

PGDM 2Yrs Syllabus from Admission Batch 2020-21 onwards



Apporoved By
All India Council For Technical Education
AICTE(NEW DELHI)



KOUSTUV BUSINESS SCHOOL

Plot No-1(C), CNI Complex, Infocity Road, Patia, Bhubaneswar,
Odisha 751024

Scheme of Credit distribution

1. First Year PGDM:

- I. 1st Trimester 6 papers of 3 credits each = 18 credits
- II. 2nd Trimester 6 papers of 3 credits each = 18 credits
- III. 3rd Trimester 6 papers of 3 credits each = 18 credits

2. Second Year

- I. 4th Trimester Specialization- I 3 papers = 9 credits
Specialization- II 3 papers = 9 credits
 - II. 5th Trimester Specialization – I 3 papers = 9 credits
Specialization – II 3 papers = 9 credits
 - III. 6th Trimester Specialization – I 1 papers = 3 credits
Specialization – II 1 papers = 3 credits
3. Internship on one elective after 3rd Trimester = 4 credits
4. Dissertation & VIVA on any one elective in 6th Trimester = 2 credits
- TOTAL = 102 credits

Note: Students may take any two Specializations out of the specified groups.

PGDM Syllabus: 02 Years Duration

(First Year)

Subject Code	Subject Name	Marks	
		Terminal	Internal
1st Trimester			
PGDM-101	Managerial Economics	70	30
PGDM-102	Quantitative Techniques	70	30
PGDM-103	Financial Reporting, Statement & Analysis	70	30
PGDM-104	Marketing Management	70	30
PGDM-105	Business Communication	70	30
PGDM-106	Legal & Business Environment	70	30
2nd Trimester			
PGDM-201	Organisational Behaviour	70	30
PGDM-202	Computer Application For Business	70	30
PGDM-203	Organisational Design	70	30
PGDM-204	Corporate Finance	70	30
PGDM-205	Business Statistics & Analysis For Decision Making	70	30
PGDM-206	Operations Management	70	30
3rd Trimester			
PGDM-301	Marketing Research	70	30
PGDM-302	Indian Ethos & Business Ethics	70	30
PGDM-303	Entrepreneurship	70	30
PGDM-304	Corporate Strategy	70	30
PGDM-305	Indian Financial System & Market	70	30
PGDM-306	Managerial Skills for Effectiveness	70	30

(Second Year)

Specialisation: Marketing

4th Trimester			
PGDM-401M	Consumer Behaviour	70	30
PGDM-402M	Services Marketing	70	30
PGDM-403M	Sales & Distribution Management	70	30
5th Trimester			
PGDM-501M	Retail Management	70	30
PGDM-502M	Product & Brand Management	70	30
PGDM-503M	Digital & Social Media Marketing	70	30
6th Trimester			
PGDM-601M	B2B Marketing	70	30

Specialisation: Finance

4th Trimester			
PGDM-401F	Security Analysis & Portfolio Management	70	30
PGDM-402F	Financial Derivatives	70	30
PGDM-403F	Project Appraisal & Financing	70	30
5th Trimester			
PGDM-501F	Business Taxation	70	30
PGDM-502F	Managing Banks & Financial Institutions	70	30
PGDM-503F	Mergers & Corporate Restructuring	70	30
6th Trimester			
PGDM-601F	Behavioural Finance	70	30

Specialisation: Human Resources

4th Trimester			
PGDM-401H	Manpower Planning, Recruitment, & Selection	70	30
PGDM-402H	Employee Relations	70	30
PGDM-403H	Performance Management System	70	30
5th Trimester			
PGDM-501H	Team Dynamics at Work	70	30
PGDM-502H	Strategic HRM	70	30
PGDM-503H	Compensation & Benefit Management	70	30
6th Trimester			
PGDM-601H	International Human Resource Management	70	30

Specialisation: Operation

4th Trimester			
PGDM-401O	Supply Chain & Logistics Management	70	30
PGDM-402O	Pricing & Revenue Management	70	30
PGDM-403O	Operations Strategy	70	30
5th Trimester			
PGDM-501O	Operation Planning & Scheduling	70	30
PGDM-502O	Sourcing Management	70	30
PGDM-503O	Management of Manufacturing System	70	30
6th Trimester			
PGDM-601O	Operations Research Applications	70	30

Specialisation: Systems

4th Trimester			
PGDM-401S	Data Mining for Business Decisions	70	30
PGDM-402S	Business Analytics	70	30
PGDM-403S	E-Commerce & Digital Markets	70	30
5th Trimester			
PGDM-501S	Managing Digital Platforms	70	30
PGDM-502S	Strategic Management of IT	70	30
PGDM-503S	Managing Digital Innovation & Transformation	70	30
6th Trimester			
PGDM-601S	Managing Software Projects	70	30

Compulsory Papers

4th Trimester			
PGDM-404	Summer Internship Project	-	100
6th Trimester			
PGDM-602	Dissertation & Viva Voce	-	100



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SUBJECT CODE-PGDM-101

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TRIMESTER-I

MANAGERIAL ECONOMICS

Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in economics and management.
2. To demonstrate the application of economic theory to business decisions.
3. To develop a student's ability to think analytically about the economic forces at work in society.
4. To develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.

Module – I: Relevance of economics for business decisions, Role of Managerial Economist and Business decision making. Demand Analysis – individual market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand Estimation and demand Forecasting, Supply Analysis.

Module – II: Production functions: Single variable – Variable Proportions, two variables - Returns to scale; cost minimization and output maximization, various cost concepts, cost functions, Economies of scale and economies of scope (simple numerical problems to be solved).

Module-III: Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, and oligopoly, Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing; Concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies.

Reference Books

1. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
2. Managerial Economics, Salvatre, Srivastava, Oxford
3. Managerial Economics, Keat, Young, Banerjee, Pearson,
4. Managerial Economics, H L Ahuja, S. Chand
5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, PL Mehta Sultanchand & Co.
7. Managerial Economics, DN. Dwivedi, Vikash



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SUBJECT CODE-PGDM-102

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TRIMESTER-I

QUANTITATIVE TECHNIQUES

Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in statistics and decision science.
2. To understand role of quantitative techniques in managerial decision making.
3. To understand applications of various quantitative techniques in managerial settings.

Module-I: Statistical Methods: Measures of central tendency and dispersion: Standard Deviation, Simple Correlation, calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients,

Module-II: Decision Sciences & role of quantitative techniques. Linear Programming: Concept, Formulation & Graphical and Simplex Solution, Assignment Models: Concept, Flood's Technique / Hungarian Method, applications including restricted & multiple assignments. Transportation Models: Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODI.

Module-III: Queuing Theory: Concept, Single Server (M/M/I,), Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, Decision Theory: Concept, Decision under risk (EMV) & uncertainty, Game Theory: Concept, 2 zero sum game with dominance, Pure & Mixed Strategy.

Reference Books

1. Quantitative Techniques for Management, Levine, Krehbiel, Berenson, Pearson
2. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill
3. Quantitative Techniques-Davis.B, Oxford Operations Research by R. Pannerselvam, Prentice Hall
4. Statistics for Business and Economics; R P Hooda, Vikas
5. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI Business Statistics : J K Sharma, Vikas



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SUBJECT CODE-PGDM-103

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TRIMESTER-I

FINANCIAL REPORTING, STATEMENT & ANALYSIS

Objectives:

1. To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
2. To develop their ability to read annual reports and develop their skills to interpret financial statements.
3. To familiarize the students with different financial accounting concepts affecting stakeholders

Module-I: Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting, Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance.

Module- II: Preparation of Financial Statements: Income statement and Balance Sheet, Cash Flow Statement, Corporate Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds.

Module-III: Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies; Analysis and interpretation of Financing Statements:- Common size statement, Trend analysis, Ratio Analysis and Cash Flow Analysis as per AS – 3 (Revised).

Reference Books

1. Financial Accounting for Management; Paresh Shah, Oxford
2. Financial Accounting A managerial Perspective-Bapat & Raitha, McGraw Hill
3. Financial Accounting for Managers-Sanjay Dhamija, Pearson
4. Financial Accounting and Analysis- Athma, HPH
5. Financial Accounting for Management, A.K.Bhattacharya
6. Financial Accounting for Management, Narayanswamy
7. Financial Accounting by S.N Maheswari Vikas Publications
8. Financial Accounting by Satapathy, Mohapatra, Patra, Vrinda



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SUBJECT CODE-PGDM-104

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TRIMESTER-I

MARKETING MANAGEMENT

Objectives:

1. To educate the students to the dynamic nature of Marketing Management, defining and clarifying the concepts of marketing.
2. To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for products/services, for household consumers, & organizational buyers.
3. To introduce the concept of Marketing Mix as a framework for Marketing Decision making.

Module- I:

Definition, Meaning & Functions of Marketing : Scope of Marketing, Core concepts of marketing (Market, Marketing, Customer, Need, Want, Demand, Customer Value, Customer Satisfaction, Customer Delight, Customer Loyalty, Selling, Concept of Marketing Myopia. 80:20 Principle, Bottom of the pyramid concept.

Marketing Environment: Macro and Micro concept of Marketing Environment. How business market is changing.

Module-II:

Segmentation: Concept, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation.

Target Market: Concept, Criteria for selection of target market.

Positioning: Concept & importance of Positioning, Introduction to the concepts of Value Proposition & USP. Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and Consumer buying behavior, Buying roles, Five steps - buyer decision process.

Branding: Introduction to Branding, Product vs. Brand, Meaning of a brand, brand equity & brand elements. Packaging & Labeling: Meaning & role of Packaging & Labeling.

Module – III:

Introduction to the Concept of Marketing Mix, **Product:** Meaning of product, Goods & Services Continuum, Classification of consumer products and industrial products, Product Mix: Length, Width, Depth and Consistency. New Product Development & Product Life Cycle: New Product Development Process: Idea Generation to commercialization. Product Life Cycle: Concept, Characteristics and Strategies across stages of Product Life Cycle.

Pricing Basics: Meaning, Importance and Factors Influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, pricing approaches

Place: The Role of Marketing Channels: Channel functions & flows, channel levels. Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives, Channel conflicts and resolution (Overview only). Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices.

Promotion: The role of marketing communications in marketing effort. Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing, Concept of Integrated Marketing Communications (IMC), Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing, Digital Marketing, Network Marketing.

Reference Books

1. Marketing Management – Phillip Kotler, Kevin Keller, Abraham Koshy, Mithilswar Jha, Pearson, Prentice Hall
2. Marketing Management – Phillip Kotler, Kevin Keller, Pearson
3. Marketing Management – Ramaswamy & Namakumari, McGrawHill
4. Marketing Management – K Karunakaran, Himalaya Publishing House

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SUBJECT CODE-PGDM-105

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TRIMESTER-I

BUSINESS COMMUNICATION

Objectives:

1. To educate the students to the dynamic nature of communication.
2. To expose students to a systematic frame work of communication strategy.

MODULE – I:

ORAL COMMUNICATION Communication Basics: The process of communication (2-way Model): Sender, Message, Channel, Receiver, And Feedback. Communication Flow in Organizations: The Grape-vine; Formal Channels – Vertical (Downward and Upward); Horizontal; Diagonal. Non-verbal Communication: Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage, Appearance and Artifacts. Language Skill 1 - Listening: Listening Vs. Hearing – Importance of the listening skill – Types of Listening: Active Listening; Empathetic Listening; Content Listening; Critical Listening – Barriers to Listening – Guidelines for improving the Listening Skill. Language Skill 2 - Speaking: Guidelines for improving confidence, fluency, articulation, and accent and voice modulation while speaking. Oral communication at the workplace: Essentials of a Business conversation – Effective Conversation Management. Cell phone Etiquette, Teleconference / Video Conference Skills.

MODULE – II:

WRITTEN COMMUNICATION Language Skill 3- Reading :The process of Reading; Sub skills of Skimming, Scanning, Inferencing, Guessing word-meaning, Using appropriate speed for various kinds of reading. Correction of Reading faults of Eye-fixation, Regression, and Finger- pointing, Sub-vocalizing, Reading aloud, and indiscriminate use of the Dictionary. Language skill 4 - Writing : The writing Process – Guidelines for composing effective business messages – Structure of Routine and Persuasive business messages, good-will, good-news, and bad-news messages. Features of an effective business E-mail. Rules of Netiquette. Preparing a Résumé -Parts of a Résumé – Résumé Styles: Chronological, Functional, and Chrono-functional - Résumé design.

Writing Business Reports: Features of a good business report. Formats – Printed form, Memo, Letter, Manuscript. Structure of a Short Formal Report. Steps in planning and preparing a business report.

Applied English Grammar for Business Writing: Tenses – Subject Verb Concord –Modals – Active & Passive Forms – Non-finite forms – Punctuation

MODULE – III:

Business presentation & group discussion presentations: Their importance for a manager - Features of a good business presentation–Planning, Preparing & Structuring–PPT Preparation, Rehearsal & Delivery – Overcoming Stage Fright and Glossophobia – Importance of Body Language in presentations. Individual and Group presentations.

Group Discussion : Difference between GD and Debate – Parameters of Performance evaluation in a GD : Awareness, Reasoning ability, Discussion Skills, Leadership, Openness, Assertiveness, Attentive Listening, Motivation and Enthusiasm – How to get prepared for GD – Some Dos and Don'ts.

REFERENCES:

1. Business communication – Meenakshi Raman & Prakash Singh
2. Business and Managerial Communication – Sailesh Sengupta, PHI Learning
3. BCOM: Business Communication – A South Asian Perspective. Lehman, Dufrene & Sinha, Cengage Learning
4. Communication Skills: Sanjay Kumar & Pushpa Lata, Oxford University Press.
5. Business Communication: Skills, Concepts, and Application – P.D. Chaturvedi and Mukesh Chaturvedi, Pearson.



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SUBJECT CODE-PGDM-106

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TRIMESTER-I

LEGAL & BUSINESS ENVIRONMENT

Objectives:

1. To analyze different issues of environment and measures to control it.
2. To enrich the students' understanding of current scenario of society and related problems.
3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporate to pay back to the society and how they derive a social return in long run.

Module-I: Law of Contract : Contract Act: Indian Contract Act, 1872, Agreement, Contract, Essentials of Contract (Offer & Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of contract, Quasi Contract and Contingent Contract..

Module-II: Special Contract: Contract of Agency: Mode of creating & revocation of Agency, Rights and Duties of Agents and Principals. Contract of Bailment (Rights and duties of Bailer and Bailee). Sales of Goods Act: Sale and agreement to sell, Condition and Warranty, Transfer of properties, Finder of Goods, Performance of Contract of sale, unpaid seller and his rights. Consumer Protection Act: Consumers, Rights of Consumers, Redressal Machinery under the Act, Procedure of Complaint, Relief available to the consumers, Procedure of filing appeal, Powers of Redressal agencies

Module-III: Company Laws: Indian Companies Act 2013, Salient features and Classes of Company. Lifting of corporate veil, Procedure of Incorporation and Certificate of commencement of business, Memorandum and Articles of Association, Doctrine of ultra vires and Indoor Management, Management of Company: Qualification, Appointment of Directors, Company Meetings, Resolutions, Winding-up of Companies and their modes.

Reference Books:

1. Business Law – S R Mohapatra and S R Patra, HPH
2. Business Law – N D Kapoor, S Chand
3. Business Law – Pathak, Tata Mc Graw Hill



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SUBJECT CODE-PGDM-201

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TRIMESTER-II

ORGANISATIONAL BEHAVIOUR

Course Objectives:

1. To develop an understanding of the behaviour of individuals and groups inside organizations
2. To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.

Module-I: Fundamentals of OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive), behaviouristic and social cognitive), Limitations of OB, Models of OB

Module II: Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behaviour and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes.

Personality and values: Definition and importance of Personality for performance, The Myers Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job – fit theory), Personality Tests and their practical applications.

Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).

Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.

Module- III: Foundations of Group Behaviour: The Meaning of Group & Group behaviour & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development.

Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building

Leadership: Concept of Leadership, Styles of Leadership, Trait Approach Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformational leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.

Books:

- Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.
- Organizational Behaviour, K. Awathappa, HPH.
- Organizational Behaviour, VSP Rao, Excel
- Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.



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TRIMESTER-II

COMPUTER APPLICATION for BUSINESS

Course Objective:

1. To provide fundamental knowledge on the basic aspects of IT applications in business, Management Information Systems in place and Enterprise Resource Planning in different functional areas.

Module -I: Basic IT Application. : Role of IT in modern business, Basic concepts of computer networks Internet security, Data base management system, Data mining and business intelligence, Advantages and limitation of database system, Modern trends in e-governance.

Module-II: Management information System : Conceptual background of MIS, scope, classifications, characteristics, functions, functional information system (Marketing, HRIS, Financial Management, Production and Inventory Management), DSS, Decision making under uncertainty MIS applications in Industries (Hospital, Hotels, Banking and Manufacturing).

Module-III: ERP Overview : Definition, Needs and Characteristics of ERP, Role of Manager in implementing ERP issues and Benefits from ERP implementation, Emerging Trends of ERP applications, ERP applications in functional areas such as Human Capital Management, Financial Management, Supplier Relationship Management and Inventory Management.

NB: Faculty concerned shall arrange to make case studies from each module.

Reference Books:

1. Management Information Systems – Sahil Raj, Pearson
2. Enterprise Resource Planning – CVS Murty, HPH
3. Management Information Systems – W.S. Jawdkar, TMH
4. ERP – Rajesh Ray, TMH
5. IT for Managers – Susila Madan, Taxman



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SUBJECT CODE-PGDM-203

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TRIMESTER-II

ORGANISATIONAL DESIGN

Objectives of the course:

1. To familiarize the students with the fundamentals of organizational process, organizational structure and design and to highlight some of the contemporary issues relating to organization.

Module-I: Introduction to Principles of Management

Concept, functions and levels of Management, Skills and Roles of a Manager, The Management Process, Evolution of Management Thoughts, and How Organizations create value, why do Organizations exist. Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K. Prahalad, Barnand, McGregor, Rensis Likert and McKinsey.

Module-II: Organization

Formal and Informal, Line and Staff Relationship, Centralization Vs. Decentralization, Basic issues in Organizing, Work Specialization, Chain of Command, Delegation, Span of Management, Organization Structure for Departmentalization. Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge Resource. Managing organizational culture technology and organizational design- organizational decision making and organizational learning and knowledge management – organizational life cycle and change management – managing organizational conflict, power and politics.

Module-III: Planning & Controlling

Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making. Controlling: Process, Standards and Bench Marking – Co-ordination- Principles of Co-ordination-Inter-Dependence, Change Management.

Reference books:

1. Principles of Management- Bhattacharya, Pearson
2. Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, HPH
3. Management: Text and Cases-VSP Rao, Excel Books
4. Management Theory & practice – Chandan J. S, Vikas Publishing House.
5. Principles and Practices of Management – Kaul, Vikas



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SUBJECT CODE-PGDM-204

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TRIMESTER-II

CORPORATE FINANCE

Objective:

1. To provide students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization

Module-I:

Foundations of Finance: Nature & Scope. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems. Time value of money, Compounding and discounting, Risk and Return concepts. Short term and long term sources of fund.

Module-II:

Investment Decisions. Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital. **Financing Decision:** Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. **Dividend Decision** Dividend Theory, Dividend Policy.

Module-III:

Current Assets Management: Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, Management of Cash : Cash budget, Management of collections and disbursement, Investment of Surplus cash ; Management of Receivables : Terms of Credit, Credit Policy decision ; Management of Inventory : Techniques of Inventory planning and control.

Reference:

1. Fundamentals of Financial Management, Van Horne, Pearson
2. Financial Management, G Sudarsan Reddy, HPH
3. Essentials of Financial Management, IM Pandey, Vikas
4. Financial Management, Khan & Jain, McGraw Hill,
5. Financial Management, Srivastav&Misra, Oxford.
6. Financial Management – Tulsian (S Chand)
7. Fundamentals of Financial Management, Brigham, Cengage
8. Financial Management by Prasanna Chandra, Tata McGraw Hill



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SUBJECT CODE-PGDM-205

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TRIMESTER-II BUSINESS STATISTICS & ANALYSIS for DECISION MAKING

Objective

1. The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

Module-II

Data source: primary and secondary, primary data, collection techniques-schedule, questionnaire and interview. Univariate analysis: an over view of central tendency, dispersion and skewness.

Module-II

Correlation and regression analysis: two variable cases. Index number: meaning types: weighted aggregate indices- laspeyre's and pasche's indices: Laspeyre's and paasche's indices compared : indices of weighted average of (price-quantity) relatives, tests of adequacy, special problems- shifting the base, spilling over tapping, index series- uses and problems.

Module-III

Sampling: sampling and sampling (probability and non-probability) methods, sampling and non-sampling errors, law of large numbers and central limit theorem: sampling distribution and their characteristic. Statistical testing: hypotheses and errors, sample size, large and small sampling tests - Z tests, T tests and F tests. Non-parametric tests: chi-square tests, sign tests, wellborn signed- rank tests, Kruskal-Wallis test.

Reference:

1. Sharma J K, Fundamentals of Business Statistics – Vikash Publication
2. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui. Statistics for Management. 7th Edition. Pearson Education.
3. Berenson and Levine. Basic Business Statistics: Concepts and Applications. Pearson Education.
4. Siegel Andrew F. Practical Business Statistics. McGraw Hill.
5. Hazarika P. Business Statistics – S. Chand
6. Vohra N. D., Business Statistics, McGraw Hill.
7. Spiegel M.D. Theory and Problems of Statistics. Schaum's Outlines Series. McGraw Hill Publishing Co.
8. Gupta, S.P., and Archana Gupta. Statistical Methods. Sultan Chand and Sons, New Delhi.
9. Gupta, S.C. Fundamentals of Statistics. Himalaya Publishing House.
10. Arora – Business Statistics – S.Chand



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SUBJECT CODE-PGDM-206

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TRIMESTER-II

OPERATIONS MANAGEMENT

Course Objective:

1. To understand the concepts, principles, problems, and practices of Operations Management.
2. To understand the importance of an effective operations strategy in an organization.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.

Module-I: Overview of Operations Management and Capacity Planning : Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness, Process Analysis, Job Design and Work Measurement; Capacity Planning – Concept, Types of capacity; Aggregate Planning - Relevant cost and strategies.

Module-II: Facility Location and Layout, Inventory Management : Facility location - Factors, Techniques (single facility and multi-facility), Factor Rating Method, Centroid Method; Facility Layout – Concept, Types of layout and Line Balancing, Inventory Management – concept, EOQ, MRP.

Module-III: Scheduling, Project Management and Quality Management: Scheduling; Gantt chart; Project Management – concept and technique PERT and CPM; Basics of supply chain management; Quality management – concept, quality design, control chart (X, R, P), TQM, introduction to ISO 9000 and 14000 series.

NB: Faculty concerned shall arrange to make case studies from each module.

Reference Books:

1. Production and Operations Management, K. Aswathappa, K. S.Bhat, HPH
2. Operations Management, Chase et.al – Tata McGraw Hill.
3. Production and Operations Management, Panneerselvam, PHI
4. Production and Operations Management, S.N Chary, Tata McGraw Hill
5. Operations Management, Meenakhi Kumari, Cengage
6. Production and Operations Management, Kaniska Bedi, Oxford
7. Production & Operations Management, SP Singh, Vikas Publication
8. Essentials of Operations Management by Scott T Young – Sage Publication



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SUBJECT CODE-PGDM-301

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TRIMESTER-III

MARKETING RESEARCH

Course Objectives:

1. To equip the students with the basic understanding of the research methodology in changing business scenario.
2. To provide an insight into the application of dynamic analytical techniques to face the stormy challenges, aimed at fulfilling the objective of business decision making.

Module-I: Introduction to RM: Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs. Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

Module-II: Data Analysis – I: Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Tests – Sign Test, Run test, Kruskal – Wallis test

Module-III: Data Analysis – II: Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

Report writing and presentation: Research Report, Types and significance, Structure of research report, Presentation of report.

NB: Faculty concerned shall arrange to make case studies from each module.

Emphasize on practical aspects and use software package to learn the following:-

(I) Draw frequencies, bar charts, histogram. (ii) Creating and editing graphs and charts. (iii) Bi-variate correlation. (iv) The t-test procedure. (v) Non-parametric Tests: Chi-square Test. (VI) One way ANOVA Procedure. (vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.

Reference Books:

1. Research Methodology by Khatua and Majhi, HPH.
2. Research Methodology by Kothari, Newage
3. Research Methodology, by Deepak Chawla / Neena Sandhi (Vikas)
4. Management Research Methodology- Krishnaswamy, Pearson
5. BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
6. Research Methodology, V. Upadade & A. Shende (S. Chand)



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Leadership & Beyond.....

SUBJECT CODE-PGDM-302

Approved by AICTE, Govt. of India

TRIMESTER-III

INDIAN ETHOS & BUSINESS ETHICS

Objectives:

1. To analyse different issues of environment and measures to control it
2. To enrich the students' understanding of current scenario of society and related problems.
3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporate to pay back to the society and how they derive a social return in long run.

Module-I: Concept of Business Environment: Business Environment: Classification (Internal; External: - Micro & Macro – Economic, Political-legal, Socio-Cultural, Technical, Demographic, Natural International), Techniques of Analysis and Diagnosis ((SWOT, ETOP, Forecasting; The New Economic Policy (LPG); National and State Level Industrial Polices.

Module-II: Environmental and Social Issues: Cause, effect and control measures of pollution (Air, Water, Soil, Marine, Noise, Nuclear hazards); Cause, effect and control measures of urban and industrial wastes; Managing Natural Disasters (flood, earthquake, cyclone and landslides) and Manmade Disasters., Contemporary social issues affecting business environment.

Module-III: Business Ethics:

Introduction to Business ethics, Definition, Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance, HR, Ethical decision making.

Reference Books:

1. Business Environment – B.N Ghosh, Oxford
2. Environmental Management – Pandey Vikash Publication.
3. Business Ethics – Murthy, HPH
4. Business Environment – Vadi, Mohapatra and Patra, HPH



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SUBJECT CODE-PGDM-303

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TRIMESTER-III

ENTREPRENEURSHIP

Objectives of the course:

1. To sensitize the students to understand entrepreneurship as a career and skill required for it.
2. To provide knowledge on entrepreneurial environment and related issues.
3. To encourage learner to take entrepreneurship as profession and to participate in business incubation.

Module-I: Entrepreneurship: Concept of entrepreneurship and intrapreneurship, Types of Entrepreneur, Nature and Importance, Entrepreneurial Traits and Skills, Entrepreneurial Motivation and Achievement, Entrepreneurial Personality, Entrepreneurship as a career, Role of family, Society EDIs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

Module-II: Environmental Analysis for Enterprise: Entrepreneurial Environment, Identification of Opportunities, And Converting Business Opportunities into reality. Start-ups and business incubation, setting up a Small Enterprise. Issues relating to location, Environmental Problems and Environmental pollution Act, Industrial Policies and Regulations, identifying big idea, preparation of Business Plan.

Need to know about Accounting, Working capital Management, Marketing Management, Human Resources Management, and Labour Laws. Organizational support services - Central and State Government Incentives and Subsidies.

Module-III: Startup and Business Incubation : Start up; Definition, Startups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Startup development phases, Ideating, concepting, committing, validating, scaling, establishing, Startup business partnering, Startup culture, Co-founders, Preparing to Launch : Financing startups : Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Business Incubation : Business Incubation Definition and Principles, Incubator Models and Success Factors, Business Incubation, Incubator Operation, Roles of business incubation.

Reference books:

1. Entrepreneurship Development and Management, Vasant Desai, HPH
2. Entrepreneurship Management, Bholanath Dutta, Excel Books
3. Entrepreneurial Development, Sangeeta Sharma, PHI
4. Entrepreneurship, Rajeev Roy, Oxford University Press



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SUBJECT CODE-PGDM-304

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TRIMESTER-III

CORPORATE STRATEGY

Course Objective:

1. To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in business environment.
2. To specify the Organization's mission, vision and objectives and develop policies.
3. To understand the analysis and implementation of strategic management in strategic business units.

Module-I : STRATEGY AND PROCESS : External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses -Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

Module-II : INDUSTRY STRUCTURE & COMPETITIVE ADVANTAGE: Industry Analysis - Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage - Case study.

Module-III : STRATEGY IMPLEMENTATION AND EVALUATION : The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances - Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study. Designing Strategic Control Systems- Matching structure and control to Strategy Implementing, Strategic change-Politics- Power and Conflict-Techniques of strategic evaluation & control-case study.

NB: Faculty concerned shall arrange to make case studies from each module.

Reference Book:

1. Strategic Management & Business Policy, Azar Kazmi, TMH,
2. Strategic Management, R. Srinivasana, PHI,
3. Strategic Management, Haberberg & Rieple, Oxford,
4. An Integrated approach to Strategic Management, Hill & Jones, Cengage,
5. Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH



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SUBJECT CODE-PGDM-305

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TRIMESTER-III

INDIAN FINANCIAL SYSTEM & MARKET

Course Objectives:

1. To familiarize the students with dynamics of financial market, financial instruments and financial services and financial intermediaries.
2. To provide the students the basic operational practices of Financial Markets, Services and Institutions.

MODULE-I:Indian Financial System: Introduction, Components and Functions of Indian Financial System. Reforms in Indian Financial Systems. Indian Banking and Insurance Systems: Definition of Banks, Structure and Types of Banks in India. Roles & Functions of Banks in India, Different Banking Services, Banking Products – Deposit and Loan products, Recent trends of banking system in India. Definition & Principles of insurance, Types of insurance: Life and Nonlife Insurance, Re-Insurance & Micro Insurance. IRDA: Role, Functions & Powers. Different Insurance Product & their Applicability. (Pension plans, Banc-assurance, ULIPs, Endowment Plan, and Money back Plan).

MODULE-II:Money Market and Capital Market: Features of Money Market, Composition of Money Market: Players, Instruments and Institutions in Money Market. Primary Market: Functions of Primary market, IPO, SEBI guidelines for IPO, Methods of issuing IPO. Secondary Market: Functions of Secondary Market, Instruments Traded in Secondary Market: Trading Mechanism in Secondary Market. Online Trading, De-Mat Account. Brokers, Kinds of brokers, Registration of Brokers

MODULE-III:Mutual Funds: Introduction, Classification of funds, Organization Structure of Mutual fund company (Powers & Functions), Mutual fund investment vs Stock market investment. Venture Capital: Meaning, Types of venture capital, Stages of venture capital financing, exit routes, Leasing: Concept and classification, financial evaluation of leasing. Hire Purchase: Conceptual framework, financial evaluation of hire purchase, leasing vs hire purchase.

Reference Books:

1. Financial Markets and Services, Gordon & Natarajan, HPH
2. Financial Services, Gupta, Agrawal, Kalyani
3. Financial Services, Khan, TMH
4. Financial Markets and Financial Services, Clifford, Gourang, PHI
5. Indian Financial System, Guruswamy, TMH



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SUBJECT CODE-PGDM-306

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TRIMESTER-III

MANAGERIAL SKILLS for EFFECTIVENESS

Objectives of the course:

1. To familiarize the students with the managerial skills and importance of team development.
2. To familiarizes the students with the culture of an organization and work as a team.

Module-I: Managerial Skills for Effectiveness

Building Organizational Culture, Team Management, Networking Skills, Interaction across Business Functions, Collaboration and Presentation Skills, Organizational Challenge, Identifying operational and strategic gaps, Leadership challenges and strategies, Negotiation and assertiveness skills, Mapping personal leadership and learning journey , Expanding professional and personal networks.

Module-II: Team Dynamics at Work

Team Composition, Team formation and development, Team performance and motivation, Team conflict and leadership, Team decision making, Discovering the interpersonal orientation through FIRO –B, Experimental learning methodologies , T-group sensitivity training .

Module-III: Cross Cultural Management

Dimensions of Culture, Impact of culture on business practices, Leadership across culture, Challenging role of global manager, need for cross cultural management, the challenge of managing multi-cultural / cross cultural workgroups and international teams, Decision making within diverse cultures, building cultural intelligence and cultural competence

Reference books:

1. Management Theory & Practice Text & Cases – SubbaRao P & HimaBindu, HPH
2. Management: Text and Cases-VSP Rao, Excel Books
3. Principles and Practices of Management – Kaul, Vikas

(Second Year)
Specialisation: Marketing

4th Trimester	
PGDM-401M	Consumer Behaviour
PGDM-402M	Services Marketing
PGDM-403M	Sales & Distribution Management
5th Trimester	
PGDM-501M	Retail Management
PGDM-502M	Product & Brand Management
PGDM-503M	Digital & Social Media Marketing
6th Trimester	
PGDM-601M	B2B Marketing



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SUBJECT CODE-PGDM-401M

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TRIMESTER-IV

CONSUMER BEHAVIOUR

OBJECTIVE:

1. To understand the role of consumer behavior in marketing
2. To identify qualitative and quantitative methods of measuring consumer behavior.
3. To understand the influences on customer choice and the process of human decision making in a marketing context.

Module -I: Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Black box Model, Distributive Approach, Consumer decision: Process approach, Factors, influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations.

Module -II: Individual Determinants of Behaviour- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behavior.

Module-III: Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families. Models of Consumer Behaviour; Howard-Seth Model, Angle-Blackwell - Kollat (Multimediation Model), Nicosia Model. Seth's Family Decision-making Model.

REFERENCE:

1. Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
2. Consumer Behavior, Suja R. Nair, Himalaya Publishing House
3. Consumer Behavior, N.K.Sahni and Meenu Gupta, Kalyani Publishers
4. Consumer Behavior and Advertising Management, DebrajDatta&MahuaDatta, VrindaPublishers
5. Consumer Behavior, P.C. Jain & Monika Bhatt, S.Chand
6. Consumer Behavior, Satish K. Bhatra& S H HKazmi, Excel Books
7. Consumer Behavior and Branding, S.Ramesh Kumar, Pearson
8. Consumer Behavior, Wayne D. Hoyer, Deborah J. MacInnis, PrnakiDasgupta, Biztantra
9. Consumer Behavior, M.S. Raju, Dominique Xardel, Vikas Publishing House
10. Consumer Behavior, Rd. Rajeev kumar, Himalaya Publishing House
11. Consumer Behavior, Del I Hewkins, David L. Mothersbough, Amit Mookerjee, TataMcGraw Hill
12. Consumer Behavior, Martin Evans, Ahmad Jamal, Gordon Foxall, John Wiley & Sons Ltd.
13. Consumer Behavior in Indian Context, P.C.Jain& Monika Bhatt, S.Chand
14. Consumer Behavior and Marketing Action, Henry Assael, Cengage Learning



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SUBJECT CODE-PGDM-402M

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TRIMESTER-IV

SERVICES MARKETING

OBJECTIVES:

1. To understand the meaning of services and the significance of marketing the services.
2. To introduce and apply skills for the 7 Ps of services marketing and design the market plan
3. To analyze the factors contributing to customer satisfaction in a service Organization

Module-I: Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Servicescape , Service marketing mix,

Module-II: Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Service product, new service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

Module –III: Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations-Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

REFERENCE:

1. Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, AjayPandit, McgrawHill
2. Services Marketing –Karunakaran K - Himalaya
3. Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee,Pearson
4. Services marketing, GovindApte, Oxford UniversityPress
5. Services marketing, Rajendranargundkar, Tata McGraw Hill



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SUBJECT CODE-PGDM-403M

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TRIMESTER-IV

SALES & DISTRIBUTION MANAGEMENT

OBJECTIVES:

1. To enrich students with the dynamics of sales & its strategy for accomplish organizational goal.
2. To teach various functions of distribution, service outputs to be delivered by marketing channel for mass coverage and in international market.

Module-I: Sales Management;

Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory design and Management, Evaluation of sales force, Sales Budget, Sales Quota, concept of Sales analytics .

Module - II: Distribution Management:

Designing customer oriented marketing channel, own sales channel vs intermediary, Managing channel member behavior, Channel Conflict, Co-operation & competition. Omni Channel. Distribution analysis- Depth and width of distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off take, Stock Turnover Ratio, Weighted Distribution. Vertical marketing system, Horizontal Marketing system,

Module - III: Logistics management:

Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing.

REFERNCE:

1. Sales and Distribution Management, Krishna K. Havaldar, V.M. Cavale, Tata McGraw
2. Sales and Distribution Management – Bhatt K S -Himalaya
3. Fundamentals of Sales Management, Ramneek Kapoor, Macmillan
4. Sales and Distribution Management, Dr.S.L.Gupta, ExcelBooks
5. Sales Management, Tanner, Honeycutt and Erffmeyer,Pearson



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SUBJECT CODE-PGDM-501M

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TRIMESTER-V

RETAIL MANAGEMENT

OBJECTIVE:

1. To understand the concepts of effective retailing
2. To manage the retail chains and understand the retail customer's behavior

Module-I:

Emergence of organized retail in India, Retailing–Role, Relevance and Trends, Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy, Technology in Retail.

Module-II:

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

Module-III:

Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, GMROI, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

REFERENCE:

1. Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage Learning
2. Retail Management, Chetan bajaj, RajnishTuli, Nidhi V. Srivastava, Oxford
3. Introduction to Retailing, Lusch, Dunne and Carver, Cengage Learning
4. Retail management, Suja Nair, Himalaya Publishing Home
5. Retail Management, N.K.Sahni and Mani Parti, Kalyani Publishers
8. Retailing, Patrick M. Dunne,Robert F. Lusch, David A. Griffith, Thomson
9. Retailing-An Introduction, Roger Cox, PaulBrittain, Pearson Education
10. Retail Franchising, Manish V. Sidhpuria, Mc Graw Hill
12. Managing Retailing, Piyush Kumar Sinha,Dwarika Prasad Uniyal, Oxford University Press
13. Retail Management, S.K. Baral&S.C.Bihari, A.I.T.B.S Publishers, India
14. Retail Management, Dr.Harjit Singh, S.Chand
16. Fundamental of Retailing, K V S Madaan, Tata Mc Graw Hill Edn. Pvt. Ltd.



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SUBJECT CODE-PGDM-502M

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TRIMESTER-V

PRODUCT & BRAND MANAGEMENT

Course Objective:

1. To generate marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
2. To teach various fundamentals of brand management and compute brand value and equity.

Module-I:

Product Management: Emerging Indian market and relevance of product management, Concept of product management, Role of product manager, Product oriented organization, Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, new product development and design, Identifying PLC stages and designing suitable marketing strategy.

Module-II:

Branding: Naming a Brand, Brand association, Brand image, Brand relationship, Brand identity, Brand identity prism, Brand loyalty, Brand personality, Brand life cycle, Brand positioning.

Module-III:

Brand management: Stages in Brand building, brand strategy, brand architecture, reasons for success and failure of brand, Brand equity and valuation, branding ethics, Social media branding, brand rejuvenation.

REFERENCE:

1. Product Management, D. R. Lehmann & R. S. Winer, 4th Edition, TATA McGraw-Hill publications
2. Brand Management Practices –Sashikumar -Himalaya
3. Product and Brand Management, UC Mathur, 2004, New Delhi: Excel Books
4. Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHI publications
5. Product Management, S. A. Chunawalla, Himalaya Publishing House.
6. Strategic Brand Management, K. L. Keller, 2nd Edition, Pearson Publications.



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SUBJECT CODE-PGDM-503M

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TRIMESTER-V

DIGITAL & SOCIAL MEDIA MARKETING

Objectives:

1. To understand online consumer behavior and concept of cyber branding.
2. To understand the technological importance of SEO
3. How to create Google AdWords campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight into future trends that will affect future development of digital marketing.

Module – I:

Basics of Digital Marketing: Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence,

Module – II:

Search Engine Marketing: PPC and online marketing through social media, Social Media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master and analytics overview, Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

Module – III:

Google Analytics, AdWords, AdSense: Display advertising, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing : Best practices of mobile marketing, types of mobile marketing.

Reference:

1. Using Google™ AdWords and AdSense, M. Miller, Que Publishers
2. Digital Marketing –Kamatand Kamat-Himalaya
3. Marketing Strategies for Engaging the Digital Generation, D. Ryan,
4. Digital Marketing, V. Ahuja, Oxford University Press
5. Digital Marketing, S.Gupta, McGraw-Hill
6. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition



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SUBJECT CODE-PGDM-601M

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TRIMESTER-VI

B2B MARKETING

OBJECTIVE:

1. To provides theoretical, imperial and case based concepts geared to the needs of the students interested to work in business to business market.
2. To study the Strategic Market Planning for Products and Channels in B2B Market

Module-I

Introduction to Business Marketing: The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer, Type of Business products, Understanding business market & environment, Organizational buying and buying behavior, buying decision making process, Buying grid, Buying centre, Roles in the buying centre.

Module-II

Segmentation, Targeting and Positioning of Business Marketing: Segmentation Criteria – Company characteristics, Buying Process, Benefits Sought, Targeting – Selection of right segment, Differential – value creation in Marketing Mix, Relationship development for high performance, Pricing and bidding, Role of branding in B2B marketing.

Module-III

Distribution Management: Types of Business channel intermediaries, channel functions, Business market channel design – design criteria and Strategy, Logistic Management–need & importance in Business Marketing, Tendering and quotation management, negation skill, Market Logistics decision: Logistics activities in Supply Chain Management, order processing transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

REFERENCE:

1. B2B Marketing, K. Venkataraman, Notion Press, First edition (2017)
2. B2B Marketing, N. Ellis & S. Sarkar, Asian Edition, Oxford Publications.
3. B2B Marketing, M.D. Hutt & D. Sharma, T.W. Speh , 11th Edition, Cengage B2B marketing, Sage Publications.
4. Mastering B2B Marketing, J. Coleman, Independently published (June 23, 2018)
5. B2B Marketing Strategy, H.Taylor , 1st Edition, Kogan (December 10, 2017)

Specialisation: Finance

4th Trimester	
PGDM-401F	Security Analysis & Portfolio Management
PGDM-402F	Financial Derivatives
PGDM-403F	Project Appraisal & Financing
5th Trimester	
PGDM-501F	Business Taxation
PGDM-502F	Managing Banks & Financial Institutions
PGDM-503F	Mergers & Corporate Restructuring
6th Trimester	
PGDM-601F	Behavioural Finance



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SUBJECT CODE- PGDM-401F

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TRIMESTER-IV SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

OBJECTIVES:

1. To enable student to understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities.

Module-I:

Investment: Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on 2 Asset on 'n' asset portfolio, , Computation of Risk and Return on a portfolio, Interpretation of portfolio. Basics of Stock Market Operations.

Module-II

Investment Models, Selection: Markowitz Model for portfolio selection, feasible set portfolios, efficient set, selection of optional portfolio. Sharpe's Single Index model, Alpha, Beta, Efficient frontier with risk free lending and borrowing capital that live, securely Masher live, CAPM, pricing of securities with CAPM, Arbitrage pricing theory. Efficient Market Hypothesis.

Module-III:

Fundamental and Technical Analysis and evaluation: Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, portfolio management strategies.

Reference Books:

1. Security Analysis & Portfolio Management, S.Kevin, PHI
2. Security Analysis & Portfolio Management, P Singh, HPH
3. Security Analysis & Portfolio Management, A P Dash, IK International, New Delhi
4. SAPM, K. Sasidharan, Alex K.Mathews, McGraw Hill



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SUBJECT CODE-PGDM-402F

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TRIMESTER-IV

FINANCIAL DERIVATIVES

Course Objective:

1. This paper will enable students to understand the nuances involved in derivatives and understand the basic operational mechanisms in derivatives

Module-I Financial Derivatives – An overview:

Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History, development and growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts.

Module-II Future Market:

Introduction, Financial Futures contracts, Types of Financial Futures, Basic hedging practices, continuous compounding, cost of carry, margin requirement for futures, convenience yield, stock futures, use and application of stock index futures, arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.

Module-III: Options Market and SWAP:

Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread. Principles of option pricing- put-call parity, binomial mode for pricing options, Black-Scholes model, volatility and implied volatility from the Black-Scholes model, options Greeks and basic delta hedging. SWAP: Introduction, concept, Nature, Evolution, Features, and Types of Swaps: plain vanilla swaps, interest rate swaps, currency swaps;

Reference Books:

1. Options , Futures and other Derivatives, Hull J.C, Pearson
2. Fundamentals of Financial Derivatives – Swain PK - Himalaya
3. Financial Derivatives-Theory, concepts and problems, Gupta, PHI
4. Derivatives and Risk Management, Srivastava, Oxford
5. Derivatives and Risk Management, Verma J.R, TMH
6. Fundamentals of Financial Derivatives, NR Parasuraman, Wiley India



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SUBJECT CODE-PGDM-403F

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TRIMESTER-IV

PROJECT APPRAISAL & FINANCING

Module - I: Project Identification and Formulation

Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

Module-II: Project Cost Estimation and Project Appraisal:

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

Module -III: Project Financing and Risk Analysis

Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP. Government support and regulation. Project evaluation objectives, evaluation methods, Project monitoring and control, various types of Project Termination,

Reference Books:

1. Project Appraisal and Financing – Lath, Prasar-Himalaya
2. Project Management- K. Nagarajan- New Age International
3. Project Management and Appraisal-S.Khatua-Oxford
4. Project Management-Pinto-Pearson
5. Project Management and Control-N.Singh-HPH
6. Projects Management ,Prasanna Chandra, McGraw Hill



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TRIMESTER-V

SUBJECT CODE-PGDM-501F

BUSINESS TAXATION

Module-I: Direct Taxation;

Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status, Previous Year and Assessment Year, Heads of Income, Exemptions.

Module-II: Income sources

Computation of income: Income from salary, capital gains and house properties and other incomes.

Computation of income from business and profession, various exemptions.

Module-III: Introduction to indirect taxation,

Computation of tax under GST, Value added tax.

Reference Books:

1. Business Taxation – Mohapatra, Sahu - Himalaya
2. Business Taxation - A. Pathak and S. Godiawala , McGraw Hill Publication
3. Taxation - Singhanian , Taxmann
4. Taxation – Hariharan



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SUBJECT CODE-PGDM-502F

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TRIMESTER-V

MANAGING BANKS & FINANCIAL INSTITUTIONS

Course Objectives:

1. To familiarize the students with dynamics of financial market, financial instruments and financial services and financial intermediaries.
2. To provide the students the basic operational practices of Financial Markets, Services and Institutions.

Module-I: Indian Financial System: Introduction, Components and Functions of Indian Financial System. Reforms in Indian Financial Systems.

Indian Banking and Insurance Systems: Definition of Banks, Structure and Types of Banks in India. Roles & Functions of Banks in India, Different Banking Services, Banking Products – Deposit and Loan products, Recent trends of banking system in India. Definition & Principles of insurance, Types of insurance: Life and Nonlife Insurance, Re- Insurance & Micro Insurance. IRDA: Role, Functions & Powers. Different Insurance Product & their Applicability. (Pension plans, Banc-assurance, ULIPs, Endowment Plan, and Money back Plan).

Module-II: Money Market and Capital Market: Features of Money Market, Composition of Money Market: Players, Instruments and Institutions in Money Market. Primary Market: Functions of Primary market, IPO, SEBI guidelines for IPO, Methods of issuing IPO. Secondary Market: Functions of Secondary Market, Instruments Traded in Secondary Market: Trading Mechanism in Secondary Market. Online Trading, De-Materialization Account. Brokers, Kinds of brokers, Registration of Brokers

Module-III: Mutual funds: Introduction, Classification of funds, Organization Structure of Mutual fund company (Powers& Functions), Mutual fund investment vs Stock market investment. Venture Capital: Meaning, Types of venture capital, Stages of venture capital financing, exit routes, Leasing: Concept and classification, financial evaluation of leasing. Hire Purchase: Conceptual framework, financial evaluation of hire purchase, leasing vs hire purchase.

Reference Books:

1. Financial Markets and Services, Gordon & Natarajan, HPH
2. Financial Services, Gupta, Agrawal, Kalyani
3. Financial Services, Khan, TMH
4. Financial Markets and Financial Services, Clifford, Gourang, PHI



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Leadership & Beyond.....

SUBJECT CODE-PGDM-503F

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TRIMESTER-V

MERGERS & CORPORATE RESTRUCTURING

Course Objectives:

1. To provide the necessary knowledge and making the students aware of the various issues involved in M& A including corporate restructuring process.
2. To provide elementary knowledge, relations and the concept of financial to the students

Module-I: Financial Policy and Corporate Strategy:

Strategic decision making framework; Interface of financial policy and strategic management; balancing financial goals vis-à-vis sustainable goals

Module-II: Mergers and Takeover:

Meaning of mergers and acquisition, categories, purposes. Process of M & A – identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A agreement, reverse merger, potential advise, effects of mergers. Major causes of M&A failures. Corporate take overs: Motivation, co-insurance effect, cross border take-overs, forms of take overs, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures.

Module-III: Corporate Restructure:

Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing and lay off program, negotiated wage give backs, employee buy outs financial reconstruction, process of corporate restructuring, techniques of corporate restructuring.

Reference Books:

1. Mergers Acquisition and corporate restructuring –Sinha PK - Himalay
2. Mergers and Acquisition, A.P.Dash, IK Internationals, New Delhi
3. Strategic Financial Management, Jakhotia, Vikas
4. Strategic Financial Management, Ravi M Kishore, Taxman



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SUBJECT CODE-PGDM-601F

TRIMESTER-VI

BEHAVIOURAL FINANCE

OBJECTIVES

1. To discuss the development of new financial instruments to hedge the conventional instruments against various market anomalies.
2. To get the feel of trend of changed events over years, across various economies.

Module- I Foundations of Finance

Nature, Scope and Significance Behavioral Finance, Market Strategies, Expected Utility Theory, Risk Attitude, Allais paradox. Building Blocks.

Module –II Prospect Theory:

Prospect Theory. Framing and Mental Accounting, Rationality in investment decision, Ellsberg's paradoxes, Investors sentiments and Bubble creation.

Module-III: External Factors and investors behavior:

Heuristics and Biases; Overconfidence, Fear and Greed in Financial Market, emotions and financial markets, statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral Corporate Finance.

Reference Books:

1. Behavioral Finance: Sinha PK - Himalaya
2. Behavioral Finance: Shuchita Singh and Batt, Vikas.
3. Value investing and behavioral Finance, Parag Parikh, TMH
4. Understanding Behavioral Finance, Cengage
5. Behavioral Finance, Chandra, McGraw-Hill

Specialisation: Human Resources

4th Trimester	
PGDM-401H	Manpower Planning, Recruitment, & Selection
PGDM-402H	Employee Relations
PGDM-403H	Performance Management System
5th Trimester	
PGDM-501H	Team Dynamics At Work
PGDM-502H	Strategic HRM
PGDM-503H	Compensation & Benefit Management
6th Trimester	
PGDM-601H	International Human Resource Management



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SUBJECT CODE-PGDM-401H

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TRIMESTER-IV MANPOWER PLANNING, RECRUITMENT, & SELECTION

Course Objective

1. To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower planning cell of company.

MODULE-I: Manpower Forecasting:

Introduction, Manpower Planning Objective (Micro & Macro Levels), HR Planning linkage with other HR function, Influencing factors in Manpower Planning. Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand & Supply Forecasting techniques, Forecasting accuracy, Benefits of forecasting –Manpower Planning, Strategic staffing–HR planning process,–Job analysis and description. Problems in HRP, Guidelines for effective HRP, Recent trends in HRP.

MODULE-II: Developing a Manpower Plan:

Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data. Use and applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis and Markov Models

MODULE-III: Strategic HRP:

Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development. A Business process approach to HRP Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews,

REFERENCE:

1. 1. Human Resource Planning and Strategic Change –Acharya,Tripathy-Himalaya
2. Manpower planning and the development of human resources by Thomas Henry Pattenpublished by Wiley–Interscience,1971
3. Human Resource Planning by Dipak Kumar Bhattacharyya, Excel Books



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SUBJECT CODE-PGDM-402H

Approved by AICTE, Govt. of India

TRIMESTER-IV

EMPLOYEE RELATIONS

COURSE OBJECTIVE:

1. Describe the nature and importance of employee relation to develop a good and healthy employee- employer relationship in the organization.
2. To know the different acts of industrial relation system for effective management of trade unions

MODULE-I: Introduction to Employee Relations:

Introduction, Overview of Employee Relations, Importance of Employee Relations, Employee Relations Management Tool, Core Issues of Employee Relations Management, Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, the Psychological Contract.

MODULE-II: Industrial Relations:

Concept, Scope and Approaches to Industrial Relations–Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism: Concept, structure and function.

Industrial Dispute: Code of Discipline and Grievance Management, Dispute Resolution and Industrial Harmony. Collective Bargaining.

MODULE-III: Tripartite and International Bodies:

Tripartism and IR, ILC & SLC, ILO–Structure and Functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue. Workers Participation in Management

BOOKS FOR REFERENCE:

1. Employee Relations, Elizabeth Aylott, Kogan Page
2. Labour Welfare, Trade Unionism and Industrial Relation- Puneker, Deodhar-Himalaya
3. Industrial Relations, C.S. VenkataRatnam, Oxford
4. Industrial Relations, Trade Unions & Labour Legislation, Sinha&Shekhar, Pearson
5. Industrial Relations, Monappa, TMH



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SUBJECT CODE-PGDM-403H

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TRIMESTER-IV

PERFORMANCE MANAGEMENT SYSTEM

Objective:

1. To describe the nature of performance management and outline the core objectives of performance management
2. To identify the different performance appraisal techniques that can be used by organizations
3. Students as HR managers can able to measure performance of individual employee and can control them to achieve the greater objective of the organization.

Module-I: Conceptual Approach to Performance Management: Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

Module-II: Measuring Performance: Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews. **Reward Systems and Legal issues:** Performance Management linked Reward Systems, Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Module-III: Performance Management Application & Improvement: Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for improving performance. Analyzing performance problems, Performance counseling and coaching: Concept, Principles and Skills.

Reference books:

1. Performance Management, Kohli, Deb, Oxford
2. Performance Management System, DavinderSharma, HPH
3. Performance Management, Aquinis, Pearson
4. Performance Management, Cardy, PHI



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SUBJECT CODE-PGDM-501H

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TRIMESTER-V

TEAM DYNAMICS at WORK

COURSE OBJECTIVE:

1. To make aware to the students about the team effort and the dynamism of group effort.
2. To describe the nature and importance of team dynamics to develop a good and healthy employee- employer relationship in the organization.

MODULE-I

Understanding Teams, Defining Team Success, Characteristics, Purpose of Teams, Group vs. Teams, Types of Teams, Defining team success, Team building, basic team process, cooperation and competition, Team Communication.

MODULE-II: Basic issues before Team:Managing conflict, Power and social influence, Decision making, Team Leader and his challenges, Problem solving and creativity, Diversity

MODULE-III: Organizational Context of Teams

Team and organizational culture, Virtual Team, Evaluating and rewarding team, Team Training

REFERENCE:

1. Group Dynamics for Teams, Daniel Levi, Sage Publications
2. Group Dynamics and Team Intervention, Timothy M Franz, Wiley
3. Team Building, Dyer and Dyer, Wiley
4. Group Dynamics, Donelson R Forsyth, Thomson
5. Successful Team Building Tools- Elaine Biech, Pfeiffer



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SUBJECT CODE-PGDM-502H

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TRIMESTER-V

STRATEGIC HRM

Objective:

1. To provide knowledge to the students about tools and techniques essential as strategic contribution of HRM to organizational growth.

Module-I: Understanding Strategic HRM:

Introduction : Traditional Vs. Strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach ; Investment perspective of human resources; Investment consideration, investments in training and development, investment practices for improved retention, investments job secure work courses, Non-traditional investment approaches; Planning and implementing Strategic HR policies; Linkage of corporate strategy, core competencies and competitive advantage with HRM; Aligning HRM with business strategy; emerging issues in strategic HRM.

Module-II: Aligning HR Systems with business strategy:

Alternative HR systems ; Universalistic, contingency, configuration, congruence and integrated HR systems, Designing congruent HR systems; Linking HRM practices to organizational outcomes; Human Resources Strategy Formulation; HR Strategy in workforce utilization; Strategic performance management; HR strategy for training and development.

Module-III: International and comparative strategic HRM:

Managing global human resources; Evaluating HR functions in International context; Multinational, Global and Transnational strategies in HRM: Multinational, Global and Transnational Strategies Strategic Alliances, Sustainable Global Competitive Advantage, Globally competent Managers; Expatriation and repatriation management in global HRM; High Performance work practices.

REFERENCE:

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Strategic Human Resource Management-Rajees Viswanthan -Himalaya
3. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South – Western, 2002.



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SUBJECT CODE-PGDM-503H

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TRIMESTER-V

COMPENSATION & BENEFIT MANAGEMENT

OBJECTIVE:

1. To learn basic compensation concepts and the context of compensation practice
2. To learn the concepts of payment and employee benefits issues.
3. To understand various benefits an employee can avail during service.

Module I: Conceptual and Theoretical Aspects of Compensation:

Concept of compensation, the 3P Compensation concept, System of Compensation, Compensation Dimensions, Organizational Compensation policy, Methods of Payment: TRS, PBR, MDW; New Trends in compensation, Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual Claimant Theory, Surplus Value theory, Bargaining theory, Employment theory, Competitive theory

Module-II: Wage Administration and Wage Determination

Principles of Wage and Salary administration, Job Evaluation: Concept, Scope, Methods and Techniques, Merit based pay. Types of Incentive plans, Wage differentials, Wage Policy, Socio-Economic objectives of Wage policy, Criteria of wage fixation, Broad-banding, Executive Compensation.

Module III: Employees Benefits

Overview of Employee's Benefits, Components of Wage and Benefits Structure, Employees Benefits planning, Design and Administration, Statutory Benefits : Health Care , Employee Welfare and Retirement Benefits. Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives.

REFERENCE:

1. Compensation Management –Bhatia Kanchan, HPH
2. Compensation, Milkvich Jerry M Newman, CS Venkata Ratnam, Mc Graw Hill.
3. Compensation and Reward Management, B.D. Singh, Excel Books
4. Compensation Management in a Knowledge, Based World, Henderson, Pearson



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Leadership & Beyond.....

SUBJECT CODE-PGDM-601H

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TRIMESTER-VI

INTERNATIONAL HRM

COURSE OBJECTIVE:

1. Describe the nature and importance of team dynamics to develop a good and healthy employee- employer relationship in the organization.

MODULE-I

IHRM Difference between Domestic and International Manager, Issues in IHRM, Developing International Strategy, Understanding Culture, its coverage, determinants, Cross Cultural Theory (Halls & Lorange). Cross Cultural Negotiations, Planning and preparation parameter, Types and Strategy of Organizational Culture.

MODULE-II

International Business and IHRM: Approaches, Globalization Approaches, Globalization and the strategies, the competency required for International Managers. International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross Cultural Training. Multinational performance management, Developing International staff and Multinational Team

MODULE-III

International compensation system, Objectives, Approaches and practice, Expatriation and Repatriation process, managing people in International Firms.

REFERENCE:

1. S.C.Gupta Text Book of IHRM. McMillan.
2. Punnett-International Perspectives on Organisational Behaviour and Human Resource Management (PHI)

Specialisation: Operation

4th Trimester			
PGDM-401O	Supply Chain & Logistics Management	70	30
PGDM-402O	Pricing & Revenue Management	70	30
PGDM-403O	Operations Strategy	70	30
5th Trimester			
PGDM-501O	Operation Planning & Scheduling	70	30
PGDM-502O	Sourcing Management	70	30
PGDM-503O	Management of Manufacturing System	70	30
6th Trimester			
PGDM-601O	Operations Research Applications	70	30



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SUBJECT CODE-PGDM-4010

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TRIMESTER-IV

SUPPLY CHAIN & LOGISTICS MANAGEMENT

Course Objectives

1. To analyze the supply chain scenario and to make understand the students the insights on supply chain process from sourcing to distribution.
2. To enhance the supply chain integration and sustainable supply chain strategic skills among the students.

Module I : Supply Chain Foundations: Supply Chain as a network of entities, concept of Value Chain, Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities. Demand forecasting and management: Methods, Bull whip effect, CRM in supply Chain Management.

Module II: Distribution Management: Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Lots streaming, Container Selection, Vendor Consolidation, Warehousing: Facility location and Network design, Vehicle Loading and Vehicle Routing Methods, Lead time Components and their Compression, Use of IT for tracking in supply chain. Supply chain sustainability in business management.

Module III: Aligning logistics to customer needs: Quick response logistics, Green Logistics, Reverse Logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications. Procurement Logistics: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating: Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases, Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

Books:

1. Supply Chain and Logistics Management, Bowersos, Mc GrawHill
2. Operations and Supply Chain Management, Chase,Shankar, Jacobs, Mc GrawHill
3. Supply Chain and Logistics Management, Janat Shah



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Leadership & Beyond.....

SUBJECT CODE-PGDM-4020

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TRIMESTER-IV

PRICING & REVENUE MANAGEMENT

Course Objectives

1. To offer fundamental understandings of pricing and revenue management with respect to operations management
2. To analyze the impact of different types of pricing and economy on revenue management
3. To provide Network and Capacity Control ideas in Revenue Management
4. To practice the students by apply pricing and revenue management in various fields

Module – I: Introduction to Revenue Management [RM] : Prices & Revenue Management Concept, Application in Air Lines, Railways, Hospitality Industries, Steps Involved in setting the price, Types of Pricing, Dynamic Pricing – Introduction and overview, Single Product Dynamic Pricing with and without Replenishment, Multi Product and Multi Source Pricing, Finite Population Models and Price Skimming, Cost revenue trade off, Relationship to List Pricing

Module – II : Economy of Revenue Management : Introduction, Perfect Competition, Perfectly Competitive Markets, Firm level decision under perfect competition, Pre–commitment and Demand Uncertainty, Peak–load pricing under perfect competition, Identifiable peak periods competition, Monopoly Pricing, Price and capacity competition in Oligopoly and monopolistic market.

Module – III: Network and Capacity Control in Revenue Management: Promise and Challenge of Network Control, Types of Controls, Theory of Optimal Network Control–Structure of Optimal Control, Bid Price Control, Non Optimality of Bid Price Control, Evidence in support of Bid Price, Bid Prices and Opportunity Cost, Approximations based on network models– Deterministic Linear Programming, Simulation method for price revenue trade off. Pricing and Revenue Management Practice applied to Airlines, Hotels and hospitals, Revenue Opportunity Assessment and Revenue Benefits Measurement.

Books:

1. Kalyan T Talluri, Garrent J. Van Ryzin, The Theory and Practice of Revenue Management, Springer Publications, New York, 2004
2. Gabor Forgacs, —Revenue Management, Maximizing Revenue in Hospitality Operations, Amer Hotel and Motel Association, 2010



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SUBJECT CODE-PGDM-4030

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TRIMESTER-IV

OPERATIONS STRATEGY

Course Objectives

1. To make understand the students about what is operations strategy and how its applied in the field of operations management
2. To offer operations strategy in terms of business process, capacity, technology and facilities domains
3. To analyze the operations strategy in terms of quality and cost perspective
4. To build the students to use operations strategy in the field of purchasing/sourcing and supply chain management

Module – I : Operations strategy – Introduction, Innovation and operations discipline– Operations performance – Operations Strategy framework– Developing an operations strategy – Value chain dynamics and operations decisions – Manufacturing Architecture and operations strategy in sales, service, Operation strategy model for service and product, Operational Strategy formulation, operation strategy evaluation and control, operation strategy competitiveness.

Module – II : Systems & Processes and Capacity Strategy and Management – Vertical integration and outsourcing –Business processes –Process of operations strategy substitution for strategy – Process of operations strategy implementation – Service Strategy– Service development and organization strategy, Capacity Strategy and Management–How to make decisions on capacity and capacity expansion – Technology Strategy–Process technology decisions – Facilities strategy – facilities strategy and globalization

Module – III : Quality Strategy, Purchasing and Supply network strategy - Quality Strategy and Change / Action programs–Sources of quality – Measures of quality – Competing on cost versus availability, cost versus features and innovativeness –Competition in the housing industry: Improving cost, quality, Purchasing and Supply network strategy–Sourcing and supplier management, Logistics systems and the fulfillment of supply chain – Supplier power and overseas sourcing: Moving up the value chain in outsourcing – Environmental and Social sustainability strategy – Models for gaining advantage in a global environment; How to position within a value chain

BOOKS:

1. Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication,
2. C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications,
3. Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education,
4. Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication,
5. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications



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SUBJECT CODE-PGDM-5010

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TRIMESTER-V

OPERATION PLANNING & SCHEDULING

Course Objectives

1. To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations
2. To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements

Module – I : Operations Planning: Introduction – Relationship between Sales and Operations Planning – Need for operation planning and control – Functions of operation planning and control – Different phases of operation planning and control – Comparison of operations planning and control activities in manufacturing and service organizations, Objective of Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods.

Module – II : Capacity Planning: Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning – Aggregate Operations planning– Concept of aggregation – Factors Affecting Aggregate Planning, Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP)

Module – III: Operations Scheduling & Distribution Planning: Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor-Intensive Operations, Service Operations. Role of ERP in operation planning and control, Operations planning Insights from the TOC school of thought

BOOKS:

1. Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint 2017.
2. William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint 2018.



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SUBJECT CODE-PGDM-5020

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TRIMESTER-V

SOURCING MANAGEMENT

Course Objectives

1. To provide knowledge on global sourcing principles and practices
2. To inculcate the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them
3. To expose various methods and analytical tools for Supplier Rating and Selection
4. To offer insights on Electronic Sourcing and Sustainable Sourcing Strategies

Module – I : Introduction to Global Sourcing – Objectives, Process and Trends in Global Sourcing – Supply Management – Strategic Sourcing Plan, Strategy and Model– Environmental and Opportunity Analysis – Global Operational Sourcing Strategy, Negotiation – Nature, Strategy and Planning– Performance Measurement and Evaluation– Risk Management in Sourcing (Concepts) – Nature and Principles of Risk Management, Risk management process, Risk management tool and technique, Managing risk in international business.

Module – II: Supplier Research and Market Analysis– Vendor Rating – Objectives, Self certify vendor management, Criteria and Methods of Vendor rating – Supplier Evaluation and Selection (Concepts), Solicitation of Bids and Proposals – Planning and Methods, Contract negotiation, Vendor performance monitoring and controlling.

Module – III: Analytical Tools in Sourcing, Pricing Analyses: Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models), Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) – Electronic Sourcing – Sustainability and Sourcing, Green Sourcing.

BOOKS:

1. Fred Sollish, John Semanik, Strategic Global Sourcing Best Practices, John Wiley and Sons Inc., Publications, 2011
2. Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making, Koganpage Publications, 2017



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SUBJECT CODE-PGDM-5030

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TRIMESTER-V

MANAGEMENT of MANUFACTURING SYSTEM

Course Objectives

1. To make the students to understand underlying concepts of general manufacturing systems
2. To provide more insights on cellular manufacturing systems
3. To expose the students in to Just-in-Time conceptual ideas and familiar about the same
4. To provide knowledge on synchronizing and Flexible manufacturing systems

Module – I : Manufacturing systems – Types and Process mapping –Manufacturing Process Planning – Definition, Scope and Elements –Manufacturing concept planning – Requirements of good manufacturing and assembly lines –Layout planning and analysis, Cellular manufacturing systems (Group Technology) – Cellular manufacturing formation –Cell formation –Methods and production flow analysis & minimization of inter-cell movement.

Module – II : Just-in-time systems – Overview, Principles and Benefits – Seven Wastes – Elements of JIT – Design and Improvement aspects of JIT – Kanban systems, –Definition and Principles – Types of Kanban Single card and Two card Kanban – Push and Pull Concepts of Kanban – Constant Work-in-Process (CONWIP) –Concept and comparison with Kanban system

Module – III : Synchronous manufacturing (Theory of Constraints) – Definition, Operation planning and control based on theory of constraints – Measures of Performance – Constraints in manufacturing system – Drum-Buffer-Rope (DBR) Methodology – Flexible manufacturing systems (FMS) –Meaning, Components and types – Conceptual model of FMS – Applications of FMS, Machine loading and scheduling.

BOOKS:

1. Shahrukh A. Irani, Handbook of Cellular Manufacturing Systems, John Wiley and Sons Inc., 1999
2. T.C. Cheng, S. Podolsky, Just-in-Time Manufacturing: An introduction, Second edition, Chapman and Hall Publications, 1996
3. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015



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SUBJECT CODE-PGDM-6010

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TRIMESTER-VI

OPERATIONS RESEARCH APPLICATIONS

Course Objectives

1. To create exposure to the students to apply operations research tools & techniques in various business environment.
2. To provide insights on dynamic programming, integer programming, and Quadratic Programming applications
3. To make use of operations research tools in the field of operations scheduling and supply chain distributions

Module – I: Overview of Operations Research –Review of Scope, Types of Operation Models, OR Techniques and tools, Dynamic programming: Dynamic programming models and applications – Graphical representation – Optimality principle. Integer programming models: Gomory’s Cutting plane Algorithm, Branch– and–bound algorithm for Integer Programming.

Module – II : Scheduling System – Single machine, Flow shop and Job shop Scheduling methods – Resource constrained project Scheduling – Vehicle routing problems, Traveling salesmen problem, transportation problem (North West corner method), Queue Model.

Module – III: Bin Packing – Portfolio optimization – Quadratic Programming: Kuhn Tucker conditions, Beale’s method and Wolfe’s method. Staff transfers Problem– Two stage supply chain distribution problem.

BOOKS:

1. KantiSwarup, P. K. Gupta and Manmohan: Operations Research, S. Chand & Co., 2014
2. HamadyTaha: Operations Research, Mac Millan Co., 2016
3. Fredericks, Hiller, Gerald J.LiebermanBodhibrata Nag Prectambasu, Operations research 9e, Mcgraw hill education, 9th edition, 2017.
4. J.K.Sharma, Operations research Theory and applications, 2012
5. Pradeepprabakarpai, Operations research – Principles and practice, oxford higher education, 2012
6. Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co., 2003

Specialisation: Systems

4th Trimester	
PGDM-401S	Data Mining for Business Decisions
PGDM-402S	Business Analytics
PGDM-403S	E-Commerce & Digital Markets
5th Trimester	
PGDM-501S	Managing Digital Platforms
PGDM-502S	Strategic Management of IT
PGDM-503S	Managing Digital Innovation & Transformation
6th Trimester	
PGDM-601S	Managing Software Projects



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SUBJECT CODE-PGDM-401S

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TRIMESTER-IV

DATA MINING for BUSINESS DECISIONS

Course Objectives

1. To acquaint students with the theoretical and practical elements of Data Mining and their applications.
2. To acquire practical exposure in analyzing a business problem using appropriate model
3. To develop the skills to use the model for a predictive analytical solution

Module-I: Introduction to Data Mining – Deriving Value from Data Mining – Applications – Basic concepts, Exploratory Analytics using R/Rattle – Basic metrics – Principal Component Analysis – Correlational analysis – Visualizing Data – Applications

Module-II: Predictive Modeling using R/Rattle – Decision Trees – ANN – Clustering – Regression – Logistic Regression – Applications. Market Basket Analysis – Association rule Mining – Naïve Bayes Analysis – Applications

Module-III: Best Practices in Data Analytics and BI – clustering – Decision trees – Neural Networks – Associations/Market Basket analysis – Text Mining

Books:

3. Anil Maheshwari, Data Analytics. McGraw Hill, 2017.
4. Eric Siegel, Thomas H. Davenport, —Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley, 2013
5. Anasse Bari, Mohamed Chaouchi and Tommy Jung, Predictive Analytics, Wiley, 2015
6. Alberto Cordoba, —Understanding the Predictive Analytics Lifecycle, Wiley, 2014.
7. Dean Abbott, Applied Predictive Analytics, Wiley, 2014



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SUBJECT CODE-PGDM-402S

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TRIMESTER-IV

BUSINESS ANALYTICS

Course Objectives

1. To understand the purpose of using Business Analysis tools within an organization
2. To summarize and analyze a dataset for making informed decisions
3. To identify the choice of tools to address the Business problems
4. To use advanced analytical tools to analyze complex problems in uncertainty

Module – I: Business analytics - need - scope – applications – descriptive analytics – predictiveanalytics – prescriptive analytics; Descriptive analytics – types of data – creating distributionsfrom data – measures of location – measures of variability – measures of variability – measuresof association

Module – II: Data Visualization for Manager: Visualization imperative-Message to charts-Visual Perception-Grammar of Graphics (Using R) - Component level design of tables andgraphs-Storytelling using Visualization;

Module – III: SPSS – Introduction – Frequency Tabulation – Parametric tests – Non ParametricTests – Regression Using SPSS – Factor Analysis; Data analysis using R – R Studio –Introduction, Importing Data from Excel – Slicing of data using Inbuilt Data sets – Variables –Regression script - Rattle for R

Books:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essentials of Business Analytics|, Cengage Learning
2. SandhyaKuruganti, Business Analytics: Applications To Consumer Marketing —, McGraw Hill
3. Bernard Marr, “Big Data : Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance”, Wiley
4. R For Dummies Paperback – 21 Jul 2015, Andrie de Vries (Author), JorisMeys (Author)



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SUBJECT CODE-PGDM-403S

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TRIMESTER-IV

E-COMMERCE & DIGITAL MARKETS

Course Objectives

1. Students will learn about foundations of E-Commerce.
2. Students will be able to E-Business plan and address E-Commerce related issues.
3. Students will gain insights on Business incubators.
4. Students will learn about the E-marketing strategies and digital payment systems.
5. Students learn about E-marketing tools and E-Business entrepreneurship

Module – I:E-Commerce :Understanding E-Commerce –E-Business models – E- Business and the globaleconomy –Creating E-Business plan – Social and Behavioral issues – Ethical and regulatoryissues Technology and growth of E-Commerce – Economic foundations of E-Commerce– Thestrategy of e-business – Economics of e-business– E-Business Technologies

Module – II:Digital Payment SystemsIntroduction to digital marketing – E-Marketing strategies – E-CRM –Electronic payment methods – Types of payment gateway – Digital Currencies – Digitalsignature

Module – III:E-business Channel functions & E-Business EntrepreneurshipBusiness models on theInternet – Intermediation and dis-intermediation in e-commerce – Business Incubators –Distribution channel length function, Designing Electronic market – strategic E-Marketing – E –Marketing Tool –E-Business Entrepreneurship

Books:

1. Kenneth C.Laudon Carol GuercioTraver —E-Commerce, 14th edition, 2018, Pearson.
2. Russ, Henneberry —Digital Marketing for Dummies| Willey January 2017
3. S.J.P.T.JOSEPH —E-Commerce: An Indian Perspective|PHI , Edition, 2016
4. Gary P.Schneider —Electronic Commerce| Course Technology Inc. 12th edition 2017
5. VandanaAhuja —Digital marketing| OXFORD HIGHER Education, 3th edition 2017
6. ShivaniArora —E-Commerce| 2017 edition.



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SUBJECT CODE-PGDM-501S

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TRIMESTER-V

MANAGING DIGITAL PLATFORMS

Course Objectives

1. To understand the Fundamentals of Digital Platforms
2. To assess the competition in the digital environment
3. To analyze the choice of marketing strategy in the Digital Platform

Module – I: Digital Platforms – Introduction – Types – Enterprise Digital Ecosystems –Challenges in modern digital enterprises –Platform Economics – Platform Architecture –Governance – Media Optimization – Channel optimization – Audience platform Utilization

Module – II: Platform competition – Platform Technologies and political culture –Intellectualproperties in Digital Economy – Pricing Policies ,Future of Digital Platforms – Participation –Social Media Strategies.

Module – III: Digital Media and the Roots of Marketing Strategy – Cross media MarketingStrategy – Marketing self-Branding Strategies – Digital business Innovation – Decision Rightsand Control

Books:

1. Shailesh Kumar Shiva Kumar, Enterprise Content and Search Management for BuildingDigital Platforms, John Wiley & Sons, 16– Dec–2016
2. Craig Dempster, John Lee, the Rise of the Platform Marketer: Performance Marketingwith Google, Facebook, and Twitter, Plus the Latest High–Growth Digital AdvertisingPlatforms, John Wiley & Sons, 2015.
3. Yu–li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media,Routledge, 2014.
4. Dal Yong Jin,Digital Platforms, Imperialism and Political Culture,Routledge, 2015
5. Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge, 08–Apr–2016



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SUBJECT CODE-PGDM-502S

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TRIMESTER-V

STRATEGIC MANAGEMENT of IT

Course Objectives

1. To understand the approaches of strategic IT applications
2. To analyze the value chain for service industries
3. To examine the organizational movements around the Strategic Grid
4. Articulate the importance of drivers behind the transformation and implications
5. To develop action plans with clear goals through technology, evaluate the progress and facilitate the plan

Module – I: Strategy Formulation: Levels and formulation of strategy – Process– Types of Strategy– Top–down approaches to Planning for Strategic IT Applications Value Chain Analysis: The Value Chain Analysis Approach to IS/IT Strategy Formulation – Value Chain Analysis for Service Industries

Module – II: IT Strategy: Special Considerations for IT Strategy – IT Strategic Planning – IT Critical Success Factors – IT Future Scenarios, Strategy Information: Strategic information systems (SIS) – Organizational movements around the Strategic Grid – inter organizational systems (IOS), Information Systems and Information Technology Strategies

Module – III: Transformation Drivers: Drivers behind the transformation– Implications of the drivers – Visioning of the strategic role of IT in the organization

Books:

1. CA. Deepak Pandian & CA. Aneesh Noor Mohammed, Strategic Management & Information Technology Paperback, Kothari Academic & Research Publications, 2016.
2. Neil Ritson, Strategic Management, Ventus Publishing ApS, 2011.
3. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise Publishers, 1st Edition, by J.–C. Spender, Oxford University Press, 2014
4. Linda Parker Gates, Strategic Planning with Critical Success Factors and Future Scenarios: An Integrated Strategic Planning Framework, Software Engineering Institute, November 2010



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SUBJECT CODE-PGDM-503S

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TRIMESTER-V MANAGING DIGITAL INNOVATION & TRANSFORMATION

Course Objectives

1. To understand digital transformations and information in the globalization world
2. To explore social media transformation in the business world
3. To develop on building digital capabilities
4. To understand the challenges on using digital platform for business
5. To learn digital transformations in the space of cloud computing

Module-I : Introduction to Digital Transformations: The five domains of digital transformations—customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition

Module-II: Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

Module-III: Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations

Books:

1. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
2. Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
3. Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited, 2017 (23rd reprint)
4. Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing), 2016.
5. Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.



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SUBJECT CODE-PGDM-601S

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TRIMESTER-VI

MANAGING SOFTWARE PROJECTS

Course Objectives

1. To understand software Project Management and to know the different software development models.
2. To understand Software Project Evaluation and know how to manage Programmes.
3. To know how to select projects and to carry out software effort estimation.
4. To know the Risk Management Process and how to allocate resources for Software Projects.
5. To know how to monitor and control Software Projects.

Module – I: Introduction to Software Project Management : Introduction– Software Project –vs– other Projects, Activities covered by Software Project Management– Plans, Methods and methodologies, Some ways of categorizing software projects, stakeholders– Project success and failure – Management Control

Module – II: Project Evaluation and Programme Management: Project Portfolio Management, Evaluation of Individual projects, CBA techniques, Risk Evaluation, Programme Management, Managing the allocation of resources within programmes, Strategic Programme Management, Aids to programme management, Stepwise Project Planning

Module – III: Selection of an appropriate project approach and Software Effort estimation: Build or buy– Choosing methodologies and technologies, Choice of process models, structure –vs– speed of delivery, Waterfall model, Spiral model, software prototyping, Selecting the most appropriate process model, Basis for Software Estimating, Software effort estimation techniques

Books:

1. Bob Hughes, Mike Cotterell and Rajib Mall – Software Project Management – TMH–2017
2. Joel Henry, Software Project Management, Pearson, 2011
3. Kathy Schwalbe, Project Management in IT, Cengage, 2011
4. Sanjay Mohapatra – Software Project Management – Cengage –2011