web Pages and Databases. Netiquettes, Basic services over Internet, URL, Domain names, Web Browsers, Internet Basics, Ethical use of IT tools, Web/Google Searching, Use of Google drives, folders, sheets for managerial support.

#### **Unit 2: MS Word**

MS-Office – Introduction, features. MS Word - Word processing concepts: Selecting text, editing text, Finding and replacing text, printing documents, 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.

#### **Unit 3: MS PowerPoint and Basic Excel**

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

#### **Unit 4: Advanced Excel**

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

#### **Unit 5: Management Information System**

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

<b>Reference Book</b>	<b>Author/Publication</b>
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

PGDM 208 - DIGITAL MARKETING	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

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

**CO2:** Design websites for a using WordPress.

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

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

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

**Detailed Curriculum**

**Unit 1: Digital Marketing Fundamentals**

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

**Unit 2: Website Designing**

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

**Unit 3: Search Engine Optimization**

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

**Unit 4: Social Media Marketing**

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

**Unit 5: Other Social Marketing**

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

Reference Books	Author/Publication
Fundamentals of Digital Marketing	Puneet Singh Bhatia
The Art of Digital Marketing	Ian Dodson

**PGDM 209 – PERSONALITY DEVELOPMENT & CORPORATE COMMUNICATION II**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Exhibit a groomed personality with proper dressing etiquette to create lasting impressions at workplace.

**CO2:** Manage stress and anxiety, deal with stressful situations to enhance work-life balance and improve work productivity.

**CO3:** Apply social and professional protocol to be able to effectively deal with clients nationally and globally with the correct knowledge of international etiquette & protocol.

**CO4:** Develop business writing skills and apply the same for interview applications, workplace and formal communication.

**CO5:** Draft different types of resumes, frame career objectives, take part in GDs to ace job interviews.

### **Detailed Curriculum**

#### **Unit I: Power Dressing & Grooming**

The importance of Clothing-Behaviorally and Cognitively, Differentiation between BusinessFormals & Business Casuals, Essentials of the Corporate Attire: Relevance and Importance, Formal Accessorizing, Color Combinations and Do's and Don'ts, Grooming & Personal Hygiene: Skin, Hair care, Body Odor etc, Developing Executive Presence

#### **Unit II: Wellness Management**

Understanding the concepts of Anger, Stress & Anxiety: Sources, Triggers and Reactivity (ABC Model), Self-Management: Self Help techniques, Lifestyle Management and changing "Perceptions", Role of Emotional Stability & Regulation, Stress Management: Theory and Application, Dealing with stressful situations, understanding the importance of personal and professional relationships, How to maintain individuality to avoid personality conflict

#### **Unit III: Professional Etiquette**

Business Card Protocol, Greetings and Introductions, differentiating between being Passive, Aggressive and Assertive, dealing with different kinds of Personalities: Dominant, Authoritative etc, Developing Social Ethics: Gender sensitization, Etiquette for Gentleman/Lady to be, knowing where to draw the line. Telephone/Cell Phone Etiquette, Business Dining, Interaction with Foreign Visitors, Business Manners in Different Countries, Inter- Organizational Etiquette

#### **Unit IV: Written Business Communication**

Purpose of Written Communication; Business Correspondence: Principles of Effective Writing; Memoranda; Business Claims & Responses; Business Proposals; Minutes of Minutes, Cover Letters, Agenda, Circular, Notices & Minutes, Report Writing, e-mail writing

#### **Unit V: Resume Building & Language Building**

Key elements of Resume, Parts of Resume, Skills, Formatting, Proper template, how to write an effective career objective/objective statement, experience, action words, modernizing your resume, customizing resume, Video resume, Do's & Don'ts of video resume, elements of video resume, Reading Comprehension

#### **Unit VI: Group Discussion & Interview tips**

Mechanics of Group discussion, Steps of Group discussion, Types of Group Discussion, Classroom arrangement of GD, Do's & Don'ts's of GD, commonly used phrases in Group discussion, Opening Statement, Concluding Statement, Mock GD, Internships based trainings, Preparing basic interview questions, Mock interview.

<b>Reference Book</b>	<b>Author/Publication</b>
The Basics of Interpersonal Communication	MA: Allyn & Bacon.
Business Communication: Connecting at	Work Hory Sankar Mukerjee
Business Communication Essentials (7th Edition)	Courtland L. Bovee
Personality Development & Soft Skills	Barun K. Mitra, Oxford Higher Education
The Learners Knowledge Enhancer	Dinesh Sharma, Knowledge head Publication

<b>PGDM 210- CAPSTONE PROJECT</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>

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

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

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

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

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

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

### **Detailed Curriculum:**

1. The Capstone Project is designed to demonstrate accumulated training in PGDM Semester 2, in a single original project under the additional supervision of a faculty mentor. The completed project should bring together all the learning in Semester 2.

i.e. through subjects- Market & Sales Management, Human Resource Management, Business Research Methods, Financial Management, Project Management, Production & Operations Management, Computer Fundamentals & Applications in Management, Digital Marketing and PDCC.

2. The Capstone Project needs to be submitted in working groups of students (working throughout the semester) with shared interests under guidance of faculty mentor.

3. The Capstone necessitates submission of multiple drafts (in form of Assignment) of project that are subjected to heightened peer review and regular feedback from faculty mentor.

4. All assignments should adhere to guidelines. The outline of the assignment is:

a) Assignment # 1: (i) topic – choose a preliminary topic; (ii) importance of topic; and (iii) need of study.

b) Assignment # 2: Literature Review / Theoretical Background

c) Assignment # 3: Methodology

d) Assignment # 4: Case Study/Analysis

e) Assignment # 5: Project report (Plagiarism checked)

5. The Capstone Projects are evaluated on the basis of Project Report and student presentations to faculty panel at the end of the semester.

Regardless of the project approach and methodology used, the final project should explicitly apply concepts drawn from learning, reading and practice that aid in applying the learnt concepts to the context and issues of the project.

## Detailed Curriculum

<b>YEAR 2</b>		
<b>SEMESTER 3 (Core Subjects)</b>		
<b>PGDM 301</b>	<b>Project Management</b>	<b>61</b>
<b>PGDM 302</b>	<b>Legal &amp; Business Environment</b>	<b>62</b>

PGDM 301 - PROJECT MANAGEMENT	
Class	PGDM (2024-2026)
Credits	03
Hours	30

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

**CO1:** Analyze the scope and structure of Project Management/ Understand the basic concepts of project management

**CO2:** Identify different methods of project selection/ Appraise the project using appropriate appraisal techniques

**CO3:** Conduct project planning activities by considering risk and its evaluation. / Implement project by considering risk and its evaluation.

**CO4:** Evaluate network control techniques for project scheduling and resource management. / Learn the process of project planning and execution.

## Detailed Curriculum

### Unit 1: Project

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

### Unit 2: Project Organisation & Financing

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

### Unit 3: Financial Estimates & Projections

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

### Unit 4: SCBA

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

### Unit 5: Implementation & Control of Projects

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

Reference Book	Author/Publication
Projects: Planning Analysis: Selection Implementation & Review	P Chandra, Tata McGraw Hill
Text Book of Project Management	P Gopal krishnan & VE Ramamoorthy,McMilan
Project Management & Control	NSingh, Himalaya

PGDM 302 – LEGAL & BUSINESS ENVIRONMENT	
Class	PGDM (2024-2026)
Credits	03
Hours	30

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

**CO1:** Analyze the micro and macro nature and structure of Business environment.

**CO2:** Evaluate the legal policy framework and its implications on business organizations.

**CO3:** Understand the fundamentals of the financial sector of India & role of financial Institutions.

**CO4:** Illustrate the laws related to business and their implications on organizations.

**CO5:** Understand the basics of IPR and its usage in the business environment

## Detailed Curriculum

### Unit 1: Overview of Business Environment

Nature & Structure of Business Environment; Micro & Macro Environment – Economic & Non- Economic, Environment Interaction Matrix of Economic & Non-Economic Factors.

### 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.

### Unit 3: Financial Sector in India: Structure & Reforms

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

### Unit 4: Legal Aspects of Business

Forms of Business, Companies Act 2013 and Amendment Act 2017, Contract laws-Formation of Contracts; Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts-Contract Management; Special Contracts: Indemnity & Guarantee, Contract of Agency; Principal-Agent Problem- Bailment, Pledge, Guarantee and Indemnity; Principles of Sales of Goods- Transfer of Ownership & Property-Performance of contract; Consumer Protection Act 2019.

### Unit 5: Intellectual Property Right (IPR)

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

Reference Books	Author/Publication
Company Law & Secretarial Practice	N.D. Kapoor / S. Chand
Business Law	M.C. Kuchal
Business Environment and Policy	Francis Cherunilam / Himalaya Publishing House
Indian Economy	Gaurav Datt & Ashwani Mahajan / S.Chand

## Detailed Curriculum

<b>YEAR 2</b>		
<b>SEMESTER 4 (Core Subjects)</b>		
<b>PGDM 401</b>	<b>International Business &amp; Trade</b>	<b>64</b>
<b>PGDM 402</b>	<b>Research Project</b>	<b>65</b>



**PGDM 401 - INTERNATIONAL BUSINESS AND TRADE**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Describe the role of the International Business Environment for problem-solving.

**CO2:** Explain the economic significance of different international projects for decision-making.

**CO3:** Identify the importance of foreign trading in business to foster data-based decision-making.

**CO4:** Describe a range of competencies relevant to cross-border management, including finances & documentation.

**CO5:** Develop a comprehensive skill-set for managing risk faced by International organizations.

### **Detailed Curriculum**

#### **Unit 1: International Business Environment**

Overview of International Business Environment; Role of Multilateral Organizations – IMF, World Bank, WTO, OPEC, Modes of Entry into International Business; Stages in International Business; Country Evaluation and Selection; Free Trade & Protectionism, Deglobalization, cross-cultural issues and concerns.

#### **Unit 2: Economic Integration and Cooperation**

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

#### **Unit 3: Foreign Trade and Foreign Exchange**

Introduction to Major Trade Theories; Porter's Diamond Model of Nation's Competitiveness; BOP - Disequilibrium and remedies, Foreign Exchange Rate Determination, FEMA, Trade Contract and Trade Terms; Incoterms; Tariff and Non-Tariff Barriers, GATT, GATS, TRIPs and TRIMs

#### **Unit 4: EXIM Finance and Documentation**

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

#### **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.

<b>Reference Books</b>	<b>Author/Publication</b>
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

## PGDM 402 – RESEARCH PROJECT

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>

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

**C01:** Identify various business problems and formulate research question and objectives to do research in relevant field.

**C02:** Perform investigation selecting appropriate research design and do the PESTEL analysis for the organization.

**C03:** Critically think and apply concept and principles of research in their area of investigation.

**C04:** Developing capabilities of decisions making through analysis of data in the selected area.

**C05:** Demonstrate the application of management concepts in the achievement of the organizational goals.

### Detailed Curriculum

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

The evaluation of the project will consist of

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

The report should contain the following:

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

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

## Detailed Curriculum

<b>YEAR II</b>		
<b>MARKETING SPECIALIZATION</b>		
<b>PGDM M01</b>	<b>Services Marketing</b>	<b>67</b>
<b>PGDM M02</b>	<b>Consumer Behaviour</b>	<b>68</b>
<b>PGDM M03</b>	<b>Product &amp; Brand Management</b>	<b>69</b>
<b>PGDM M04</b>	<b>International Marketing</b>	<b>70</b>
<b>PGDM M05</b>	<b>Integrated Marketing Communication</b>	<b>71</b>
<b>PGDM M06</b>	<b>Marketing Research</b>	<b>72</b>

## PGDM M01 - SERVICES MARKETING

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Enumerate the Concept of Services and intangible products.

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

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

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

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

### Detailed Curriculum

#### Unit 1: Introduction to Services Marketing

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

#### Unit 2: Understanding Consumer Behavior and Service Design

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

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

#### Unit 3: Pricing and Managing Service Promise

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

#### Unit 4: Delivering & Performing Services

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

#### Unit 5: Managing Services for Profits

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

<b>Reference Books</b>	<b>Author/Publication</b>
Services Marketing	Lovelock, Christopher,
Services Marketing	Nargundkar, Rajendra, Tata
Services Marketing	Ravi Shankar, Excel

PGDM M02 - CONSUMER BEHAVIOUR	
Class	PGDM (2024-2026)
Credits	03
Hours	30

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

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

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

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

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

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

### Detailed Curriculum

#### Unit 1: Introduction & Consumer Decision Process

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

#### Unit 2: Consumer Behavior Models

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

#### Unit 3: Individual Determinants of Buyer Behaviour

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

#### Unit 4: Consumers in their Social and Cultural Settings

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

#### Unit 5: Organizational Buyer Behavior

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

Reference Books	Author/Publication
Consumer Behaviour	Loudon, David L. & Dellabitta, Albert / Tata McGraw Hill
Consumer Behaviour	Schiffman, Leon G., & Kanuk, Leslie Lazar/ Pearson Education
Consumer Behaviour–Buying Having & Being	Soloman, Michael R. / Pearson Education
Marketing Management	Philip Kotler, Kevin Lane Keller -14th ed./ Pearson Education

<b>PGDM M03 – Product and Brand Management</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03 (L-2, T,0, P-1)</b>
<b>Hours</b>	<b>30</b>

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

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

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

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

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

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

**Detailed Curriculum**

**Unit 1: Introduction to Product and Brand Management**

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

**Unit 2: Identifying and Establishing Brand Positioning**

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

**Unit 3: Planning and implementing Brand Marketing Programs**

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

**Unit 4: Measuring & Interpreting Brand performance**

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

**Unit 5: Growing and Sustaining Brand Equity**

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

<b>Reference Books</b>	<b>Author/Publication</b>
Strategic Brand Management: Building, Measuring and Managing Brand Equity	Kevin Lane Keller. Upper Saddle River, NJ: Prentice Hall.
Building Strong Brands	David Aaker, New York: Free Press.
Strategic Brand Management	J N Kapferer. New York, Free Press.

PGDM M04– INTERNATIONAL MARKETING	
<b>Class</b>	PGDM (2024-2026)
<b>Credits</b>	03
<b>Hours</b>	30

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

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

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

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

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

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

### Detailed Curriculum

#### Unit 1: Introduction to International Marketing

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

#### Unit 2: International Marketing Strategy

Entry and Expansion Strategies: Marketing and Sourcing, Cooperative Strategies, International Market Selection Process, International Marketing Research, Competitive Analysis and Strategy.

#### Unit 3: International Marketing Program I

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

#### Unit 4: International Marketing Program II

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

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

#### Unit 5: Emerging trends in International Marketing

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

Reference Books	Author/Publication
Global Marketing Management	Warren J Keegan / Pearson
Global Marketing Management	Kiefer Lee/ Steve Carter, Oxford
International Marketing	RM Joshi / Oxford University Press
International Marketing: Text & Cases	J Paul & R Kapoor / McGraw Hill

## PGDM M05 – INTEGRATED MARKETING COMMUNICATION

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Analyze the various elements of Integrated Marketing Communications

**CO2:** Design compelling advertising content and leveraging digital tools to maximize campaign success.

**CO3:** Analyze target audience characteristics media consumption habits, and advertising objectives to develop effective media plans that maximize reach, frequency, and impact.

**CO4:** Evaluate the services offered by advertising agencies and choose the services best suited to meet the unique needs of various advertising objectives and target audiences.

**CO5:** Use sales promotion for boosting sales and attracting new customers.

### **Detailed Curriculum**

#### **Unit 1: Forms of Communication**

Elements of IMC: Advertising, Sales Promotion, Publicity, Personal Selling, Direct Marketing and direct response methods, Event Management, E-Commerce, Corporate Communication, Public Relations, Media relations. Link between creative strategy and Marketing

#### **Unit 2: Overview of Advertising Management**

Advertising, Kinds of advertising, Role in Brand building, Varied Role different PLC stages, creating differentiation through advertising, Various Models of Advertising, Advertising Copy, Developing Advertising Copy, Advertising and Ethics: legal and social concerns. Relevance of use of Digital Tools, like VR (Virtual Reality), AI (Artificial Intelligence) in advertising.

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising

#### **Unit 3: Media Planning & Advertising Research**

Media planning and strategies, Media Mix, Media Buying, Testing Media effectiveness, Allocation of Budgets, Current Media trends, Developing a communication campaign

Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC, Content Marketing, Customer Journey Mapping

#### **Unit 4: Advertising Agencies & Direct Marketing**

Advertising Agencies, Advertising Agency Compensation, Working of an Agency, Retention of an Agency, Direct Marketing, Products suitable for direct marketing, Media for Direct Marketing.

#### **Unit 5: Sales Promotion**

Strengths and limitations of Sales Promotions, Types of Sales Promotion: Consumer and Trade Oriented Sales promotion, Designing Sales Promotion Campaign using BI tools, Data-Driven Sales Promotion.

<b>Reference Books</b>	<b>Author/Publication</b>
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



<b>PGDM M06 - MARKETING RESEARCH</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

**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 ethical considerations in advertising and promotion research.
- CO4:** Create strategies for price optimization using solver tools.
- CO5:** Apply research analysis tools to solve marketing problems effectively.

**Detailed Curriculum**

**Unit 1: Marketing Research and Managerial Implication**

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

**Unit 2: Measurement in Marketing Research and Analysis**

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

**Unit 3: Tools for Marketing Research- Advertising & Promotion**

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

**Unit 4: Tools for Marketing Research- Sales and Pricing**

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

**Unit 5: Research Analysis Tools & Multidimensional Scaling**

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

<b>Reference Books / Magazines</b>	<b>Author/Publication</b>
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

## Detailed Curriculum

### YEAR II

#### FINANCE SPECIALIZATION

<b>PGDM F01</b>	<b>Behavioural Finance</b>	<b>74</b>
<b>PGDM F02</b>	<b>Banking, Insurance and Financial System</b>	<b>75</b>
<b>PGDM F03</b>	<b>Financial Derivatives</b>	<b>76</b>
<b>PGDM F04</b>	<b>Security Analysis &amp; Portfolio Management</b>	<b>77</b>
<b>PGDM F05</b>	<b>International Financial Management</b>	<b>78</b>
<b>PGDM F06</b>	<b>Financial Modeling &amp; Valuation</b>	<b>79</b>

**PGDM F01– BEHAVIOURAL FINANCE**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

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

**CO2:** Interpret behavioural aspects of financial markets and investment decisions

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

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

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

## Detailed Curriculum

### Unit 1: Standard Finance and Utility Functions

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

### Unit 2: Introduction to Behavioural Finance

Definition, behavioural finance micro and behavioural finance macro, important contributors, components, difference with standard finance; Agency theory; Limits to Arbitrage; Prospect theory, basic framework; Loss Aversion, model of loss aversion; market anomalies.

### Unit 3: Investor Behaviour

Types of investors, objectives of investment, factors influencing Investor decision making, factors influencing investor personality, characteristics of successful investors; behavioural finance viewpoint of risk, risk perception, factors affecting risk attitude

### Unit 4: Behavioural Biases and Irrational Investing

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

### Unit 5: Recent Advances in Behavioural Finance

Neuro Finance, human brain, brain secretions, neuro technology; Noise Trading, Behavioural Capital Asset Pricing Model, Behavioural Portfolio Theory, investor sentiments; Conflict of Interest and Group Psychology on Board.

<b>Reference Book</b>	<b>Author/Publication</b>
Behavioural Finance: Insights into Irrational Minds and Markets	Monitor, J., Oxford University.
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
The Psychology of Finance: Understanding the Behavioural Dynamics of Markets.	Tvede, L., Wiley.

**PGDM F02 - BANKING, INSURANCE AND FINANCIAL SYSTEM**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** To Exhibit in depth understanding of the foundational concepts Banking, Insurance & financial Services Sector.

**CO2:** To examine financial products and services applying management skills in the global and economic environment.

**CO3:** To Understand the basics of Risk and Insurance, Types and their usage in financial business environment.

**CO4:** To gain insight on various financial services and its components to analyze competitive market

**CO5:** To examine the technological dynamics and developments in BFSI Industry to develop required skill set to apply management concepts

### Detailed Curriculum

#### Unit-1: Introduction to Banking Industry

Definition & characteristics, Banking System in India, types of banks viz. Commercial Banks, Private Sector Banks, Public Sector Banks, Foreign Banks, Regional Rural Banks, Co-operative Banks, Central Bank- Reserve Bank of India, NBFCs

#### 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, 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.

#### 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.

Reference Book	Author/Publication
Banking Theory and Practice	K C Shekhar and Lekshmy Shekhar/ Vikas Publishing House
The Theory And Practice Of Banking	Henry Dunning Macleod / Pearson Education
A Text on Banking Theory Law and Practice	A. Gajendran/ Vrinda Publication
Principles & Practices of Insurance	M. Eswari Karthikeyan / Sahitya Bhawan Publications
Insurance: Theory and Practice	Tripathy N.P /PHI Learning Private Limited
E-Banking in India: Technology and Emerging Innovations	Prof. R. K. Uppal/Bharti Publication Books

## PGDM F03 - FINANCIAL DERIVATIVES

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

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

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

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

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

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

### Detailed Curriculum

#### Unit 1: Introduction to Financial Modelling

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

#### Unit 2: Building Models in Finance

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

#### Unit 3: Risk Analysis in Project Appraisal using Excel.

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

#### Unit 4: Business Valuation Modelling using Excel

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

#### Unit 5: Value Enhancement

Black and Scholes Model in Excel, Binomial Option Pricing Model, Greeks, VAR (Value at Risk)

#### Unit-6: Portfolio Valuation

Introduction, Returns, Portfolio Mean and Variance, Calculation of Efficient Portfolio, Calculation of Variance and covariance Matrix, Estimating Beta and SML (Security Market Line), Event study, contemporary issues.

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

**PGDM F04 - SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**C01:** Exhibit knowledge and understanding of various investment alternatives.

**C02:** Measure the risk and return of securities and portfolios and analyze their relationship.

**C03:** Conduct fundamental and technical analysis and evaluate the performance of a portfolio leading to sound decision-making.

**C04:** Demonstrate knowledge of portfolio construction theories and apply the concepts for effective investment decisions.

**C05:** 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

#### **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, 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.

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

**PGDM F05 -INTERNATIONAL FINANCIAL MANAGEMENT**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

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

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

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

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

**CO5:** Assess the instruments of international financing and related documentation

### **Detailed Curriculum**

#### **Unit 1: International Financial System**

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

#### **Unit 2: Foreign Exchange Markets**

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

#### **Unit 3: Foreign Exchange Risk, Exposure & Management**

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

#### **Unit 4: Foreign Investment**

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

#### **Unit 5: Foreign Operations**

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

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

## PGDM F06 - FINANCIAL MODELING & VALUATION

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

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

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

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

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

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

### Detailed Curriculum

#### Unit 1: Introduction to Financial Modelling

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

#### Unit 2: Building Models in Finance

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

#### Unit 3: Risk Analysis in Project Appraisal using Excel.

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

#### Unit 4: Business Valuation Modelling using Excel

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

#### Unit 5: Value Enhancement

Black and Scholes Model in Excel, Binomial Option Pricing Model, Greeks, VAR (Value at Risk)

#### Unit-6: Portfolio Valuation

Introduction, Returns, Portfolio Mean and Variance, Calculation of Efficient Portfolio, Calculation of Variance and covariance Matrix, Estimating Beta and SML (Security Market Line), Event study, contemporary issues.

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



## Detailed Curriculum

<b>YEAR II</b>		
<b>HUMAN RESOURCE SPECIALIZATION</b>		
<b>PGDM HR 01</b>	<b>International Human Resource Management</b>	<b>81</b>
<b>PGDM HR 02</b>	<b>Industrial Relations and Labour Laws</b>	<b>82</b>
<b>PGDM HR 03</b>	<b>Human Resource Development</b>	<b>83</b>
<b>PGDM HR 04</b>	<b>Organizational Change &amp; Development</b>	<b>84</b>
<b>PGDM HR 05</b>	<b>Human Resource Metrics &amp; Analytics</b>	<b>85</b>
<b>PGDM HR 06</b>	<b>Performance Management &amp; Compensation Strategies</b>	<b>86</b>

**PGDM HR 01 –INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

**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 1: International Context of HRM**

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

#### **Unit 2: International Staffing**

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

#### **Unit 3: Training & Development in International Perspective**

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

#### **Unit 4: Compensation in International Perspective and Performance Management**

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

#### **Unit 5: Industrial Relations and Other Issues in IHRM**

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

<b>Reference Book</b>	<b>Author/Publication</b>
International Human Resource Management (5th ed.)	Dowling 3. Dowling, P. J., Festing, M., & Engle, Sr. A. D. Thompson Learning
International human resource management	Aswathappa, K. and Dash, S., McGrawHill Education India
Understanding cross-cultural management	Browaeys, M. J., & Price, R. Prentice Hall. New Delhi

**PGDM HR 02 - INDUSTRIAL RELATIONS AND LABOUR LAWS**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

**After going through the course, students shall be able to**

**C01:** Interpret Industrial Relation framework for dispute resolution and Industrial Harmony.

**C02:** Describe the various Labour laws and constitutional provisions at Central and State level.

**C03:** Summarize the laws related to Industrial Relations and wages

**C04:** Explain the laws related to Conditions of Service and Employment

**C05:** Exhibit an understanding of the Employment Relations Laws.

### **Detailed Curriculum**

#### **Unit 1: Fundamentals of Industrial Relations**

Concept, Function of IR Industrial Relations, Approaches to Industrial Relations, The Role of Government in Industrial Relations, Framework of IR – Discipline and Grievance Management, Negotiation and Collective Bargaining / Settlement, Participative Management and co-ownership issues and means to resolve, Dispute Resolution and Industrial Harmony, Stages in adjudication. Mediation process. Arbitration, Labour Tribunals.

#### **Unit 2: Fundamentals of Labour Laws**

Sources of Laws, Constitutional provisions with regard to Labour laws, Labour laws enacted and enforced by the Central Government and State Governments, Labour Law Reforms.

#### **Unit 3: Laws Related to Industrial Relations & Wages**

Trade Unions Act, 1926, Industrial Employment Standing Order Act, 1946, Industrial Disputes Act, 1947, Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act 1965, Maternity Benefit Act 1961.

#### **Unit 4: Laws Related to Conditions of Service and Employment**

Factories Act, 1948, Contract Labour (Regulations & Abolition) Act, 1970, Bonded Labour System (Abolition) Act, 1976, The Child and Adolescent Labour (Prohibition And Regulation) Act, 1986.

#### **Unit 5: Employment Relations Laws: Law of Social Security**

Payment of Gratuity Act, 1972, Employee's Compensation Act, 1923, Employee Provident Fund & Miscellaneous Provisions Act, 1952, Employee State Insurance Act 1952, Unorganized Workers' Social Security Act, 2008.

<b>Reference Book</b>	<b>Author/Publication</b>
Industrial Relations and Labour Laws	Piyali Ghosh, Shefali Nandan, McGraw Hill Education
Labour Laws for Everyday Made Easy	S.D. Puri & Sundeep Puri, Snow White Publications Pvt. Ltd.
Elements of Industrial Law	N.D. Kapoor, Sultan Chand & Sons Educational Publishers
Industrial Laws and Labour Laws	Malik, K.L., Eastern Book Company, Lucknow

**PGDM HR 03 – HUMAN RESOURCE DEVELOPMENT**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

**C01:** Comprehend the basic concepts, tools and techniques of HRD at all levels for competence building and decision making.

**C02:** Identify the HRD interventions needed at various organizational levels.

**C03:** Analyze various HRD interventions for human capital development.

**C04:** Exhibit an understanding of techniques related to Maintenance and Evaluation of HRD interventions.

**C05:** Interpret the HRD Climate and its impact on the organizational culture.

**Detailed Curriculum****Unit 1: Introduction to HRD**

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

**Unit 2: Developing HRD Structures**

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

**Unit 3: Designing & Implementing HRD Interventions**

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

**Unit 4: Maintaining and Evaluating HRD interventions:**

Maintaining HRD Interventions: Employee counseling, Coaching and Mentoring, Managing Quality of Work Life (QWL) through HRD - techniques for improving QWL, Quality Circles.

Evaluating HRD Interventions- Purpose, models and frameworks of evaluation, assessing impact of HRD Programs, Ethical issues concerning Evaluation

**Unit 5: HRD Climate & HRD Audit**

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

<b>Reference Book</b>	<b>Author/Publication</b>
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**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Understand the concept of organization change and development.

**CO2:** Describe Operational Components of OD at various organizational levels.

**CO3:** Design various OD interventions to take appropriate business decisions.

**CO4:** Analyse various conditions needed for the Implementation and Assessment of OD efforts.

**CO5:** Apply OD practices in different sectors of the economy.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Organizational Change & Development**

Meaning, Nature, Types of changes, Historical Theories of planned change, Organizational Development – Nature and characteristics, models, values assumptions and beliefs in OD, Process of OD. Sustainable development, Social Entrepreneurship

#### **Unit 2: Operational Components of OD**

Diagnostic, Action and Process – Maintenance Components, Action Research and OD, OD Practitioners: role, competencies and experiences.

#### **Unit 3: OD Interventions**

Individual level OD interventions, Different kinds of Individual level OD Interventions, Group or Team Level OD Interventions, Organization Level OD Interventions, Various large group Interventions, Managing OD and Change through Restructuring Organizations, Different Types of Organization Designs, Change in the Organization Design, Change in Organization Culture, Organization Development in Digital Transformation, OD Interventions through Human Resource Functions

#### **Unit 4: Implementation and Assessment of OD**

Organization Learning - Relevance and Possibility, Learning Organization - Experimentation, Knowledge Management and Innovation, Organizational Development - Cultural and Economic Contexts, Conditions for failure and success in OD efforts

#### **Unit 5: Applications of OD**

Organizational development in global settings, organizational development in non- industrial settings: healthcare, family business, school systems, and the public sector, future of OD.

<b>Reference Book</b>	<b>Author/Publication</b>
Organizational Development and Change	Cummings, Thomas G. and Christopher G. Worley, Thomson Learning
Organization Development	French, Wendell L. and Lecil H. Bell, PHI, New Delhi
Organizational Development Interventions and Strategies	Ramnarayan S., T.V. Rao and Kuldeep Singh, response Books, New Delhi

## PGDM HR 05 - HUMAN RESOURCE METRICS AND ANALYTICS

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Develop an understanding of the role and importance of HR metrics and HR analytics to solve business problems.

**CO2:** Describe various principles and approaches for designing HR Metrics.

**CO3:** Analyze Strategic HR metrics for various HRM processes.

**CO4:** Apply quantitative and qualitative methods to analyse human resource data in relation to Business environment.

**CO5:** Exhibit an understanding of analytical tools to support decision-making.

### **Unit 1: Introduction to HR Metrics & Analytics**

HR Metrics: Concepts, Objectives, Historical evolution of HR metrics, concept of HR Analytics, Difference Between HR Analytics and HR Metrics, Role of Analytics in HR, Developing an Analytics Culture in business organizations, Key Influencers in the HR Analytics Process.

### **Unit 2: Designing effective HR Metrics**

HR metrics design principles, Approaches for designing HR metrics, Model for adoption of HR Analytics, Analytical capabilities, Align HR metrics with business strategy, goals and objectives. Creating Business focused HR Scorecard.

### **Unit 3: Strategic HR Metrics**

Recruitment and Selection Metrics: Evaluating Reliability and validity of selection models, Predicting employee performance, Training and development Metrics, Engagement & Retention Metrics, HR Cost Benefit Metrics.

### **Unit 4 Relational databases and HR systems**

Database Concepts and its Application in HRIS, Planning and implementing a new HRIS, Components of an effective Analytics framework: HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework.

### **Unit 5: Basic understanding of Analytical tools**

**Data collection, tracking, entry, Assess IT requirements to meet HR needs,** data visualization using MS Excel, HR Benchmarking and best practices, Connecting HR Analytics to business benefit (case studies)

<b>Reference Book</b>	<b>Author/Publication</b>
"Predictive HR Analytics: Mastering the HR Metric",	Edwards Martin R, Edwards Kirsten (2016), Kogan Page Publishers, ISBN-0749473924
"The new HR analytics: predicting the economic value of your company's human capital investments",	AMACOM, ISBN-13: 978-0-8144-1643-3
HR Analytics Connecting Data and Theory	Rama Shankar Yadav Sunil Maheshwari, Wiley Publications

**PGDM HR 06 - PERFORMANCE MANAGEMENT & COMPENSATION STRATEGIES**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**C01:** Understand the dimensions related to Performance and Compensation Management to resolve the manpower concerns.

**C02:** Critically Analyze the impact of Performance and Compensation decisions to achieve competitive advantage in business operations.

**C03:** Analyse Performance Management strategies for implementation of HR policies in recent business scenario.

**C04:** Evaluate the factors and components influencing compensation management decisions.

**C05:** Exhibit an understanding of designing pay structures within an organization.

### **Detailed Curriculum**

#### **Unit 1: Introduction to Performance Management System**

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

#### **Unit 2: Performance Management Strategies and Interventions**

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

#### **Unit 3: Performance Management Implementation and Key Issues**

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

#### **Unit 4: Compensation and pay for performance**

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

#### **Unit 5: Designing Pay Structures**

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

<b>Reference Book</b>	<b>Author/Publication</b>
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

## Detailed Curriculum

<b>YEAR II</b>		
<b>Business Analytics</b>		
<b>PGDM BA 01</b>	<b>Data Visualization for Managers</b>	<b>88</b>
<b>PGDM BA 02</b>	<b>Business Forecasting</b>	<b>89</b>
<b>PGDM BA 03</b>	<b>Data Science using R</b>	<b>90</b>
<b>PGDM BA 04</b>	<b>Data Mining</b>	<b>91</b>
<b>PGDM BA 05</b>	<b>Marketing Analytics</b>	<b>92</b>
<b>PGDM BA 06</b>	<b>Business Analytics using Excel</b>	<b>93</b>



## PGDM BA 01: DATA VISUALIZATION FOR MANAGERS

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Comprehend the fundamental design principles and different types of data visualization

**CO2:** Evaluate existing data visualizations techniques.

**CO3:** Apply the tools in Tableau for data visualization using chart features to solve business problems

**CO4:** Develop specific skills, and competencies needed by professionals

**CO5:** Create Dashboard and storyboard for interactive data visualization for effective communication

### **Detailed Curriculum:**

#### **UNIT 1: Data Visualization Overview**

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

#### **UNIT 2: Data Visualization Tool: MS Power BI**

Understanding Power BI, installation, Menus and Toolbars. Creating and Formatting Tables. Dashboards, Formatting Dashboard, designing insights, creating reports, customizing reports.

#### **UNIT 3: Data Visualization Tool: Tableau**

Introduction to the visualization software Tableau, installation, and understanding the Interface. Distributing and Publishing on Tableau. 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.

#### **UNIT 4: Tableau Calculations and Filters**

Maps in Tableau, Filters and its types, creating and using parameters, Groups and sets. Making the Trend analysis, Forecasting and reference lines. Annotations and Disaggregation.

#### **UNIT 5: 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

<b>Reference Book</b>	<b>Author/Publication</b>
The visual Display of Quantitative Information (2 <sup>nd</sup> 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.

<b>PGDM BA 02: BUSINESS FORECASTING</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

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

**CO2:** Apply standard techniques of time series analysis.

**CO3:** To critically evaluate business forecasting scenarios.

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

**CO5:** Develop proficiency at analyzing and interpreting numerical data

**Detailed Curriculum:**

**Unit 1: Introduction to Business Forecasting**

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

**Unit 2: Quantitative Forecasting Methods**

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

**Unit 3: Qualitative Forecasting Methods**

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

**Unit 4: Advanced Forecasting Techniques**

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

**Unit 5: Forecasting Applications**

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

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

PGDM BA 03: DATA SCIENCE USING R	
Class	PGDM (2024-2026)
Credits	03
Hours	30

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

**CO1:** Apply data science concepts and methods

**CO2:** Apply knowledge of R libraries for effective data analysis

**CO3:** Analyse data from different sources using R packages

**CO4:** Plot the data in the form of charts and graphs using R for better understanding.

**CO5:** Conduct a variety of Hypothesis Tests to achieve organizational goals

**Detailed Curriculum:**

**Unit 1: Introduction to Data Science and R Studio**

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

**Unit II: R Studio and Installation Process**

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

**Unit III: Functions of R**

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

**Unit IV: Graphical Representation of data**

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

**Unit V: Data Analysis Using R**

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

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

PGDM BA 04: DATA MINING	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Comprehend the concept of Data Mining.

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

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

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

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

#### **Detailed Curriculum:**

##### **Unit 1: Introduction to Data Mining**

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

##### **Unit 2: Data Cleaning and Classification**

Data Cleaning, Missing Values, Noisy Data, Inconsistent Data, Data Integration and Transformation. Data Reduction, Dimensionality reduction, Data Compression, Discretization and Concept hierarchy generation, Decision trees and rule-based systems, overview of Artificial neural networks, and classification models.

##### **Unit 3: Clustering and Association Rule Mining**

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

##### **Unit 4: Data Visualization and Aggregation**

Data Visualization, Aggregation, Historical and Legacy data, information, Query Facility, OLAP function and Tools. OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery.

##### **Unit 5: Applications of Data Mining**

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

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

PGDM BA 05: MARKETING ANALYTICS	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

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

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

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

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

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

### Detailed Curriculum:

#### Unit 1: Introduction to Marketing Analytics

Overview of marketing analytics, meaning and its role in business decision-making, Key concepts and techniques in marketing analytics. Marketing analytics as an enabler of marketing strategy. Data collection and management for marketing analytics. Ethical considerations in marketing analytics.

#### Unit 2: Descriptive Analytics

Exploratory data analysis for marketing insights, Market research methods and survey design. Customer profiling and segmentation analysis, Product and pricing analysis, Competitive analysis and market positioning

#### Unit 3: Predictive Analytics

Introduction to predictive modeling in marketing. Customer Analytics, Loyalty Data, Meaning of Customer Life Time Value, Methods of prediction, Metrics to measure customer Loyalty, Customer Retention Strategies

#### Unit 4: Digital Marketing Analytics

Web analytics and tracking customer online behavior, Web Analytics, Search engine optimization, (SEO) analysis, Social media analytics and sentiment analysis, Email marketing analytics

#### Unit 5: Challenges and Trends of Marketing Analytics

Marketing and Cloud computing, Impact of marketing analytics, Marketing Analytics, Challenges, Analytics credibility, ROI Measurement challenges, The future of Marketing Analytics

Reference Book	Author/Publication
Grigsby, Michael. Marketing Analytics: A practical guide to real marketing science	Kogan page 20155
Jerry Rackley. Marketing Analytics Roadmap: Methods, Metrics, and Tools	Apress 2015
Winston, Wayne L. Marketing Analytics: Data-Driven Techniques with Microsoft Excel	Hohn Wiley & Sons, 1st Edition, 2014.
Marketing Management	Kotler, Philip and Kevin Keller, Pearson
Digital Marketing Analytics: Making Sense Of Consumer Data In A Digital World.	Hemann, Chuck and Ken, Burbary, Que Publishing
Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data.	Artun, <u>Omer</u> and <u>Dominique, Levin</u> , Wiley

**PGDM BA 06: BUSINESS ANALYTICS USING EXCEL**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Assess how managers use business analytics.

**CO2:** Develop efficiency in usage of charts and graphs to analyze and present data.

**CO3:** Apply Excel and Excel add-ins to solve business problems.

**CO4:** Learn analytical frameworks used for decision making starting from basics of excel to advanced modelling techniques.

**CO5:** Use concept of Statistical inference to make statistics-based judgement of business scenarios .

### **Detailed Curriculum**

#### **Unit 1: Introduction to Business Analytics**

Overview of Business Analytics, Concepts, Terminology & Significance, Difference between Business Intelligence and Business Analytics, Business Analytics Process & Decision-Making Process, tools for business analytics.

#### **Unit 2: Graphical Representation of data:**

Types of charts and diagrams, bar diagrams, sub-divided, and multiple bar diagrams, pie chart, different types of graphs, scatter diagram, histogram and OGIVE.

#### **Unit 3: Descriptive Statistics**

Overview of descriptive statistics, difference between descriptive and inferential statistics, mean, median, mode, maximum, minimum, range, standard deviation, skewness and kurtosis.

#### **Unit 4: Inferential Statistics**

Overview of inferential statistics, difference between large and small sample tests, t-test for single sample mean, independent samples and dependent samples, chi square test and ANOVA.

#### **Unit 5: Correlation & Regression Analysis**

Correlation analysis – Bivariate and Multivariate data, Regression analysis, types of regression lines, Y on X & X on Y, Multiple regression analysis.

<b>Reference Book</b>	<b>Author/Publication</b>
Statistics for management	Levin & Rubin, Pearson
Applied Business Statistics	Ken Black, Wiley
Business Statistics	Naval Bajpai, Pearson

## Detailed Curriculum

<b>YEAR II</b>		
<b>Operations Management</b>		
<b>PGDM OM 01</b>	<b>Supply Chain &amp; Logistics Management</b>	<b>95</b>
<b>PGDM OM 02</b>	<b>Pricing &amp; Revenue Management</b>	<b>96</b>
<b>PGDM OM 03</b>	<b>Operations Strategy</b>	<b>97</b>
<b>PGDM OM 04</b>	<b>Sales &amp; Operations Management</b>	<b>98</b>
<b>PGDM OM 05</b>	<b>Operations Research Applications</b>	<b>99</b>
<b>PGDM OM 06</b>	<b>Sourcing &amp; Vendor Management</b>	<b>100</b>

**PGDM OM 01 – SUPPLY CHAIN & LOGISTICS MANAGEMENT**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** To understand the fundamental framework and strategies of supply chain management in business environment.

**CO2:** To apply functional elements of logistics for improving business performance by integrating and optimizing the total logistics and supply chain process.

**CO3:** To analyze the supply chain performance measurement tools in global supply chain network.

**CO4:** To apply effectively the principles of warehouse, stores location, handling equipment's and health safety in industry warehouse and service improvement.

**CO5:** To evaluate the strategic role of Technology Aids in the warehouse and impact on supply chain.

### Detailed Curriculum

#### Unit 1: Overview to Supply Chain

Concepts of Supply Chain, Objectives, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, Logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, Best practices in SCM, Obstacles in streamlining SCM.

#### Unit 2: Logistics Management

Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues; Competitive advantage through Logistics Management, Transportation- Functions, Costs and Mode; Network and Decision, Containerization, Cross docking, Third party logistics (3PL), Fourth party logistics (4PL), Reverse Logistics.

#### Unit 3: Performance of Supply Chain

Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Performance Measurement Tools: SCOR Model. Demand chain management, Global Supply Chain- Challenges, Factors influencing Global Supply Chain Network.

#### Unit 4: Warehousing Management

Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Outsourcing- Nature and concept, Strategic decision to Outsourcing, warehouse storage and handling equipment's, Warehouse Manager role and challenges, Health and Safety in Warehouse-Fire safety, Slips and Trips

#### Unit 5: Technology Aids in Warehouse Management

Introduction, Objectives, Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID), Warehouse Robotics and Automation, Automated Ergonomic machines

Reference Book	Author/Publication
Supply Chain Management: Strategy, Planning and Operations	Sunil, Mendl, Peter and Kalra D.v: Pearson
Supply Chain Management	Sahay, B.s, Macmillan publications
Sustainable Logistics and Supply Chain Management: Principles and Practices of Sustainable Operations and Management	Grant. D. B et. al ., Kogan Page Ltd
Logistics & supply chain management	Christopher, M, Pearson Education
A Supply Chain Logistics Program for Warehouse Management	David. E. M and Sydow. J A, Taylor & Francis Group, LLC
Technology in Supply Chain Management and Logistics	Pagano. A.M., & Liotinc, M, Elsevier.
Global Logistics and Supply Chain Management.	Mangen, J et al., Wiley



## PGDM OM 02 – LEAN MANAGEMENT

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** To understand the fundamental framework and strategies of Lean Management and its elements in business environment.

**CO2:** To apply fundamental Lean tools and techniques effectively to drive process improvement and operational excellence.

**CO3:** To apply lean principles, methodologies, and practices aimed at optimizing efficiency, minimizing waste, and enhancing productivity in both manufacturing and service environments.

**CO4:** To identify and prioritize projects that align with Lean principles and can deliver significant improvements in efficiency, quality, and customer satisfaction.

**CO5:** To develop lean culture within an organization by promoting the principles of continuous improvement for tangible improvements in productivity and quality.

### **Detailed Curriculum:**

#### **Unit 1: Introduction to Lean Management and Lean Elements**

Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, need for LM, Meeting the stakeholders requirement, Elements of LM.

#### **Unit 2: LEAN Tools and Techniques**

Various tool of LM, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overview of TQM ,Overall Equipment Effectiveness (OEE) and its computation.

#### **Unit 3: Lean System**

Lean systems: Features manufacturing and services, Workflow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time.

#### **Unit 4: Project Selection for Lean**

Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives.

#### **Unit 5: Lean Management and Implementation**

Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.

<b>Reference Book</b>	<b>Author/Publication</b>
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
The Toyota Way	Jeffrey K Liker, MGrav Hill; Second

<b>PGDM OM 03 - OPERATIONS STRATEGY</b>	
<b>Class Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Take decisions of the strategic significance of operations and its various organizational functions.

**CO2:** Analyse performance objectives and their relative significance in gaining a competitive advantage for the growth of the organization.

**CO3:** Analyse the factors influencing capacity decisions and their significance on supply chain networks.

**CO4:** Discuss critically the practical use of the techniques covered, taking into account organisational context

**CO5:** Identify the relationship between operations strategy with other functional strategies and overall business policy in the context of the strategic goals and objectives of the organisation.

### **Detailed Curriculum**

#### **Unit I: Introduction to Operations Strategy**

Definition of Operations Strategy; Significance of Operations Strategy; Four Perspectives on Operations Strategy: An Over View of Content of Operations Strategy: Performance Objectives and Decision Areas; Operations Strategy Matrix

#### **Unit II: Operations Performance**

Five Generic Performance Objectives- Quality, Speed, Dependability. Flexibility, Cost; Order-Winning and Qualifying Competitive Factors; Relative Importance of Performance Objectives; Influence of Product/Service Life Cycle and Changes in Resource Based on Operations Strategy.

#### **Unit III: Capacity Strategy**

Three Levels of Capacity Decision; Factors Influencing Capacity Decisions, Capacity Change and Timing of Capacity Change: Supply Network Strategy: Supply-Network Perspective. Value Net, Inter-Operation Relationships in Supply Networks.

#### **Unit IV: Process of Operations Strategy**

Sustainable Alignment and Operations Strategy Fit'. Static and Dynamic Approaches to Sustainability, Basic Aspects of Operations Strategy Formulation.

#### **Unit V: Operations Strategy Formulation Models**

The Hill Framework and The Plans - Gregory Procedure, Barriers to Strategy Formulation. New Approaches to Operations Management.

<b>Reference Book</b>	<b>Author/Publication</b>
Operations Strategy	Slack. N. & Lewis, M
Operations, Strategy and Technology: Pursuing the competitive edge	Hayes, Robert H, Gary P, Pisano, David M Upton, and Steven c Wheelwright, Wiley
Manufacturing: Texts ans Cases	Macmillan
Operations Strategy: Principles and Practice	Van Mieghem, JanA., Dynamic Ideas

**PGDM OM 04 – SALES AND OPERATIONS PLANNING**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>
Operations Strategy	Walters, D, Macmillan

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

**CO1:** Exhibit the use of 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:** Analyse the Aggregate operations planning and scheduling patterns for the smooth functioning and achievement the organizational goals.

**CO4:** Use the MRP and MPS concept in different conditions of the business environment.

**CO5.** Utilize 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.

#### **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, Pure Strategy, Mixed Strategy, Level Scheduling, Mathematical Techniques and Numerical, Nature & Importance of Work Centers and scheduling policies , Priority Rules and techniques

#### **Unit 4: MRP and MPS**

Meaning, Purpose and advantage of MPR, Bill of Materials, types of BOM,, Master Production Schedules - meaning, objectives process, Managing MPS inventory records, lot sizing, process of MRP, Introduction to MRPII systems and its evolution

#### **Unit 5: Enterprise Resource Planning**

Introduction to ERP, Advantages of ERP, Need of ERP, ERP and Related Technologies, ERP modules & Vendors, Evaluation and selection of ERP package, ERP Implementation Life Cycles

<b>Reference Book</b>	<b>Author/Publication</b>
Operations Management for Competitive Advantage	Nicholas J. Aquilano, F. Robert Jacobs, Richard B. Chase; The McGraw-Hill
Introduction to Operations Research	Hiller and Lieberman; McGraw Hill
Optimization: Algorithms and Applications	Rajesh Kumar Arora; CRC Press
Operations Research	JK Sharma, Macmillan

**PGDM OM 05 - OPERATIONS RESEARCH APPLICATIONS**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**C01:** Solve the problems under game theory concepts and different circumstances.

**C02:** Demonstrate the Job Sequencing concepts in business which will foster the effective decision making skills.

**C03:** Solve the problems of different industries using simulation technique for data-based decision making.

**C04:** Solve the queuing theory problems to foster critical thinking abilities.

**C05:** Obtain 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: Simulation Theory

Introduction to simulation, Types of Simulation, Steps in Simulation Process, Advantage and Disadvantages, Random Numbers, Application on – Inventory problems, queuing problems, investment problems, maintenance problems, PERT problems

#### Unit 4: Queuing Theory

Introduction to queuing theory, structure of queuing system, queue discipline, calling population characteristics, Distribution of Arrival, Distribution of Service (Departure), Distribution of Service Time, Single Server queuing model – M/M/1/∞. Practical Applications

#### 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.

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

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Identify the concept of sourcing, drivers, and strategies adopted by the 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:** Apply analytical tools and methodologies for effective vendor management.

**CO5:** Assess the importance of different sourcing strategies for efficient performance in the industry.

### **Detailed Curriculum:**

#### **Unit I: Introduction to Sourcing Management: Concepts**

Concepts of Sourcing, Purchasing and procurement, Sourcing Process, Sourcing Principles, Types of sourcing, Sourcing Methods & Sourcing Strategies (Kraljic purchasing analysis & Cox power Analysis), Sourcing Challenges, Outsourcing - Advantages & Disadvantages, Drivers in sourcing.

#### **Unit II: 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 III: Vendor Selection Management**

Vendor selection process, Evaluation of existing vendors, developing vendor performance measures, new vendor development process, working with vendors to manage quality, JIT and TQM in sourcing, Key vendor account management.

#### **Unit IV: Analytical tools in Vendor Management**

Pricing, Factors affecting pricing decisions, Discounts and main categories of vendor discounts, Analytical tool in sourcing- RFQ, RFI, RFT, RFP, Total Cost of Ownership.

#### **Unit V: 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: CreateSpace Independent Publishing Platform, 2015
Procurement, Principles and Management	Peter Baily, David Farmer, Barry Crocker, David Jessop, David Jones, PHI, New Delhi.

## Detailed Curriculum

<b>YEAR II</b>		
<b>OPEN SPECIALIZATION</b>		
<b>PGDM OP 01</b>	<b>E-Retailing</b>	<b>102</b>
<b>PGDM OP 02</b>	<b>Micro &amp; Small Business Management</b>	<b>103</b>

<b>PGDM OP 01 – E-RETAILING</b>	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

- CO1: Apply knowledge of e-retailing formats for identifying the scope of growth in the business.
- CO2: Able to design retail business format in modern era
- CO3: To analyse and apply promotional tool in the e-retail sector
- CO4: To identify the challenges of payment gateways and manage the security issues in e-retailing.
- CO5: Use recent trends & practices in e-retailing for the growth of the business.

**Detailed Curriculum**

**UNIT- I:** E-retailing Meaning, concept, significance, comparison with convention retailing, Transition from Traditional Marketing to e-Marketing, Key success factors, Demographics and Targeting, Adaptability and Closed – Loop Marketing, Advantages of e-Retailing, Shortcomings of e-Retailing. Brick & Mortar, Click & Mortar and pure E-retailing, Multi-channel retailing

**UNIT II:** E services: Categories of e-services, Web-enabled services E-retailing models, starting an E-store E-retailing models, Weighing the options, approaches to building an E-store, requirements of an effective E-store, E-store design: web atmospherics, navigability, interactivity, retail information

**UNIT III:** Marketing Strategies for E-stores Marketing mix in the age of E-retailing; the roles of cyber intermediaries in E-retailing; E-retailing and supply chain management system; Promotional strategies of E-retail business, Branding on the web, offline marketing, cross selling, referral services, permission marketing. Customer Relation Management in E-retailing Building customer loyalty, CRM implementation, Customer service, gift reminder services, contests & promotions, online communities, loyalty programs, personalization.

**UNIT IV** Payment & Security issues Online payment processing, internet payment gateways, internet security issues, E-malls, future of e-retailing.

**UNIT V:** Latest Developments, Trends and Practices Inventory Based Model, Market Place Model, Vendor Development, Business Expansion and Legal Implications.

<b>Reference Books</b>	<b>Author/Publication</b>
E-retailing Principles and Practice	D.P. Sharma, Himalaya Publications
Selling Online: How to Become a Successful E Commerce Merchant	Carol & Broadhead, Dearborn publishers
The Complete E-Commerce Book: Design, Build, and Maintain a Successful Web-Based Business	Janice Reynolds, CMP Media

**PGDM OP 02–MICRO AND SMALL BUSINESS MANAGEMENT**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Analyze various problems encountered in setting up of a small scale business hence plan accordingly.

**CO2:** Analyze the importance of small-scale business in a developing economy like India

**CO3:** Execute a setup of small-scale business

**CO4:** Analyze the opportunities and challenges for starting a micro or small business in the context of globalization

### Detailed Curriculum

#### Unit 1: Introduction to Micro and Small Business

Micro and Small Business - Concept, Features, Advantages and Disadvantages, Reasons for Establishing Micro and Small Business, Failures of Micro and Small Business, Different Stages/steps of Micro and Small Business, Crisis Management in Business, Micro and Small- scale Sector in India.

#### Unit 2: Dynamics of Micro and Small Business Concepts

Government Policy and Development of SSIs – Growth and Performance, Reservation of items for SSI, Problems of SSI, Sickness of SSI: Causes, Symptoms and Cures, Prospects of Micro and SSI in India.

#### Unit 3: Institutions Supporting Micro and Small Business

Central, State and Other Institutional Support for SSI, Technological Up gradation and Institutional facility, Incentives and Subsidies.

#### Unit 4: Management of Micro and Small Business Production Management

Financial Management, Marketing Management, Strategic Management, Personal Management and Office Management in Micro and Small Business Enterprises.

#### Unit 5: Global Opportunities for Micro and Small Business Small Enterprises in International Business

Share of SMEs in India's exports; Export Documents and Procedures for Small Enterprises –

E-commerce and Small Enterprises – Exposure and Observation.

Reference Book	Author/Publication
The Essence of Small Business	Barrow C., Prentice Hall of India, New Delhi, 1997.
Economics of Small-Scale Industries	Bedapatai Mohanty, Ashish, New Delhi, 1986
Entrepreneurship Development and Micro and Small Business Enterprises	Charantimath P.M., Pearson Education, New Delhi, 2006.
Small Scale Industry Interrelationship with Large Scale Industry	Dhanulinga Nadar, Rainbow, Coimbatore, 1985.
Industrial Economics: Indian Perspectives	Francis Cherunilam, Himalaya, Delhi, 1989.
Advances to Small Industries and Small Borrowers	Gopal Swaroop, Sultan Chand, New Delhi, 1986



## MODULES IN MEDIA & ENTERTAINMENT

<b>YEAR 1 &amp; 2</b>		
<b>ME (01A)</b>	<b>Print Media</b>	<b>105</b>
<b>ME (01B)</b>	<b>Management of Radio Stations</b>	<b>106</b>
<b>ME (02A)</b>	<b>TV Channel Management</b>	<b>107</b>
<b>ME (02B)</b>	<b>Cinema Management</b>	<b>108</b>
<b>ME (03A)</b>	<b>New Media</b>	<b>109</b>
<b>ME (03B)</b>	<b>Event Management, Branding &amp; Planning</b>	<b>110</b>

PGDM ME (01A) - PRINT MEDIA	
Class	PGDM (2024-2026)
Semester	I
Credits	01
Hours	06

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

**CO1:** Develops an understanding of the Print Media world. It develops an insight on technologies of Print Media for Newspaper and Magazine

**CO2:** Analysing the Government control under the law. Practical applicability of Newspaper Management and Ownership Pattern in India.

**CO3:** Apply the knowledge of developing the print content towards understanding, creating and building programmes in News / Non News format.

**CO4:** Evaluate the business aspects involved in newspaper and magazines industry.

### **Detailed Curriculum**

**Unit: 1-** Introduction to Print Media - Organizational structure of Print Media Industry. Departments in a Newspaper and Magazine. Structure - News Paper Page structuring and compilation based on costing and affectivity of each News article both for a News Paper and Magazine. Print Media Management: Various Job positions and their functional domain in product Creation at Print Media Industry.

**Project - 3C (Company Customer and Competitors) Report on Print Media House**

**Unit: 2 -** Marketing specifics controlling the Circulation Rates based on niche readers and content consumers. Newspapers and Periodicals (magazines) and their positioning as per the circulation rate in context to geographical positioning.

**Unit: 3 -** Marketing Rules for the Print Media Industry - Popularity and NP Ratings in Regional as well as in National perspective. Space Selling - Space rate cards and variant sizes. HR Profiling for the Print Media - Journalists, Page designers, Photographers and other jobs skills required for Print Media

**Unit: 4 -** Financial Planning of Print Media house: Budgeting and costing, Revenue generation through various Modes: Print Media Advertising, Classifieds, Advertorial and Sponsored Columns. Advertisement Rate cards - and Page allocations of each type of News Paper, Advertisements

### **Evaluative class test**

PGDM ME (01B) – MANAGEMENT OF RADIO STATIONS	
Class	PGDM (2024-2026)
Semester	I
Credits	01
Hours	06

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

**CO1:** Develop an understanding of radio technology – waveform and its transmission. Developing a base about the AM Channel operations and Govts. Role in regulating the Radio Broadcasting across the nation.

**CO2:** Analyse the establishment and functioning of Radio industry. Establishing an understanding of the roles and responsibilities of the professionals working for the Radio Station.

**CO3:** Apply their technical knowledge towards understanding, creating and building Audio programmes in Radio AM/ FM Formats.

**CO4:** Evaluate the business aspects involved in the Radio Channels and be able to apply their proficiencies towards managerial aspects of TV Channel Management.

**Detailed Curriculum**

**Unit-1:** Introduction to Electronic Media - Brief overview of the Radio Industry. Structural Organization of a Radio Station. Audio Broadcasting Industry and its challenges, Functional and structural difference - between the AM Radio VS FM Radio Station. Different types of Programme formatting for AM and FM radio stations.

**Project - 3C (Company Customer and Competitors) Report**

**Unit- 2:** Radio Station Management: Nature of radio business - AIR TIME Management. Radio Programming: Types of Radio Content and its dependency on salability. Radio traffic, Programming - Listenership and EON networks (Enhanced other networks)

**Unit-3:** Audience Research/ Survey-Ascertaining the listener’s programme choice and the preferred timing for broadcast. Audience research/survey methodologies: Engineering, Maintenance – updating augmentation of studios-transmission-power supply. Human Resource Management: The Human Resource Manager- understanding different job roles and job descriptions and specifications

**Unit: 4-** Financial Planning of Radio Station: Budgeting and costing for various kinds of Radio stations:

1. Community Radio
2. Satellite Radio
3. Internet Radio
4. Podcasting,

Revenue generation for Radio Station: Radio Advertising, Sponsored and Partnered Programmes, Live Feeds (Audio), Radio Advertising Time slots - and Programme allocations. Ad. durations and gap times.

**Evaluative class test**

PGDM ME (02A) - TV CHANNEL MANAGEMENT	
<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Semester</b>	<b>II</b>
<b>Credits</b>	<b>01</b>
<b>Hours</b>	<b>06</b>

- C01:** Understanding the TV Channel Management Industry – Its functional and operational methods.  
**C02:** Develops skills for the TV Channel Broadcasting, Programming, and marketing strategies.  
**C03:** Analyze and introspect the technical ways to handle and integrate various TV CHANNEL platforms – for Financial Planning of 24-hour news Channel: and generating viewership.  
**C04:** Execute tasks proficiently in handling the Business as well as professional operations of the Digital Media world

### **Detailed Curriculum**

**Unit: 1-** Introduction to Television Channel Operations - Brief overview of the functioning of TV Media - Broadcast Industry. TV News Channel Vs. Entertainment Channels- Hierarchical Setup and functional differentiations in job roles and responsibilities.

**Unit: 2-** TV News Channel - Budgeting and costing (National & Regional setup) – Various departments and technical requirements - Expenses to run a 24-hour channel. Managing operations: day to day operations in a station – organizing the broadcast – real-time broadcasting – role and responsibilities of the TV journalists-employee, Hiring and human resources management – management of contractual personnel.

### **Project - 3C (Company Customer and Competitors) Report**

**Unit: 3-** ENG (outdoor) News Setup - OB Van and technical requirements and their expenses. TV Channel running cost - and the revenue generation - advertisement cost basis the TIME SLOTS - The operations Dept. functioning - 24 hr. ON AIR CONTENT LOG SHEET

**Unit: 4-** Functioning of a 24-Hour Entertainment / Sports Channel - Budgeting and Costing and day to day expense sheet - running cost. Content generation / Programming cost - Internal Prog. Production cost, Programmes on commencements (budget sheet)

**Unit: 5-** TV Channel Management - Associations (content buying and selling) with NEWS WIRES and News Agencies-International News wires and News Hubs connecting the content globally. Global non-news channels - (e.g. National Geographic and Discovery, MTV and Kids channels) and their revenue generation modes

**Unit 6-** Financial Planning of 24-Hour News Channel: Budgeting - Role of the Marketing: Generating viewership, BARC (Gov. regulated) TRP ratings for TV Channels - News and Non-News Sponsorship and Advertisements – understanding customer trends and its effects on the channel.HR Roles in TV channel management: Ethical issues –the role of TV as a media in society –ethical issues in programs – ethical issues in employee relations

### **Evaluative class test**

PGDM ME (02B) – CINEMA MANAGEMENT	
Class	PGDM (2024-2026)
Semester	II
Credits	01
Hours	06

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

**CO1:** Analyse the Production techniques, Roles and responsibilities (Film crew & cast) for better decision making.

**CO2:** Able to execute the budgeting, scheduling, and financing decisions for the organisation.

**CO3:** Manage pre-release and launch promotions for a film, as well as its subsequent screenings and distribution.

### Detailed Curriculum

**Unit: 1-** Introduction to the Cinema Industry: The contemporary Bollywood and other regional Cinema Industries in India. Revenue expenditure involved in the 4 phases - Pre-Production, Production, Post Production, and distribution of Films.

**Unit: 2-** Hierarchical Roles and functions of - Director, Producer and other CREW MEMBERS. Film Budgeting - Tentative Budget Vs. Final Budget - Reckie and Post pro functions involved to control the expenditure. (Professional Film Budget)

### Project - 3C Report to students

**Unit: 3-** Film Scripts - in relation to current societal trends - ensuring the film success rate. Script Breakdown, Shooting Schedule, dealing with unions, hiring the required personnel, Handling contracts, legal agreements, and securing permits with regard to the cast and crew, equipment rentals and location etc.

**Unit: 4-** Film Financing - Pre-Financing Agreements, Minimum guarantee agreements and Foreign Pre-sales/Territorial Distribution Agreements, New Media/VOD Distribution, Television Syndication Pre-sale, Production-Financing-Distribution Agreement, Production Loan, Challenges for the Business of Pre-sale

**Unit: 5-** FILM Distribution Process - The Film Marketing division. Deals and alliances with Film Screening Companies and exclusive right pricing. Strategies devised and adopted by Film Marketers - in connection to audience response and viewership. Film release and delivery date, mode of payment of royalty, film exhibition business, percentage basis, fixed hire basis, fixed rental basis.

### Evaluative class test

PGDM ME (03A) – NEW MEDIA MANAGEMENT	
Class	PGDM (2024-2026)
Semester	III
Credits	01
Hours	06

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

**C01:** Utilise new media operational skills while making decisions on digital web-based platforms.

**C02:** Develop new marketing tools for various online platforms to generate revenue.

**C03:** Create the business techniques and operations based on Algorithms and AI uses.

### Detailed Curriculum

**Unit: 1-** Introduction to New Media: Transmission and use, advent of internet and role of the Internet. Cloud Space and the business companies providing Cloud space.

**Unit: 2-** Tools of New Media: Social Networking sites, Photo-sharing sites, Mobile Applications, Podcasts and Real Simple Syndication feeds. Uses of Search Engine optimization AND Social Media Optimizatio

### Project - 3C (Company Customer and Competitors) Report

**Unit: 3-** New Media advantages- E commerce and E Banking and OTT Transmissions. New Media payment gateways, Ticketing gateways and travelogues

**Unit: 4-** Blogging and Vlogging - Content production and handling the stages of Digital Interactivity. Revenue generation using the New Media Tools. U Tube Channel as a Profession and the PPC Model

**Unit: 5-** Security Control Measures on the New Media - Cyber Laws in India and Abroad. Augmented Virtual Reality (AVI), New Media Avatars and the commerce involved in the New Media.

### Evaluative class test

<b>PGDM ME (03B) – EVENT MANAGEMENT, BRANDING &amp; PLANNING</b>	
Class	<b>PGDM (2024-2026)</b>
Semester	<b>III</b>
Credits	<b>01</b>
Hours	<b>06</b>

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

**C01:** Able to take managerial decisions for event management and corporate campaigns.

**C02:** Apply branding and co-branding approach for endorsements, sponsorships, and brand positioning of the organization

**C03:** Create budgets for Events, campaigns, and brandings.

### **Detailed Curriculum**

**Unit: 1-** Introduction to the Event Management Industry - Organizational Setup and Hierarchy. Roles and responsibilities of Event Managers and executives. Organizing Stage Shows, Concerts, Seminars, Conferences, Trade Fairs, Exhibitions, etc., Budgeting, Time Tables, Logistics involved in Event Concerned

**Unit: 2-** Budgeting for Events - Professional Events Vs Personnel Events - Tentative Budget and Actual Budget. Revenue generation from Public Events - Ticketing cost, advertising cost and Vendor Cost

### **Project - 3C (Company Customer and Competitors) Report**

**Unit: 3-** Event Sponsorship - Types of sponsorships and events partnership. Advantages of event sponsorship over advertising.

**Unit: 4-** Branding and Brand positioning using Event management techniques. Branding Decisions: Branding Brand Name Brand Characteristics, Brand Strategy Decisions. Brand Image, Brand Identity, Brand Personality

**Unit: 5-** Introduction to Advertising: Objectives, Scope and Social Implications. Concept of Integrated Marketing communication. Budgeting for Advertising - Above the Line, Between the Line, and Through the Line. Role of Advertising in Marketing Mix.

**Unit: 6-** Advertising Campaigns: Introduction, Planning and Managing, Marketing Strategies, Market Segmentation, and Brand Positioning. Measurement of customer satisfaction, Use of Technology in Add. Promotion campaigns and other Legal Compliances

### **Evaluative class test**

## MODULES IN PERSONALITY DEVELOPMENT

<b>YEAR 2</b>		
<b>CC 01</b>	<b>Personality Development &amp; Corporate Communication III</b>	<b>112</b>
<b>CC 02</b>	<b>Personality Development &amp; Corporate Communication IV</b>	<b>113</b>



**PGDM CC 01 – PERSONALITY DEVELOPMENT & CORPORATE COMMUNICATION**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Semester</b>	<b>III</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**C01:** Develop effective social and professional interpersonal skills.

**C02:** Develop stage presence, delivery skills and propose business plans.

**C03:** Reflect like a leader in the interviews (PO3)

**C04:** Develop decision making abilities, avoid thinking errors and draw inferences.

**C05:** Frame realistic goals, prioritize among different tasks, and manage the time effectively

**Unit I: Interpersonal Skills & Work Ethics**

Collaboration, Communication & Respect, Relationship Management, Respect and Feedback, Appreciation and Collaboration, Perseverance and Adaptability

**Unit II: Presentation Skills- Business Proposals & Business Pitch**

Defining Business Proposals, Business pitch, How to define a pitch, key elements of pitch, Voice Modulation, Q & A Sessions, Public speaking- develop stage presence, Conduction & delivery skills, Mock Business Proposal activity

**Unit III: Winning Job Interviews**

Perfecting the Visual Resume, Groundwork before Interviews, Abiding the Dress Code: Do's and Don'ts, Types, and Levels of Interviews: Skills Assessment, Answering Behavioral Questions, Articulation, Speech and Confidence, Mock Interviews

**Unit IV: Decision-Making Skills**

Concept and its Importance, Decision Trap and Thinking Errors, Inferences and Conclusions, Decision Making and Leadership Typology: Self Analysis

**Unit V: Goal setting & Time management**

Realistic Vs Unrealistic Goals, The art of prioritizing, SMART goals, Importance of Time Management, Challenges, Techniques & Tips

<b>Reference Book</b>	<b>Author/Publication</b>
Personality Development and Soft Skills	Barun Mitra
Getting Things Done: The Art of Stress Free Productivity	David Allen
Personality Development	R C Bhatia, Anne Books Publication
Basic managerial skills for all	EH McGrath, SJ

**PGDM CC 02 – PERSONALITY DEVELOPMENT & CORPORATE COMMUNICATION**

<b>Class</b>	<b>PGDM (2024-2026)</b>
<b>Semester</b>	<b>IV</b>
<b>Credits</b>	<b>03</b>
<b>Hours</b>	<b>30</b>

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

**CO1:** Develop logical and critical thinking, strategies for solving problems and different styles for managing conflicts.

**CO2:** Develop the ability to influence, listen actively, present introductions and conclusions and apply situational judgments.

**CO3:** Develop skills for self-management, take measures for correction of behavior and attitude, and develop positive lifestyle and relationships.

**CO4:** Develop etiquettes of dining, entertaining clients, working in corporate and global approach.

**CO5:** Develop and evaluate emotional intelligence and leadership

### **Unit I: Conflict Management**

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

### **Unit II: Mock Interviews & Group Discussions**

Understanding Group Dynamics, Norms, Rules and Roles: Ability to Influence, Paraphrasing, Summarizing and Active Listening, Introductions and Conclusions: First Impressions and Last Impressions, Appearing for Mock Interviews and Stress Interviews, Situational Judgment Tests and their Application

### **Unit III: Lifestyle Management**

Art of Prioritizing, Self-Management skills that every Manager should have, Importance of physical well-being, Enhancing productivity through corrective behavioral and attitudinal measures, Developing Positive Lifestyle and Mannerisms, Importance of relationships and its building blocks

### **Unit IV: Etiquette Training**

Introduction to Dining Etiquette: Entertaining Clients, Handling different Cutlery, Restaurant Etiquette, Corporate Etiquette and Behavioral Training, Interview Etiquette, International Etiquette; for a globalized approach

### **Unit V: Emotional Intelligence**

Concept, theory and relevance, how to Evaluate Emotional Intelligence & Leadership, Developing Emotional Intelligence

<b>Reference Book</b>	<b>Author/Publication</b>
Personality Development and Soft Skills	Barun Mitra
Getting Things Done: The Art of Stress Free Productivity	David Allen
Personality Development	R C Bhatia, Anne Books Publication
Basic managerial skills for all	EH McGrath, SJ

## **PLACEMENT TRAININGS MODULE**

**Course Objective:** The training module focusses on evaluation and application of various Soft Skills & Technical skills required to ace a job interview & professional development. The focus shall be on developing the aptitude component, domain awareness, market awareness, communication skills, dressing & grooming as well as the attitude of the student as an interviewee & a potential employee.

**Course Outcomes:** After going through the placement trainings, students shall be able to: -

- C01:** Present oneself confidently and professionally at the time of the interview.
- C02:** Tackle and answer behavioural questions tactfully and fluently during the interview.
- C03:** Participate effectively in Group Discussion.
- C04:** Answer questions based on domain knowledge flawlessly.
- C05:** Become aware of the market trends & enhanced industry awareness.
- C06:** Enhance the Aptitude Round Clearing ability in interview process.
- C07:** Perform better in the organizations using excel tools and techniques.

### **Training Component: Soft Skills (Centre for Skill Development)**

**Training Outcomes:** After the completion of this soft-skills training, the students will be able to:

- T01:** Develop spoken English for improved speaking skills with reference to the placement process.
- T02:** Develop relevant content and deliver it confidently with regard to GD/PI.
- T03:** Enhance linguistic capabilities for effective communication and better expression during presentations.
- T04:** Develop effective listening and reading comprehension skills.

### **PERFORMANCE EVALUATION INDICATORS:**

- Indicator 1: Spoken English
- Indicator 2: Ability to develop and deliver relevant content
- Indicator 3: Listening, Reading & Comprehension skills
- Indicator 4: Verbal and Non-verbal communication (extempore & group discussion)

### **Module 1: - Language Building: - Spoken English**

Tenses, Phrasal Verbs, Describing Words, Rules of Tenses with examples & Action words.

### **Module 2: - Sentence Construction**

Construction of sentences: Omitting the Errors based on Punctuation, Tenses & Action Words & Vocabulary Building

### **Module 3: - Conversation Skills**

Conversational Exercise: To start a conversation/Small Talk, Use of correct tense and verbs, Use of functional vocabulary, Comprehension & Interpretation

#### **Module 4: - Content Mapping & Delivery**

Mind mapping as a technique to generate, organize and deliver content, Developing Cohesion in ideas, using relevant connectors to add and attach ideas while speaking, developing a conversational tone, highlighting factors such as good starters/introduction to topic, main idea, supporting idea and conclusions.

#### **Module 5: - Mock Personal Interviews**

Resume, Verbal & Non-verbal communication, Content and Delivery, Overall Confidence and attitude during PI

#### **Module 6: - Effective Listening Skills**

Comprehending the meaning and interpreting the excerpts, Understanding the accent, pronunciation, and the context, Applying Effective Listening Skills: Listening Exercises (Advance Level): Practice Understand, Comprehend and analyze the Tone/Accent/Content, Effective Ways of Comprehending Texts: How to Paraphrase & comprehend the reading passages/text effectively.

#### **Module 7: - Reading Comprehensions**

Read & Repeat (How to be loud & clear; How to make proper vowel sounds, pausing with punctuations, develop continuity and flow, practicing word stress) Paralinguistics, voice modulation, Intonation and effective pronunciation, Effective Comprehension Strategies understand, comprehend and paraphrase the text, identify the main idea of the text.

#### **Module 8: - Behavioural Interviews**

Strategies to enhance speaking skills during PI (Behavioral questions & open-ended questions), Answering Close-Ended Questions, STAR Technique & its practical implications.

#### **Module 9: - Formal Group Discussions**

Mock GD: Based on current affairs or static matters, Mock GD: Based on a Case Study related to the specialization, Mock GD: Based on an Abstract Topic Verbal Phrases & Expressions during the GD Process & How to project positive & effective body language during GD process.

**\*Note: - Evaluation & Feedback of Reading, Listening & Speaking component by mock versant assessment**

#### **Training Component: Quantitative & Verbal Aptitude**

**Training Outcomes:** After the completion of this aptitude training, the students will be able to:

**T01:** Enhance the Aptitude Round Clearing ability in interview process

**TO2:** Solve the real-time problems for performing job functions easily

**TO3:** Acquire satisfactory competency in use of VERBAL REASONING

**TO4:** Analyse arguments using principles of critical reasoning.

#### **PERFORMANCE EVALUATION INDICATORS:**

Indicator 1: Reasoning Ability & Problem Solving Indicator 2:

Ability to analyse & comprehend the Text

Indicator 3: Working Memory & Attention

#### **Module 1: Data Interpretation**

Line Chart, Tabular interpretation, Pi Chart

#### **Module 2: Quantitative Aptitude**

Number System, Percentages, Profit Loss and Discount, Time Speed and Distance, Probability, Permutation & Combination, H.C.F. & L.C.M., Mensuration, Ratio and Proportion

#### **Module 3: Logical Reasoning**

Blood Relation, Direction Sense Test, Analogies, Coding and Decoding, Analytical Reasoning, Dice, Cubes and Cuboids, Non-Verbal Reasoning, Clocks and Calendars, Sequence and Series

#### **Module 4: Reading Comprehension**

Understand the main idea and the supporting ideas of the passage, analysing structural elements such as length of sentences/paragraphs, point of view etc and their impact on the meaning of the text, Analysis of style elements such as figures of speech, allegories, tone etc and how they influence the message presented by the author, Techniques for answering questions and advice about selecting which questions to answer.

#### **Module 5: Critical Reasoning**

Understanding the structure of an argument, uncovering assumptions and understanding their centrality in the logic of the argument, Strengthening and weakening arguments, drawing inferences and identifying parallel arguments & Detecting flaws in the logic of an argument

**\*Note: - Evaluation & Feedback on all the aptitude parameters by Practice/Mock tests & Worksheets.**

## **Training Component: Domain Awareness (HR/Marketing & Finance/As per the Specialization)**

**Training Outcomes:** After the completion of these domain related trainings, the student will be able to:

**T01:** To Enhance domain knowledge, concept building & Practical Implications that meet the manpower requirements of the modern-day corporate world.

**T02:** To develop an understanding of key terms, theories/concepts and practices within the **Human Resource Management**.

**T03:** To demonstrate an understanding of the overall role and implementation of the **finance functions** from the perspective of organization's functioning.

**T04:** To apply key marketing theories, frameworks, and tools to solve **Marketing problems**.

**T05:** To critically evaluate the key analytical frameworks and tools used in **marketing**.

**T06:** To gain much-needed edge in positioning themselves ahead of the curve in today's competitive management field with the help of core concept building.

### **PERFORMANCE EVALUATION INDICATORS:**

Indicator 1: Ability to analyse the case studies based on the important concepts  
Indicator 2: Ability to solve & deal with hypothetical situations (Domain Specific)  
Indicator 3: Ability to answer questions (Verbal & written) flawlessly based on domain knowledge.

### **MODULE 1 - Introduction to Human Resources Management**

The Introduction to HR Concepts that covers the basic concepts of human resource management, HR – Concept & Definition, **what do HR Managers do? HR Practices, Objectives of HR, Functions of HR**

### **MODULE 2 - The Recruitment Process**

End-to-End Recruitment process & Head Hunting, Hands-on Experience on Job Portals i.e., Times, With Sourcing Methodologies.

### **MODULE 3 - The Selection Process**

The Selection Process - Learning Outcomes, Overview of the Selection Process, The Interview Process, Testing and Selecting

### **MODULE 4: Types of Interviews**

Job interview-How is it different from other interviews, Recruitment Interview based on self-introduction & 4. HR concepts-based interview.

### **Module 5: Right Mindset for Interview Success**

Reframe the way you think, Developing Flexibility & Adaptability, Adopting & Nurturing Positive Attitude, Be Confident - About your skills & experience, Beware of Destructive Minds, Remember - Interviews are conversations, Growth Mindset.

## **Module 6 & 7: Writing Job Descriptions**

**Job Descriptions - Overview and Uses, Job Description Components, The Difference between Authority and Responsibility Job Description Guidelines Job Description Form Practical – Writing Job Descriptions Glossary of Terms Used Tools and Checklists Sample Job Descriptions Maintenance of Job Descriptions. Competency-Based Job Descriptions, Skill-Based Job Descriptions, Types of Skill-Based/Competency-Based Job Descriptions**

## **Module 8 & 9: Discussion of recent trends in HR.**

**Current trends in HR: SHRM, HR SCORECARD, E- HRM, M- LEARNING & HR analytics**

## **Module 10: The Introduction to concepts of ORGANISATION CULTURE**

Organization culture -introduction: Components, Importance & Understanding of organization details and culture before interview.

## **Module 11: HR Generalist overview**

Joining Formalities and Relieving Procedure, Exit Interviews, Attrition Issues & Effective Retention Policies

**\*Note: - Evaluation & Feedback based on individual student's performance on class activities/Interaction/ Quiz/Practice tests.**

## **Financial Management**

### **Module 1: - Introduction to Financial Accounting:**

Meaning and importance, accounting terms, accounting concepts and conventions, IFRS, Accounting Standards, Journalizing Transactions, Ledger posting and Trial Balance.

### **Module 2: - Introduction to Financial Management & Valuation of Securities-**

Basics of financial management, Time Value of Money;

### **Module 3: - Accounting Terminology**

Expenses (Direct and Indirect), Revenue (Direct and Indirect), Fixed, Current and Intangible Assets, Provision and Reserves, Cash Credit, Hire Purchase, Leasing, Hypothecation, Bill Discounting, Factoring, Capital & Revenue Reserves, Impact of Intangible Assets on the worth of the business.

### **Module 4: - Preparation of Final Accounts**

Trading and Profit and Loss Account, Balance Sheet.

Valuation of Securities- Bond, Debentures, Preference Shares and Equity Shares.

### **Module 5: - Investment Decision Capital Budgeting**

Basics of Capital Budgeting, Cost and Benefits of Proposal – Cash Flow: Initial Subsequent and Terminal Cash Flow, Incremental Approach to Cash Flow. Techniques of Evaluation

### **Module 6: Financing Decision Cost of Capital**

Concept, Factors affecting Cost of Capital, Specific Cost of Capital and WACC; Leverage Analysis – Concept, Operating Leverage, Financial Leverage, Combined leverage; EBIT-EPS Analysis – Financial Break even, Indifference Level

**Module 7: Analysis of Financial Statements -**

Comparative Statements, Common Size Statements, Cash Flow Statement, Fund Flow Statement, Ratio Analysis.

**Module 8: 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.

**Module 9: Budgetary Control – Meaning and Objectives of Budgeting, Types of Budgets – Functional Budgets, Fixed and Flexible Budgets; Performance Budgeting, Zero Based Budgeting.**

**Module 10: Dividend Decision Relevance –**

Dividend Policy – Determinants & Constraints

**Module 11: Working Capital Management, I-**Introduction to working capital management, working capital estimation using operating cycle and CA-CL method

**Module 12: Working Capital Management II-**Management of Cash & Marketable Securities, Receivables management, Inventory Management.

**Module 13: US GAAP and IFRS (For Wipro)**

Valuation methodologies under US GAAP on credit instruments, Net Asset Value (NAV)

**Module 14: US Taxation (For Deloitte)**

Tax Basics.

Some questions on: Progressive and Regressive Tax, Amortization of assets, Cross-border Tax Free Reorganizations - Section 367 Of the Irk, Types of Taxes in India, Rate of Taxes.

**Module 15: Fundamental Analysis**

Market capitalization of the enterprise, Ratio analysis, ROE, ROI, EPS and Diluted EPS, Dividend Payout, P/E Ratio, Return, Yield, Market Price Multiples. Analysis in Project Appraisal using Excel.

**Module 16: Private Equity/Venture Capital**

Venture Capital, Types of venture Capitalists, Private Equity and Angel Investors, the kind of business do Venture Capitalists provide money, Process of raising venture capital, Growth audit and understanding ownership dilution, various rounds of Financing.

**Module 17: General Financial Awareness I-**

Financial jargons – ETF, ELSS, EPS, F&O, FDI, FDR, FIIs, FIs, GDP, IRDA, IFC

**Module 18: General Financial Awareness II-**

MF, MTM, NAV, NBFC, NCD, FCD, NPA, QIB, S&P, VCF, SEBI, other recent events in the world of Finance.



### **Module 19: Project Finance Modelling I-**

Financial modeling techniques, valuation methodologies, estimation of cash flows using MS Excel, creating financial models for organizations, sensitivity analysis in financial modeling.

### **Module 20: Project Finance Modelling II-**

Creating Financial Models for organizations, sensitivity analysis in financial modeling.

**Note:** - Evaluation & Feedback based on individual student's performance on class activities/Interaction/ Quiz/Practice tests.

## **MARKETING**

### **Module 1: Marketing Consistent Basics**

Definition, Marketing Concepts & related terms Marketing vs. Sales Needs, Wants, Demands, Demands and its types. Marketing mix, Marketing mix-Extended. Marketing -roles, profiles.

### **Module 2: Creating a Brand Story**

What is a brand, Branding-its meaning, benefits and significance, Brand equity, Brand Equity models, Brand elements and what they denote? powerful brands and their journey, Brand's positioning and its importance & Positioning strategies-examples

### **Module 3: Market Research and Customer Insights**

The market research kit, Observations of customer behaviour, Surveys and questionnaires for customers and staff, Point-of-sale feedback. Data quality, Analytics teams

### **Module 4: Product Life Cycle**

How does it work? Stages, Product life cycle strategy and management, Examples & Conclusion, Market Introduction and Development, Market Growth, Market Maturity & Market Decline

### **Module 5: Sales Orientation - Creating the Mindset**

Why Sales? Why are sales so important to any organization? Sales as an exciting and rewarding career; Opportunities and jobs in sales.

### **Module 6: Social Media Marketing Tools**

Why social media marketing? Social media marketing vs. Traditional Methods-Benefits of SMM & Tools for social media marketing

**Note:** - Evaluation & Feedback based on individual student's performance on class activities/Interaction/ Quiz/Practice tests.

## **Information Technology (Microsoft Excel Training)**

**Training Outcomes:** After the completion of this MS Excel training, the students will be able to:

**T01:** To examine spreadsheet concepts and explore the Microsoft Office Excel environment.

**T02:** To Apply Excel skills and tools in business problem solving.

**T03:** To organize data for effective analysis.

**T04:** To Apply data tables and excel scenarios for what-if analysis.

**T05:** To solve problems with statistical analysis tools & apply logic in decision making.

### **PERFORMANCE EVALUATION INDICATORS:**

Indicator 1: Ability to apply the required functions & formulas

Indicator 2: Ability to work on the unstructured data

Indicator 3: Labeling and Sorting Data

Indicator 4: Work with cell references.

### **Module 1: Introduction to Ms-Excel**

The Excel Workbook
Customize The Quick Access Toolbar
Creating And Saving a New Workbook
Opening Workbooks and Save As Options
Navigating An Excel Workbook
Adding And Removing Worksheets
Renaming Copying and Moving Worksheets
Entering Text, Numbers, And Dates
Entering Numbers as Text
Editing The Contents of a Cell
Undo And Redo Actions
Cut, Copy, And Paste
Dragging And Dropping Cells
The Fill Handle
Inserting And Deleting Cells Columns and Rows
Changing Column Widths and Row Heights
Hiding And Un-Hiding Columns and Rows
Searching For Values in A Workbook
Getting Started with Basic Math Formulas
Order Of Operation With BODMAS
Introduction To Basic Formulas
Copying Formulas and Functions
Displaying Formulas on A Worksheet
Selecting Cells for Formatting
Modifying Typeface Font, Size, And Colour
Merging And Wrapping Cell Contents
Using Number Formats
Cell Content Alignment and Orientation
Adding And Removing Borders from A Selection

Applying A Date Format to A Cell or Range
The Format Painter
Finding And Replacing Formats
Clearing Cell Contents Vs Clearing Cell Formatting
Worksheet Navigation and Coloured Worksheet Tabs
Moving Or Copying Worksheets Within and Between Workbooks
Viewing And Scrolling Multiple Workbooks at The Same Time
Hiding And Un-Hiding Sheets
Google Sheet and other spreadsheets

## Module 2: Smart Usage and Presentation

Modifying More Than One Worksheet at A Time
Using Print Titles and Print Areas
Paper Size, Orientation, Margins, And Scaling Options
Creating Headers and Footers
Using The Page Break and The Page Layout Views
Printing A Range of Cells
Running The Spell Checker
Controlling Most Print Settings in One Place
The Sum Function
Copying Formulas and Functions
Useful Count Functions
Absolute Referencing Explained
Formulas Across Worksheets
3D Referencing
Making Use of Named Cells and Ranges
Enhancing Worksheets Using Themes
Adding, Editing, And Deleting Comments
Creating Your Own Autofill List
Converting Data to A Table for Formatting
Activating And Deactivating Worksheet Protection
Protecting Part of a Worksheet to Aid Data Entry
Password Protecting the Whole Workbook
Using The Templates
Creating And Using Your Own Template
Obtaining And Inserting Online Images
Using SmartArt Graphics
Inserting Shapes and Screenshots
Formatting Graphical Objects
The Stacking Order
Grouping Multiple Objects Together
Using Graphical Objects and Mathematical Formulas
The New Recommended Charts Option
Create A Chart Using the Long or The Short Method
Formatting A Chart with the 2013 Shortcut Options
Modifying The Chart Type
Formatting Chart Elements
Adding A Trendline

The Pie Chart in Detail
Mini Graphs Sparklines

### Module 3: Basic functions of Ms-Excel

Fixing On Screen Rows and Columns
Fixing Print Rows and Columns
Sorting Data in Excel
Filtering Data to Reduce Dataset Size
Removing Duplicate Entries in The Data
Adding Subtotals to A Worksheet of Data
Using Text to Columns Effectively
Linking To Data on A Webpage
Using An If Formula
Use Of the If Function to Hide Excel Error Messages
Dated if A Useful but Hidden Formula
Text Manipulation Using Functions
Use The Text Function to Format Numbers
Date Manipulation Functions
Introducing Sumi, Countify, And Average if
Use Of Rank to Calculate Placings
Flash Fill the Magic Touch
Altering Cell Appearance Based on The Cell Value
Data Validation
Displaying Data Bars, Colour Scales, Or Icon Sets
Using Top and Bottom Rules for Formatting
Creating A Formatting Rule from Scratch
Managing The Conditional Formatting Rules
Flash Fill
The Basic SUM, COUNT, MIN, And MAX
AVERAGE, MODE, MEAN, And MEDIAN
SUMIF For Selective Adding Up
COUNTIF For Selective Counting
AVERAGEIF For the Mean of Selected Cells

### Module 4: Multiple Ifs and basic lookup function

Multiple Criteria Within SUMIF, COUNTIF, And AVERAGEIF
Area And Volume Calculations
IF Syntax and Uses
Nesting The IF Statement
Use Of the AND Operator Within An IF
Use Of the OR Operator Within An IF
The NOT Operator Within AND OR Statements
Display Cell Formulas in Another Cell
VLOOKUP Syntax and Usage
VLOOKUP In Live Action
HLOOKUP Variation on A Theme

Using A Near Match in The Lookup
Dealing With Missing Data in A Lookup
Managing The Lookup Table
Lookups Nested Within Lookups
Creating A Sparkline
Altering The Design of Sparklines
Dealing With Empty Cells
Comparing Sparklines Within a Sparkline Group
Removing Sparklines from A Worksheet

## **Module 5: Text functions and Amortization table**

Working With Time in Excel
Calculations Using Time
Useful Time and Date Functions
Rounding Decimal Places
MOD And INT Functions and Uses
Generate And Use a Random Number
Loan And Investment Calculations
Loan Calculation Elements and Functions
Create An Outline Automatically
Adding An Outline Manually
Editing And Removing Outlining
Setting Up a Set of Scenarios
Displaying And Editing the Different Scenarios
How To Work Out Which Scenario You Are Displaying
Merging And Deleting Scenarios
Producing A Summary of Scenarios
Custom Views Explained
Use Of Outlining to Help Setup Custom Views
Editing And Deleting Custom Views
Add Quick Access to Custom Views
LEFT And RIGHT Text Manipulation
LEN And TRIM String Extractions
FIND And MID Text Functions Working Together
CONCATENATE Building Strings from Multiple Cells
Changing Case Functions
REPLACE And SUBSTITUTE Two More String Manipulation Functions
Use Of CHAR Function for More Obscure Characters
Formatting Numeric and Date Values Using TEXT
Keeping The Values Created by String Manipulation
Arrays And Creating a New Array Formula
Array Formulas with IF Statements
Conditional Evaluation with No IFs
The Array-Only TRANSPOSE Function

## Module 6: Advanced lookups

Using The MATCH Function
How The INDEX Function Works
Handling Out of Range Index Requests
The CHOOSE Lookup Function
MATCH And INDEX Functions Working Together
Introducing IS Functions
Error Checking Using ISERR, ISERROR, And IFERROR
OFFSET Function Syntax
OFFSET Function Creating a Dynamic Named Range
INDIRECT Function to Build Dynamic Formulas
Dealing With INDIRECT Errors
The CELL Function and Determining File or Sheet Names
What Are Tracer Arrows
Adding And Removing Tracer Arrows
Auditing Tools Error Checking and Tracing
Step-By-Step Formula Processing
Using The Watch Window in Troubleshooting

## Module 7: Pivot Table and Advanced functions.

What Is a PivotTable
The New Recommended PivotTable Route
Creating Your Own PivotTables
Changing The Formatting and Formulas in PivotTable Summaries
Creating Multiple PivotTables on The Same Dataset
Moving And Deleting PivotTables
Making Use of The Report Filter Options
Sorting The PivotTable Columns
Refreshing A PivotTable
Drilling Down Behind the Pivot Numbers
Multiple Fields in Row, Column, Or Data Sections
Controlling Grand Totals and Subtotals
Dealing With Empty Cells and Other Additional Options
PivotTable Styles
Creating Your Own PivotTable Styles
Creating And Using Calculated Fields
Using The New Timeline Filter Option
Adding And Using the Data Slicer
Creating A PivotChart
Changing The Fields Used in A PivotChart
Formatting The PivotChart
Changing The PivotChart Type
Filtering A PivotChart
Hiding The PivotChart Buttons
Moving And Deleting Pivot Charts
What-If Analysis Using Goal Seek
Activating The Solver Add-In
Using Solver to Complete a What-If
Adding Constraints to Solver

Excel troubleshooting
Basic Financial Function: PV, FV, PMT, etc.
Data Representation

**Note:** - Evaluation & Feedback completely based on individual student's performance on demonstrating knowledge on MS Excel. (Formulae & Functions on Excel Sheet)

**Training Component: CRC Trainings (CORPORATE RESOURCE CELL)**

**Training Outcomes:** After the completion of this CRC training, the students will be able to:

**T01:** To know about the industry's expectations and challenges

**T02:** To gain exposure to various companies & their functions

**T03:** To develop an understanding of various Job roles & Job expectations.

**T04:** - To develop the understanding of professionalism as a fresher in the Management Industry.

**T05:** - To understand current market trends with the help of 3Cs report analysis.

**T06:** - To improve their overall Placability/employability score

**\*Groups Sessions(HR/Marketing/Finance):** - Interaction with students regarding the Job opportunities/Job descriptions/Job Expectations (Domain/Industry Specific), rules & norms of the CRC department that student is expected to follow during the placement process strictly, Detailed analysis of Company's a profile/expectations/vision/mission/competitors. Overall Conduct during the technical & HR round

\*As per the students' needs & requirements

**Note:** - Evaluation & Feedback wholly based on individual student's performance on the 3Cs report made by the students itself & their performance during the placement process.

HAPPY LEARNING !!

***“Knowing Is Not Enough; We Must Apply.***

***Wishing Is Not Enough; We Must Do.”***