

MODEL CURRICULUM

Program Structure & Content

Post Graduate Diploma in Management (PGDM)

(9th January 2012)



**ALL INDIA COUNCIL FOR
TECHNICAL EDUCATION**

**7TH FLOOR, CHANDRALOK BUILDING,
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FOREWORD

It is with great pleasure and honor that I write a forward for the Model scheme of instruction and syllabi for the Postgraduate Diploma in Management program prepared by the **PGDM Review Committee** with **Prof. B.S. Sahay** as its Chairman and other members. All India Council for Technical Education has the onerous responsibility for uniform development and qualitative growth of the Technical Education system and preparation of syllabi to maintain uniform standards throughout the country. In pursuance to clause 10 (2) of the AICTE Act 1987 AICTE has the objective of bringing about uniformity in the curriculum of Management Education. In that direction, the efforts of the PGDM Review Committee has been quite commendable and praiseworthy. A painstaking effort was made by the Chairman, members of the PGDM Review Committee and various working groups composed of experts from leading institutions in framing of the Instruction and Syllabi. The Review Committee was ably assisted by the official of the Academics Bureau in successfully organizing the meetings making available necessary documents and follow up action on the minutes of the meetings.

Chairman

**All India Council for
Technical Education**

Acknowledgement

On behalf of the distinguished Committee members of the PGDM Review Committee, we would like to thank the All India Council for Technical Education and its Chairman Professor S.S. Mantha for the necessary support.

The members of the Committee are all seasoned professionals in their domain and this has helped in preparing this report. We would like to acknowledge the support provided by the AICTE officials and staff.

This report provides program structure for PGDM and its course contents. While all sincere efforts have been made in preparing this report, we would welcome suggestions from all stakeholders to enhance the effectiveness of the report.

PGDM Review Committee
9th January 2012

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PGDM Review Committee

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Preamble

The Indian economy is growing at a very rapid pace. The regulatory and other changes have brought with it a sweeping globalization of competition and interplay with global corporate practices. There is a requirement for a large pool of trained management professionals in all sectors, at various levels, to allow organizations in business and elsewhere, to meet the challenges of global competition and growth.

One way of building a stable talent pool within organizations is to recruit PGDM students and groom them in the organizational and industry specific skills and orientation. Talent is now recognized worldwide as the basis for innovation and creativity. India is seen as a global resource base for the same. It is thus necessary to ensure that adequate structure and quality perspective exists in the field of management education to meet the needs of organizations adequately.

Though the last part of the current decade has seen a major expansion in management education capacity, the expansion is not seen as uniform in terms of quality. This concern over quality has arisen mainly due to issues with the structure and content of the programs.

The basic level of coverage that should be present as an academic foundation for preparing students for a career in management needs to be clearly laid out. Guidelines for the structure of the PGDM, required for a specific academic coverage that can meet the needs of organizations, are necessary to address this concern over quality.

An AICTE Committee was notified on 11.10.2010. The terms of reference of the Committee included the development of model syllabus for PGDM, suggest the total hours of study, how to deal with specialization issues, and developing the framework which would ensure adequate standards of post graduate education in management.

The Committee met for the purpose of putting forward a recommended structure and framework of the PGDM that may enable consistency and quality in management education. It also suggested a suitable syllabus for PGDM that may be modified and suitably updated every two years.

This report covers the PGDM program structure, contents, suggested course outlines, duration and working hours, classroom contact hours and suggested pedagogy, which may be taken as suggested guidelines by all AICTE approved institutions providing post graduate management education.

Executive Summary

To address the growing global opportunities and challenges in a fruitful manner, organizations need quality management talent. There has been a rapid expansion in the number of institutions in the country, catering to the growing need of industry for management talent. The PGDM must address the relevant issues with appropriate structure of program, and coverage of topics and domains, to fill the organizational gap for management talent. However this has been an area of concern, as there is great diversity in the quality and coverage of PGDM programs offered by the AICTE approved institutions.

The All India Council of Technical Education had constituted a committee notified on 11.10.2010. The terms of reference included the development of model syllabus for PGDM; suggest the total hours of study, how to deal with specialization issues; and developing the framework for programs in order to ensure standards in management education.

The Committee was suitably expanded to include additional core committee members, and its initial deliberations focused on dealing with the specific agenda, and modalities. The scope was deliberated upon and the coverage was defined as review of PGDM structure and suggested course contents.

It was proposed that the program leading to the Post Graduate Diploma in Management be defined as a full time, Two Year Post Graduate program. The essential qualification for students desirous of studying the PGDM would be an AIU recognized Bachelor degree or equivalent. The program would attain the standards of study, depth and coverage suitable for post graduate studies. The successful completion of the program after meeting all prior statutory requirements stated for the program, would lead to the award of the Post Graduate Diploma in Management (PGDM).

The program objectives are to provide a general management perspective to the candidates, with an appreciation of the theoretical frameworks, analytical methods required for functioning effectively and efficiently as a member of the management group, at entry level executive onwards.

The program structure proposed after a comprehensive review of international best practices and program structure and curriculum, is as follows: Two part structure with

- (i) a compulsory set of courses covering all foundation areas in management, and to build a holistic general management perspective; and
- (ii) a set of elective courses with a functional and domain thrust aimed at building the job specific skills and knowledge in the chosen functional area of management.

The Two Year Post Graduate Diploma in Management (PGDM) will have an annual structure, with each academic year divided into three parts – trimesters; over two

academic years, there will be a total of six trimesters. The program would comprise an equivalent of 1050 hours of class room contact, and would assume that each course, generally of thirty classroom hours, would involve a total of in- and outside-classroom work of around 100 hours, by the student. One credit worth of coursework would be equivalent to ten hours of in-class workload, and hence each course involving thirty in-class hours would be worth three credits each.

Thus, there would be 35 courses covering the 1050 in-class hours over the two years, and eight weeks of summer internship in an organization, where students will perform given organizational tasks and undertake a project.

The compulsory courses across the foundation areas of management would involve 20 courses, with 15 elective courses scheduled in the second year. The first three trimesters in first year would comprise only compulsory courses, with 18 courses scheduled over the three terms as per details suggested in the report. The second year would have two compulsory courses viz., Strategic Management and Business Environment, and 15 other electives. The logic of 17 courses over the last three trimesters, is that the elective courses normally comprise a higher degree of out-of-class work, including live/industry interaction, library research, application and skill development oriented projects and assignments. Further many other activities also require student attention such as placement, continued internship, industry/alumni mentorship programs, soft skill courses, etc. Finally, between the two years, there is a mandatory internship with an organization, of eight weeks duration, culminating in a project report that will be evaluated. This will have a weightage of three credits, equivalent to one course of thirty hours in-class. The final grade sheet should include the internship grade separately. The elective courses may involve two courses or a total of six credits equivalent of coursework through Courses of Independent Study (CIS), and a student may undertake a maximum of six credits as CIS courses in a program.

It has been suggested that the evaluation be a continuous process to ensure spaced learning and internalization of concepts and skill development. Multiple evaluation components may be kept to ensure that continuous evaluation takes place, as well as a diverse view of the learning is assessed. Some of the following components of evaluation may be taken up in every course as appropriate: end term exams, midterm exams, quizzes, assignments, role plays, projects, case reviews, term papers, etc. Evaluation can be tutor centric or centralized or a combination, but have to announce up front in advance. Course instructor level evaluation at local level is usually to be an integral part to ensure that continuous evaluation is practical and feasible, and individual student level assessment is given attention, along with feedback rather than mere assessment. At least 50 (fifty) percent of total evaluation component has to be through examination mode (end and mid term), whereas at least 30% (thirty percent) should be through other components such as quiz, project etc. mentioned above.

Pedagogy is an important aspect of learning in an applied and behavioral area such as management. Case discussions are an important class room methodology, and

case studies have many other benefits that involve business situation analysis, development of analytical skills, communication as well as group activity and report writing if used as pedagogy. This should be used to an adequate extent in a program. List of Books given at the end of each Course Outline is indicative. Faculty members should decide the book they would like to recommend for their course.

The course contents for each of the compulsory courses and for various typical electives popular at the moment have been presented in the Appendix. The contents for the compulsory courses have been indicated fully. However, the elective courses are usually large in number and varied in content. Further they are possibly used as a means of differentiating programs and institutions, especially those targeting industry specific/functional specific MBA tracks. It was felt that an indicative set of course contents and objectives should be provided by the Committee. Institutions may use these as a guideline for developing their own electives. In continuation of this aspect, the given list of elective courses is therefore also indicative in nature and not exhaustive. Institutions should modify the suggested courses/contents, or add to the list of electives for purposes of differentiating its offering as relevant to sectors of interest. This will allow the institutions who currently offer PGDM in particular sector/domain such as Retailing/ HR, etc. to provide relevant content and create their unique identity and relevance through these electives.

Finally it was also recommended that the program structure should be adopted by institutions more as framework that would help institutions striving for quality in their delivery, aligning their own programs to the international best practices and national benchmarks.

However the concern about evolving practices and philosophies, and bringing innovation to the program structure and contents, has to be addressed. Benchmarking best practices for attaining quality should not become constrained by rigidity which stifles innovation and differentiation.

In a competitive environment, institutions may strive to innovate to provide differentiated programs. The efforts at differentiation to provide higher educational standards that are competitive, and more effective in meeting goals of students, will surely lead to a variation from the set patterns of structure and contents. This involves the process of innovation, and will ensure that Indian institutions gain the cutting edge to attain the leadership position in management education. Thus innovation that leads to competitive differentiation is something to be nurtured. By itself this will involve changes to the contents of the programs, and over time, even what is desirable as the structure the program.

Thus institutions which compete on quality may differentiate their offerings (their program structure and contents), and market forces will ensure that only those which provide a valuable differentiation, higher educational standards and delivery, will survive. This situation requires that the recommended program structure and

contents, should not be cast in stone, and institutions may use the same, as means of acquiring and maintaining standards of quality, rather than as a means of standardization and homogeneity, or of compliance with a regulated framework. Thus the current set of recommendations should be suggestive in nature, should be indicative of current best practices, and should be adopted by institutions for the purpose of benchmarking, and as a sounding board for changes and innovation, rather than as a set framework that should be replicated as such.

Thus it was recommended that the proposed structure and contents should be adopted by institutions as mentioned above, and there should be scope for innovation. Further, given that innovations and changes in international best practices will occur over time, the program structure and contents should be reviewed periodically. The contents may be reviewed every two years, and the structure every three years.

Chapter 1

Introduction to the PGDM

1.1. Background

Education in management as a separate discipline in India, started at a formal level with the establishment of the post graduate level studies in universities since early 1950s. AICTE approved PGDM programs are being offered by around a quarter of the AICTE accredited institutions. There has been a rapid expansion in the number of institutions in the country, catering to the growing need of industry for management talent. The economy, and global opportunities and challenges have grown manifold in the last few years. To face these challenges, organizations need professional managerial talent. The PGDM has been a major source for this kind of talent pool, over the past few decades.

However there have been rapid changes in professional knowledge and skills required, along with the expansion in number of personnel required by industry, and is another gap area as far as managerial talent is concerned. The PGDM program of these institutions must address the relevant issues with appropriate structure of program, and coverage of topics and domains, to fill the organizational gap in management talent. Further, there is a great diversity in the quality of these programs across institutions, in part due to diversity in the structure and coverage of PGDM programs offered by the AICTE approved institutions.

The All India Council of Technical Education had constituted a committee notified on 11.10.2010. The terms of reference included the development of model syllabus for PGDM, suggest the total hours of study, how to deal with specialization issues, in order to ensure standards in management education.

The Committee was suitably expanded to include additional core committee members, and its initial deliberations focused on dealing with the specific agenda, and modalities. The scope was deliberated upon and the coverage was defined as review of PGDM structure and suggested course contents.

It was proposed that the program leading to the Post Graduate Diploma in Management be defined as a full time, two year Post Graduate program. The essential qualification for students desirous of studying the PGDM would be an AIU recognized Bachelor degree or equivalent. The program would attain the standards of study, depth and coverage suitable for post graduate studies. The successful completion of the program after meeting all prior statutory requirements stated for the program, would lead to the award of the Post Graduate Diploma in Management.

It is with this context in mind that the AICTE Committee has been charged with a review of the programs being offered today in specific terms of reference. As a background, it must be noted that the Post Graduate courses being offered assume that

candidates who qualify for attending the program must be graduate students, who have at least an appropriate, recognized Bachelors degree or equivalent, as recognized by Association of Indian Universities (AIU), as a pre-qualification for the Post Graduate Diploma in Management.

As a norm, a graduation or equivalent in any stream of undergraduate studies is to be taken as eligible for the PGDM and as per the AICTE set norms and standards. The PGDM was viewed as a multi-disciplinary amalgamation of concepts, principles, tools and techniques and frameworks which have an applied orientation. It is also seen as general management oriented, providing an education suitable for equipping students with the knowledge and skills required for most managerial domains available in organizations of wide diversity.

As a program it is oriented towards creating knowledge, skills and capability in the student such that the education acquired befits the person to deal with managerial situations in a wide variety of contexts, perhaps specialize in some domains, and contribute through leadership and managerial effectiveness and efficiency in the organization's achievement of its vision and goals.

The importance of management education can be seen by the fact that as an emerging economy, the growth in the economy and subsequent socio-economic progress is now heavily dependent on organizations and industries rather than primary sectors. Service sectors where the growth is fastest, fuel in its turn a cycle of demand and growth for industrial products and services, as well as a cycle of increased employment, spending and so on. This virtual cycle is one which is dependent on growth of corporations, in an increasingly private sector driven economy. The growth of these corporations in turn is dependent on many factors, and adequate quantum of human resources with adequate quality of training and capability is becoming a major constraint in most high growth industries. Not only technical but managerial talent is required to drive this growth, and the PGDM institutions play an important role in driving the human resource side of the economic growth story.

It must be noted in the Indian context that in most institutions, the students who apply for the PGDM have no prior organizational experience. Though that trend is changing now gradually, it must still be kept in mind while determining the goals, contents and curriculum of the PGDM.

In order to gain from this trend, and contribute to this talent pool, AICTE approved institutions may adopt a structure for PGDM that may prove to be effective for the purpose. This report covers the various aspects, structure, and course contents that would be suitable for a full time post graduate program in management.

1.2 Definition of PGDM

1.2.1 The Two Year Full Time Post Graduate Diploma in Management Program (PGDM)

It was proposed that the program leading to the Post Graduate Diploma in Management be defined a full time, two year Post Graduate program. The essential qualification for students desirous of studying the PGDM would be an AIU recognized Bachelor degree or equivalent. The program would attain the standards of study, depth and coverage suitable for post graduate studies. The successful completion of the program after meeting all prior statutory requirements stated for the program, would lead to the award of the Post Graduate Diploma in Management. It is thus imperative at this stage in India's economic growth, that the human resources so key for corporate growth, do not become a bottleneck.

The program objectives are to provide a general management perspective to the candidates, with an appreciation of the theoretical frameworks, analytical methods required for functioning effectively and efficiently as a member of the management group, at entry executive levels onwards.

1.3 Objective and Scope of Review committee

The AICTE had constituted a committee, notified on 11.10.2010. The terms of reference included the development of model syllabus for PGDM/EPGDM; suggest the total hours of study, how to deal with specialization issues, in order to ensure standards in management education.

1.4 Why PGDM?

1.4.1 Why PGDM?

Given the expansion of corporate in a growing economy, and growing global opportunities and challenges the need of industry is for increased availability of management talent at various levels. To face the challenges in a fruitful manner, the need is for quality management talent, and hiring professionals educated in management at post graduate levels, is a globally accepted way to fill the gap for talent. The post graduate program level studies in management assume that candidates, who successfully complete such a program, would have a requisite degree of knowledge and skills to contribute meaningfully and significantly in the managerial positions that organizations create for successful operations. The PGDM is designed to meet this requirement of organizations, and create a talent pool of managers who can help organizations meet the needs of their times in a manner befitting professionals who have a perspective in general management, as well as are skilled in functional domains.

The program structure proposed after a comprehensive review of international best practices and program structure and curriculum, is as follows: Two part structure with a compulsory set of courses covering all foundation areas in management and building a holistic general management perspective, and a set of elective courses with a functional and domain thrust aimed at building the job specific skills and knowledge in the chosen area of management.

The knowledge of management as a discipline and field of study, and a holistic perspective that develops from a well rounded understanding of the organizational challenges in all functional areas in setting and meeting organizational goals, is an essential part of the PGDM requirement. This would help enable individuals gain a long lasting education that helps provide the foundation for life-long learning and appreciation of micro levels aspects of organizational functioning. The professional's understanding of a profession, and of the context, would be enabled through this foundation building part of the PGDM. It is thus proposed that the initial part of the PGDM be focused on building this general management perspective that enables the student to instill in one the managerial perspective. This is the first part of the two part structure.

As a working professional, in management, one would be expected to perform several activities in a given functional domain, especially in the initial phase of one's career. In India, particularly as most two year PGDM candidates have limited exposure and knowledge of business and management, it would be necessary to help the student learn the workings of specific functional aspects such as operations and production, marketing, accounting and financial management, human resources, etc. These would enable the student to contribute meaningfully in their day to day work as managers in an organization. The skills required for these would need to be honed to a level where the student may gainfully be employed by an organization to fulfill the role of a manager of a specific activity area. This would require adequate knowledge of the principles, theories, best practices, and actual hands on working proficiency – skills – in specific areas like sales, marketing, business analysis, operations, etc. These would comprise the second part of the PGDM, with elective courses being chosen in their area of interest, as preparation for actual performance of specific managerial tasks in an organization at the entry and higher levels in an organization.

The program structure proposed after a comprehensive review of international best practices and program structure and curriculum, is as follows: Two part structure with a compulsory set of courses covering all foundation areas in management and building a holistic general management perspective, and a set of elective courses with a functional and domain thrust aimed at building the job specific skills and knowledge in the chosen area of management.

The Two Year Post Graduate Diploma in Management (PGDM) will be have an annual structure, with each academic year divided into three parts – trimesters; over two

academic years, there will be a total of six trimesters. The program would comprise 1050 hours of class room contact, and would assume that each course, generally of thirty classroom hours, would involve a total of in- and outside-classroom work of around 100 hours, by the student. One credit worth of coursework would be equivalent to ten hours of in-class workload, and hence each course involving thirty in-class hours would be worth three credits each.

Thus, there would be 35 courses covering the 1050 in-class hours over the two years, and three credits equivalent of summer internship grading. The grading pattern would then involve three components of core courses, elective courses and organizational internship.

The compulsory courses across the foundation areas of management would involve 20 courses, with 15 elective courses scheduled in the second year. The first three trimesters in first year would be comprise only compulsory courses, with 18 courses scheduled over the three terms as per details suggested in the Main Report. The second year would have two compulsory courses in Strategic Management and Business Environment and 15 other electives. The logic of 17 courses over the last three trimesters is that the elective courses normally comprise a higher degree of out-of-class work, including live/industry interaction, library research, application and skill development oriented projects and assignments. Further many other activities also require student attention such as placement, continued internship, industry / alumni mentorship programs, soft skill courses, etc., and other activities. Finally, between the two years, there is a mandatory eight week duration internship with an organization, culminating in a project report that will be evaluated. This will have a weightage of three credits, equivalent to one course of thirty hours in-class. The final grade sheet should include the internship grade separately.

It has been suggested that the evaluation be a continuous process to ensure spaced learning and internalization of concepts and skill development. Multiple evaluation components may be kept to ensure that continuous evaluation takes place, as well as a diverse view of the learning is assessed. Some of the following components of evaluation may be taken up in every course as appropriate: end term exams, midterm exams, quizzes, assignments, role plays, projects, case reviews, term papers, etc. Evaluation can be instructor centric, departmental, centralized by the institution or a combination, but have to be announced in advance as the methodology and components of evaluation.

Course instructor level evaluation at local level is usually to be an integral part to ensure that continuous evaluation is practical and feasible, and individual student level assessment is given attention, along with feedback rather than mere assessment.

At least 50% (fifty percent) of total evaluation component has to be through examination mode (end and midterm), whereas at least 30% (thirty percent) should be

through other components such as quiz, project etc. mentioned above.

Pedagogy is an important aspect of learning in an applied and behavioral area such as management. Case discussions are an important class room methodology, and case studies have many other benefits that involve business situation analysis, development of analytical skills, communication as well as group activity and report writing if used as pedagogy. This must be used to an adequate measure in a program, though courses and instructors will differ in the effectiveness of the method in enhancing learning from a given course for students, and has to be kept in view by the institution concerned.

1.4.2 Programs similar to PGDM

The following section deals with national and international experience and offerings in the post graduate programs in management. It reviews the nature of programs, and the focus and uniqueness of each.

The programs in Indian universities have traditionally focused on two year full time, as well as three year part time executive education; full time formal executive management programs at the PGDM level are rare. IIMs have adopted the international models of full time MBAs, due in part to the partnering instructions of Harvard and MIT Sloan for IIM Ahmedabad and Calcutta initially. They have followed the trimester structure, with a two year program held over twenty months or so, with eighteen months of class/course work and two months of internship.

The term structure and courses and curriculum of various universities and IIMs were referred to by the Committee and core and elective offerings were noted. The hours of course work for PGDM and for different functional areas in core/foundation courses, were also considered as part of a review of best practices.

1.5 Broad Objectives & Input Required of PGDM Programs

1.5.1 Broad Objectives of PGDM

1. Provide a sound foundation of general management theory for developing an appreciation of management as a discipline and career area, build a professional character and provide the technical and general perspective required to fruitfully engage in the profession of management.
2. Develop knowledge, skills and perspectives at general management and functional levels so that students may help organizations function with greater effectiveness and efficiency.
3. Develop the potential for teamwork and leadership in students, provide them with the right perspective, so that their entry into organizations become opportunities to further hone and develop these aspects for the benefit of business and society.

4. Instill thoughts and practices related to ethics and societal perspectives, so that their professional engagements contribute to an enhanced organizational sensitivity to and processes built around, ethics and societal concerns.

The inputs of the program include the following:

1. Appreciation of management as a discipline, Knowledge of its diverse working domains, a perspective on general management and functional domains,
2. Hone the teamwork and leadership potential at functional and business level,
3. Expose students to the global business environment. It should help develop their potential to lead business at various levels, in the chosen industry, to face global level challenges.
4. Sensitize them to the ethical aspects of business, as well as inculcate a sense of social responsibility that organizations must enact, so that they develop as ethical responsible professionals from the very beginning.

1.5.2 Quality PGDM

The quality of education provided will depend on many parameters. Quality may be viewed from the parameters of course design, course content, study material, delivery, non academic facilities and programs, and quality of students/faculty/staff; also infrastructure available, support systems such as IT, and academic support are critical here.

The caliber of students and their aptitude for a career in management is one aspect that should be addressed by the admission process. The contents and coverage of the PGDM, the elective options provided and the quality of teaching/learning process are academic parameters that will need constant content updation and teaching skill upgradation. The evaluation system should assess merit and also provide feedback that can be used for enhance the learning experience rather than mere scoring, best assured by a continuous evaluation process involving localized assessment. The learning environment and cultural aspects also play a big role, and the infrastructure and assets (classrooms and hostels), material resources (library and reading materials), communication (IT and networking) all contribute to a seamless learning experience for the student.

Care should be taken that a National level entrance test is used for screening candidates,

This must be followed by rigorous formalized appraisal through methods such as essays, group interactions, as seen appropriate followed by interviews. A complete record must be maintained for each candidate. Transparency and scrutiny will ensure that program intake is always consistent in ensuring merit and quality of students.

The program structure suggested here should enable the PGDM programs being run by AICTE institutions to converge on global best practices, as far as the overall program design. Thereafter constant updation and innovation by leading institutions should be constantly brought into the program structure by each institute as appropriate. Efforts should be made by each institution to monitor, analyse and upgrade program quality, and to try to contribute to the innovations taking place in management education. The effort should be to participate in the development of the growing pool of educational resources especially in emerging markets such as India. This process by itself will instigate the research process at some level, and mitigate the lack of focus on indigenous materials, as well as lack of research focus. The faculty resources must be provided the wherewithal to update constantly, and adequacy in coverage of suggested course content is a minimum benchmark. If not currently feasible, it should be addressed in the opinion of the committee by vigorous training, attending QIP, possibly based on the contents of courses in the suggested outlines contained in the report. The coverage given in the report for each of the courses, may help benchmark the existing course curriculum and provide a yardstick for quality in terms of coverage. The role of educational qualifications such as a research degree (PhD or Fellow programs), and of engaging in research should be vigorously taken up to enhance quality of programs and institutions.

The current report focuses on the areas of program design, course contents, suggested reading material, and some process parameters such as admission legibility, to provide a basic foundation of quality in year of the PGDM. The suggested contents would allow flexibility to adapt, and adopt, domain and niche expertise in education within management to provide academic leadership in that area. However it will also provide broad contours of coverage that ensure a minimum level of general management and functional coverage, to help B-Schools ensure that the basic quality parameters are in place.

1.5.3 Sectoral vs. functional specializations and PGDM titles

Many institutions look to the placement of students in a particular industry and job profile, and customise the PGDM title and program contents to that sector. However, as a general management program, the PGDM should provide a sound educational base for the managerial profession, and the foundation courses should not be different across PGDM, and should be consistent with the general management objectives, as long as it is approved as a PGDM program by AICTE. The electives allow a specialisation, hence in line with international trends, a choice of functional versus industry specific learning (through optional courses with that specific coverage) should be taken up as choices that attract students, and allow them to shape their learning for the requirements of a particular job profile and industry.

1.5.4 Areas of concern

For the PGDM there has to be a focus on Teamwork and Leadership from first year itself, and the core courses should build a strong foundation in different functional areas in the first year. New, contemporary as well as traditional electives in all functional areas are a must for proper development of PGDM education in the country looking at the employability issue. There also needs to be a focus on entrepreneurial skills and orientation. The need of the hour is the development amongst PGDM students an entrepreneurial cadre that would be a great catalyst for the economy, and also to the careers of the students.

Chapter 2

Proposed PGDM Structure

2.1 The Post-Graduate Diploma in Management (PGDM)

The Post Graduate Diploma in management (PGDM) is two-year, full-time program. During the two years of PGDM, the student will receive academic inputs in two parts, namely, the *Compulsory* package and the *Elective* package. Distinct objectives will be served by each package. Largely, the compulsory package will be in the first year and the elective packages would be in the second year. The input of the compulsory package is essential for all managers. The overlap between the compulsory package and the elective package will be minimal. The main objective of the PGDM is to groom students into competent professional managers with:

1. A capacity to learn and adapt to national and international environment.
2. An orientation towards achieving excellence, maintaining high ethical standards
3. A capacity to work effectively and efficiently, both individually and in-groups.

The Compulsory package occupies approximately 60-65% of the total curriculum, which includes several organization-based projects. The aim of the compulsory package is to provide students with the fundamental knowledge, skills and techniques, contextual understanding, and overall perspective, necessary for general management. Compulsory coursework will provide broad training to students that will help them in career flexibility and mobility. It will also help them move towards general management positions where the challenges and the contributions may be the greatest.

The mixture of compulsory and elective courses will help the students to develop an in-depth understanding of the interrelationships crucial to successful business management. This will enable them to be more effective in their jobs while being sensitive to the issues and challenges confronting people in the other parts of the organisation.

In the second year, students will get a deeper understanding of areas of their interest through a package of elective courses. Second year students may choose to concentrate on particular topics or areas of their interest. Since most of the students are likely to start their careers in one of the functional areas, the specialization in the second year helps build the special skills required for those areas. Typical concentrations will be; finance, human resources management, information technology, international business, marketing, operations management, and strategy. There may be a few compulsory courses in the second year. The second year courses will have high project components so that students get more practical exposure.

The aim of the first year curriculum and the core courses in the second year is to provide students with the fundamental skills and techniques necessary for any

manager. Following may be emphasized for maximum learning's and orientation's for industries:

- a. Experiential Learning
- b. International Focus
- c. Information Technology Orientation

a. Experiential Learning

Management is an art which can not only be taught in the classrooms. For getting real benefit from the PGDM, it is necessary to have some exposure to the “field”. Since several students of the PGDM come without any work experience, it is necessary to build a component which provides them such exposure.

Experiential Learning (EL) is one of the concepts of the Post-Graduate Program. It is similar to “learning from the field”. In the process, students get a feel of organizational reality: what it is, how it works, and the relationship between diverse functions. students are able to relate classroom teaching to organisational life. To that extent, the so-called gap between theory and reality is bridged.

EL has two components: Industrial Exposure in the first year, and Summer Training at the completion of the first year.

Industrial Exposure:

The objective is to provide students early real-life exposure of organisations and to enrich the learning experience through simultaneous inputs from theory and practice. During the first year, the students are taken on guided tours to organisations of different types in the locality: Small and Large, Manufacturing and Services, Profit and Non-Profit, Government and Private, etc. These visits give them an exposure to the complexity of management. It also highlights the relevance of some of the management concepts in different organisational settings.

Summer Training:

Each student would work with an organisation, on a project for a period of a minimum of 8 weeks at the end of first year. The objective is to allow students, intense day-to-day interaction with organisations. Summer Training would provide exposure to the student to working of an organisation in the real life setting. It would also help students to develop managerial skills and competencies, and facilitates an informed career choice by the students.

b. International Focus

Globalisation of business is one of the most important areas of change in management today. In this scenario, managers, irrespective of whether they are working in India or abroad, cannot do without adequate understanding of international business.

Institute should emphasis international aspects of management in all the relevant courses of the curriculum right from the first year. The first year curriculum is compulsory, irrespective of the international dimensions of different functions, while the second year would offer an intensive elective package on international management, covering courses, such as International Marketing; International

Finance, Treasury and Forex Management; International Business and Trade Management; and Management of Multinational Companies etc.

c. Information Technology Orientation

In the era of digital space, the intensive use of information technology for the curriculum has to be one of the salient features of the program. Information Technology is playing an ever-increasing important role in business and education. Therefore, acquisition and processing of a large volume of diverse information for managerial decision-making, through extensive use of computers, has become the order of the day.

Institutes should prepare the students to take up the above challenge. They are required to make intensive use of IT applications during program. Efforts have to be on towards progressive use of multimedia in the classroom and integrating IT in the day-to-day functioning of the program through Intranet/internet.

2.1.1 Program Design for PGDM

The Post Graduate Diploma in Management is spread over six terms. The first year academic work is spread over three terms including Summer Training in industrial and business organisation. Only after the successful completion of first year PGDM, the students will be allowed to register for the second year of the PGDM. It is proposed that AICTE institutions may offer the PGDM with following structure.

Duration of two years with a minimum of 1050 classroom hours with three additional credits equivalent of graded internship of at least eight weeks duration with an organization.

Thirty hours of classroom contact are more or less a national norm for a single course of study, and also followed in leading business schools globally. It assumes that for each course, there will be thirty hours of classroom contact and an additional seventy hours of out of class work required to successfully complete the course. This

involves reading, projects and other assignments/exercises, case study preparation, etc. This unit would be treated as three credits equivalent of academic work attainment. Thus a course with say twenty hours of in class contact would be two credit equivalent, and so on.

So one course involves 100 hours of total work, where classroom contact is thirty hours and out of class work- seventy hours.

Thirty five courses of thirty hours class contact each, would be offered over the two years. That is, a total of 1050 credits equivalent of coursework would need to be attained by a student to successfully complete the course.

The first year would involve 18 core or compulsory courses, which would help cover all the functional areas and provide a strong foundation in the managerial disciplines.

The second year would offer 2 compulsory capstone and general management courses, but essentially comprise 15 elective courses that allow students to specialize in their own area of functional/sectoral interest.

This would be under a condition where the total hours of the PGDM would not be reduced from 1050 hours, out of which a maximum of two course equivalent (six credit equivalents) may be obtained by a student through CIS.

A minimum of eight week of training/internship in between the two years, after completing the core courses, is mandatory to complete the requirements of the PGDM. The internship must be guided, graded and involve a report on any appropriate assignment during/based upon the internship. Internship should be in any external organization. Grading will have a weightage equivalent to three credits.

Given this structure, completing the PGDM requires successfully completing courses with a total of 600 hours of compulsory course classroom contact hours, and 450 hours of elective course classroom contact hours.

2.1.2 Suggested Course Structure

The following areas or disciplines in management that create a strong general management perspective, are identified as below. Further, discussion of the structure and contents of courses across leading institutions and the requirements of management program, also threw up the following ratio or percentage of core courses that should comprise the foundation or core course program of the PGDM. Each area should be delivering courses requiring not more than 15 % of the total core course allocation of 600 hours; that is 90 hours of class room contact per area for core courses.

S. No.	Area
1.	Accounting and Financial management
2.	Operations/ quantitative management and Information systems management
3.	Marketing management
4.	Strategic management and general management (business law, CSR, Ethics, Environmental management, etc.)
5.	Organizational behaviour and HRM
6.	Business Economics
7.	Business Communications

Each area is thus mandated to cover their basic topics in two to three credit courses, as far as possible.

Students would undertake five to seven courses per term in the elective terms to suit their course requirements; however in the first year, there will be a uniform six course per term workload that is suggested. The duration of the courses would be approx. 10-12 weeks. However the Institute would have the freedom to allocate topics to the courses as per hours duration of the course, as long as the model course content/topics are covered.

In general, there will be six working days and one holiday in a week for the students. The number of sessions on a day may be kept at be 3-4 for the compulsory package looking at international and national norms. Students may be encouraged to the afternoon and evening for preparation for the next day's sessions.

Second year students are allowed to take not more than one CIS per term. CIS should be permitted during the term V and VI only.

2.1.3 Provision of Auditing the Course

An audit course is one where the student does not get any credits for taking the course even though he is subject to the same evaluation procedure as regular students of that course. The grades obtained in these courses should generally not be included in the computation of overall percentage/CGPA/division or for meeting the requirements of award of the PGDM. The grade sheet, however, should list these audit courses with a PASS/FAIL notation. The concept of audit course is for the benefit of those students who are keen to enroll in a course but cannot do so because they have already reached the maximum number of courses allowed for that term by registering themselves for other courses. The students should be informed of the maximum courses that can be taken up under the audit system, total and per term.

2.1.4 Attendance and Grading for eligibility for award of Diploma

Attendance of students has to be taken very seriously and it has to be given top priority for all institutions. In principle, attendance has to be made compulsory for all students in all courses. However, to accommodate absence on account of exigencies like sickness of self or close family members, participation in management festivals, co-curricular, placement related activities, a percentage of absence of up to 20% in a course is treated as permissible absence not attracting any penal consequences with prior information of such absence has been taken. If the percentage of absence of a student in a course is more than 20% but is equal to or less than 30%, some level of penalty has to be imposed like lowering of one full grade point that secured by the concerned student in that course. It is suggested that absence of more than 30% may not be allowed in any given course, and that institution may by default award a grade of “Fail”, in that course. However, to deal with some very urgent and unavoidable situations, some relaxations may be permitted with prior permission. The institution would create norms as per best practices and circumstances, and declare them prior to commencement of the program to students. Examples of these circumstances could be:

- hospitalization of self, or hospitalization for sudden serious illness or demise of parent, grandparent, brother, sister, spouse or child, or
- Death, wedding or other such circumstances; natural and other disasters,
- Participation in a management festival or co-curricular activity duly pre-approved by the institution.

Further in such circumstances, and in cases of academic failure of students in given course/s, the institution would create commensurate rules for repeating courses, provisions which stipulate the grades that must be achieved by students and the minimum number of courses/credits where such stipulated grades need to be achieved, to be declared eligible for award of Diploma.

2.1.5 Pedagogy

Institute may use a combination of various teaching methods such as cases, projects, independent studies, computer aided instructions, group discussions, lectures, seminars, presentations by students, and lectures by guest speakers from industry and government. The *case method* is generally seen as a most effective tool, and it should be included as part of the curriculum design as far as possible. This sharpens analytical skills of students and helps analyze problems from multi-functional perspectives.

2.1.6 Guidelines for Course of Independent Study (CIS)

Second year PGDM students may opt for a Course of Independent Study (CIS) equivalent to one course. CIS comprises of an investigation, together with the written report and interpretation thereof, of a subject accepted and approved by a member of the faculty. It can be either theoretical or empirical exercise, or a combination of both.

Objective

The CIS represents an opportunity to the students to explore a topic in depth in his/her field of concentration or in an area of special interest. It makes possible the integration of several fields of study in searching for the solution to a single problem. For an empirical work, it provides valuable experience in the research process in the definition of a problem, in the search for relevant data, in the analysis of the data, and in deriving the conclusions and implications of the data for the problem under study. Thus, the CIS offers an opportunity for individual initiative, judgment, and resourcefulness, well beyond that is possible in a regular course.

Nature of the CIS

An acceptable CIS may take many forms. It may be a study of relevant theoretical and empirical literature on a specific topic culminating into a position paper. It may be a case study, describing and analyzing a particular incident, illuminating a variety of managerial problems. The CIS may take the form of a staff study in which the pertinent elements of a policy problem are studied and weighted to reach conclusions as to possible courses of action. The CIS may be a historical study, analyzing and searching for implications in a particular period. It may involve the design of a new method or a comparison of pertinent factors in two or more methods. The CIS may, of course, consist of formulation and testing a hypothesis relevant to some areas of management. Data sources for CIS may include: books and articles, published reports, results of interviews, responses to questionnaires, etc.

Topic Selection

A good criterion for topic selection is individual interest and curiosity based on the possession of some minimum level of advanced knowledge. The knowledge may have been gained through previous work experience, summer jobs, or through participation in course work. Questions of interest may arise in the course of classroom work, but cannot be fully covered there. There may be an accepted principle with which the student does not, on grounds of logic and available evidence, agree; or there may be tentative hypothesis or suggested procedure which the individual is interested in subjecting to further testing. The nature of the knowledge about business and other human activities is such that the processes of critical review, analysis, measurement, and testing can never be completed. However, few guidelines can help the students:

i) The topic for CIS must be focused. It cannot be obtuse like “Telemarketing”

ii) The CIS subject should be manageable, having regard for the time available and the student’s desire to reach defensible conclusions. It is difficult to generalize much beyond this. Whether a subject is too broad, etc., often depends on the individual’s ability to structure the subject and his originality in analysis. Initial formulations of possible CIS subjects are vague, formless, ambiguous, and over-ambitious.

Removing these faults by successive reformulation requires concentration and practice, and can be made much easier by drawing upon the experience and knowledge of members of the faculty.

iii) A student should not choose a CIS topic likely to be classified as: “Confidential” or “Secret” for reasons of public interest, national security, restricted for proprietary or other reasons, and no student is permitted to embark on such a subject.

CIS equivalent to a three credit course or less, should generally be completed in the term it is undertaken.

2.1.7 Term wise list of suggested Core Courses

The course contents for each of the compulsory courses and for various typical electives popular at the moment have been presented in the Appendix. The contents for the compulsory courses have been indicated fully. However, the elective courses being large and varied, and possibly used as a means of differentiating programs and institutions, it was felt that an indicative set of course contents and objectives should be provided by the Committee.

PGDM First Year

Term I

1. Organisational Behaviour-I
2. Managerial Accounting and Control - I
3. Business Communication
4. Managerial Economics (Microeconomics)
5. Quantitative Techniques – I
6. Operations Management –I

Term II

1. Financial Management I
2. Macroeconomics
3. Managerial Accounting and Control –II
4. Marketing Management – I
5. Quantitative Techniques – II
6. Organisational Behaviour-II

Term III

1. Financial Management – II
2. Human Resource Management
3. Management Information System
4. Marketing Management– II
5. Research Method
6. Operations Management-II

PGDM Second Year

Institutions may use the following list as a guideline for developing their own electives. Institutions should modify the suggested courses/contents, or add to the list of electives for purposes of differentiating its offering as relevant to sectors of interest and relevance. This will allow the institutions who currently offer PGDM in particular sector/domain such as Retailing, HR, etc. to provide relevant content and create their unique identity through these electives.

Term IV

Compulsory Course

1. Strategic Management
2. Business Environment (Indian and World Economy)

Term IV: contd...

Suggested List of Elective Courses

Economics Area

1. International Economics
2. International Trade
3. Business Forecasting
4. Export-Import Management & Strategies
5. Advanced Econometric analysis

Finance

1. Security Analysis and Portfolio Management
2. International Finance
3. Risk & Insurance Management
4. Merchant Banking & Financial Services
5. Corporate Valuation, Merger & Acquisition
6. Micro-Finance
7. Taxation & Tax Planning
8. Advance Equity Research
9. Derivatives & Equity Research
10. Retail Banking

11. Bank Performance Analysis
12. Project Appraisal and Financing
13. Financial Engineering
14. Treasury Management
15. Fixed Income Markets
16. Business Analysis and Valuation
17. Management Control Systems
18. Strategic Financial Management

Human Resource Management & OB

1. Organisation Development and Change
2. Building and Leading Effective Teams
3. Strategic HRM and International Perspective
4. Managerial Excellence
5. Negotiations Management

Information System

1. Business Process Re-engineering
2. Enterprise Resource Planning
3. Business Module for e-commerce
4. Management Software Development
5. Data Warehousing & Data Mining
6. Knowledge Management
7. Decision Support System

Marketing

1. Consumer Behaviour
2. Product and Brand Management
3. Services Marketing
4. Sales and Distribution Management
5. Advertising and Sales Promotions
6. B2B Marketing
7. Retail Management
8. Customer Relationship Management
9. Rural Marketing
10. Internet Marketing
11. New Product Development
12. International Marketing
13. Managing Marketing Communication
14. Advance Marketing Research

Operations Management

1. Project Management
2. Services Operations
3. Supply Chain Management

4. Advanced Operations Research
5. Quantitative Models for Logistics and Transportation Management
6. Advanced Data Analysis

Strategy Area

1. Merger, Acquisition and Corporate Restructuring
2. Entrepreneurship and Venture Capital Finance
3. Business Valuation
4. Competitive Strategy

General Management

1. IPR Law And Management
2. International Business

Chapter 3

Overall Recommendation & Program Review

3.1 Overall Recommendations

The Committee recommends that the structure of the PGDM program be adopted by all AICTE institutions undertaking these programs as a benchmark, as a means of ensuring quality. Those who have achieved international exposure and stature may be requested to contribute to the periodic review of the above suggested guidelines.

The suggested course contents may be integrated into the applicable syllabus for PGDM by the institution in question, however it should ensure that the minimum set of topics covered in suggested course outline should be included as far as possible. Each year there should be a review by the pertinent Areas of the Institute of the contents provided to ensure contemporary research and practices are incorporated. The contents are suggestive in nature, and their modification to suit particular specialization or treatment is best decided by the institutions in question.

It is recommended that the program structure should be adopted by institutions more as framework that would help institutions striving for quality in their delivery, aligning their own programs to the international best practices and national benchmarks.

The contents of courses are far more on a suggested basis, and may be adopted by the institutions on a basis of their own expertise with their niche offerings. However AICTE may determine their own mechanism for assessing need and degree of compliance by an institution such that the effectiveness of programs is maintained.

However the concern about evolving practices and philosophies, and bringing innovation to the program structure and contents, has to be addressed. Benchmarking best practices for attaining quality should not become constrained by rigidity which stifles innovation and differentiation.

In a competitive environment, institutions may strive to innovate to provide differentiated programs that attract better talent and resources. The efforts at differentiation to provide higher educational standards that are competitive, and more effective in meeting goals of students, will surely lead to a variation from the set patterns of structure and contents. This involves the process of innovation, and will ensure that Indian institutions gain the cutting edge to attain the leadership position in management education. Thus innovation that leads to competitive differentiation is something to be nurtured. By itself this will involve changes to the contents of the programs, and over time, even what is desirable as the structure the program.

Thus institutions which compete on quality may differentiate their offerings (their program structure and contents), and market forces will ensure that only those which provide a valuable differentiation, higher educational standards and delivery,

will survive. This situation requires that the recommended program structure and contents, should not be cast in stone, and institutions may use the same, as means of acquiring and maintaining standards of quality, rather than as a means of standardization and homogeneity, or of compliance with a regulated framework. Thus the current set of recommendations should be suggestive in nature, should be indicative of current best practices, and should be adopted by institutions for the purpose of benchmarking, and as a sounding board for changes and innovation, rather than as a set framework that should be replicated as such.

To ensure that faculty may deliver the contents, and ensure the updation and quality is of adequate levels, their participation in QIP for curriculum development and delivery, are to be encouraged. This will be a major pillar of quality assurance for institutions offering the PGDM. This is particularly true of Executive PGDM; as experienced executives seeking full time programs would otherwise not get the kind of value add that makes for a strong institutional brand.

3.2 Vision for the Suggested Course Curriculum

PGDM (2 Year Full Time) curriculum of AICTE should provide the academic excellence in management education in India. It should prepare students to lead, build and manage enterprises in the dynamic global economy. Through high quality teaching, research, case development and pedagogy of learning, the curriculum should provide tools for success applicable to across industries and functions. It should also cultivate an awareness of ethical issues and an understanding of the impact that business decisions can have on society at large. List of Books given at the end of each Course Outline is indicative. Faculty members should decide the book they would like to recommend for their course.

3.3 Faculty Development

With regard to global relevance, the complex opportunities and challenges that emanate from the worldwide scope of operations, outsourcing, supply chains, partnerships, and financial and consumer markets—all linked in real time through the Internet—should be reflected adequately in curricula and learning approaches. Of course, this would require that faculty get global exposure and training in global business strategy and practices on regular basis. In addition, cases and curricula should be kept up with the rapid developments in the way business is developed, transacted, and consumed in real time across national boundaries.

Some observers, including Peter Drucker, have been critical of the schism between typical business school curricula and learning experiences, and requisite management skills. They have proposed more “clinical” content of curricula and greater business familiarity among faculty members who import their experiences into the classroom. Outward-facing curricula and experiential education can create the critical intersection between classroom and business learning that keeps faculty and

students connected to rapidly changing business models. Finally, the schism between curricula and practice raises questions about staffing models focused on the “researcher as teacher” in business schools.

Non availability of adequate proficient faculty is a major constraint for sustainable growth of quality management education in India. Premier Institutions should come forward for taking responsibilities for faculty development programs so that model curricula should be implemented with uniform standard in all AICTE approved institutions. Given the current huge demand-supply gap, additional faculty would need to be attracted by appropriate incentives and existing faculty resources should continuously be upgraded.

3.4 Review of Program Structure and Contents

It is also recommended that the current structure for PGDM be reviewed on a periodic basis. The relevance, contribution and actual degree of specification of guidelines such as these, should also be reviewed so that whatever is appropriate for the management education environment at the post graduate level can be taken up at that point of time.

Thus it was recommended that the proposed structure and contents should be adopted by institutions as mentioned above, and there should be scope for innovation. Further, given that innovations and changes in international best practices will occur over time, the program structure and contents should be reviewed periodically. It is suggested that curriculum review be carried out *latest within two years* of each round of suggested course contents being put up. Further, the structure may be reviewed *every three years* of any proposed program structure being put up henceforth.

Appendix I

Suggested Course Outline for Two Year PGDM

PGDM: Year – I

PGDM: Term - I

1. Organisational Behaviour-I
2. Managerial Accounting and Control - I
3. Business Communication
4. Managerial Economics (Microeconomics)
5. Quantitative Techniques – I
6. Operations Management –I

Term –I: Organizational Behavior -I

Aim

The course aims to introduce the concepts of management and behaviour in organization, at the individual level. The other aspects of behavior i.e. group and organizational level will be dealt in the next level of OB. When the student starts associating the preliminary theory of management and OB, especially at the individual level, they can understand the motive behind the management theory and the psychology of an individual in the organization.

Objectives

1. The main objective is to teach the students the main functions of management.
2. The emerging paradigm emphasizes that managers need a variety of skills to understand human behaviour, communicate with people, motivate employees, adapt to changes, manage new technologies etc.
3. The focus is on effective leadership, harnessing creativity, enthusiasm of employees, sharing vision, values, information and power with them.
4. The guiding principles for grooming future managers is to build skills of team-work, decision making and learning that would help them to perform successfully in today's complex business environment.

Suggestive Coverage

- Introduction of Management Concepts & Management thinkers Enterprise and its Environment
- Planning Function
- Organizing
- Staffing
- Directing
- Controlling
- Decision– making
- Motivation Theories & Hawthorne Studies
- Leadership Theories

Suggestive Text Books

1. Essentials of Management: An International Perspective by Koontz & Weihrich, Tata McGraw Hill Education Private Limited, New Delhi.
2. Management (Text and Cases) by V.S.P. Rao and V Hari Krishna, Excel Books, New Delhi.
3. Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
4. Contemporary Management, Gareth R. Jones and Jennifer M. George, fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi.
5. Management by Stephen P. Robbins, Mary Coulter and Neharika Vohra, Pearson Publication, New Delhi.
6. Modern Management: Concepts and Skills, 11th Edition, Samuel C. Certo and S. Trevis Certo, PHI Learning Private Limited, New Delhi.
7. Management, James A. F. Stoner, R. Edward Freeman and Daniel R. Gilbert, JR., Sixth Edition, Pearson Publication, New Delhi.
8. Principles of Management, P C Tripathi and P N reddy, Second Edition, Tata McGraw- Hill Education Private Limited, New Delhi.
9. Management Process and Organizational Behaviour, Karam Pal, I.K. International Publishing House Pvt. Ltd. Management: Principles, Processes and Practices, Anil Bhat & Arya Kumar, Oxford University Press.
10. Management and Organizational Behaviour, Mullins, 7th edition, Pearson Publication, New Delhi.
11. Organizational Theory: Structure, Design and Applications, Robbins, 13th edition, Pearson Publication, New Delhi.
12. Business Organizations and Management, Tulsian, Pearson Publication, New Delhi.
13. Fundamentals of Management: Essential Concepts and Applications, 6th edition, Robbins, Pearson Publication, New Delhi.
14. Contemporary Management, Jones, Tata McGraw Hill Education Private Limited, New Delhi.
15. Management Today: Principles and Practice, Burton, Tata McGraw Hill Education Private Limited, New Delhi.

16. Management, Bateman, Tata McGraw Hill Education Private Limited, New Delhi.
17. Management, Ghuman, Tata McGraw Hill Education Private Limited, New Delhi.
18. Management: A Global and Entrepreneurial Perspective, Wehrich, Tata McGraw Hill Education Private Limited, New Delhi.
19. Principles of Management and Organisational Behaviour, Mukherjee, Tata McGraw Hill Education Private Limited, New Delhi.
20. Principles of Management, Hill, Tata McGraw Hill Education Private Limited, New Delhi.

Term-I: Management Accounting & Control-I

Aim

The prime function of a manager is to take decision, the aim of this subject is to pave way for the decision making. In management accounting the focus has been on decision making through various management accounting tools and techniques, however in Management Accounting, tools are like CVP- Analysis, Marginal Costing, Differential Costing are used to provide solutions to a manager's day-to-day problems. After going through the course a student should be able to analyze:

- What are the decision alternatives?
- How we can analyze each alternatives and its profitability?
- What are the cost and non cost factors associated with each decision alternative?
- Finally at what criteria we will select the best alternative?

Objectives

- Identify the problem-read the business environment
- Map out the constraints
- Identify alternatives
- Gain understanding of Management Accounting Tools & Techniques like: CVP-Analysis, BEP, Budgets, Standard Costing, Variance, Marginal Costing, Differential Costing
- Use computerized tools such as TORA and MS-Excel Solver in decision making
- Take an optimal decision.

Suggestive Coverage

- Management Accounting & Cost Accounting Concept- Nature and Scope
- Cost Analysis: Concept of Cost, Cost Classification, Cost Sheet
- Inventory Management and related Cost Concepts
- Marginal Costing
- Marginal Vs Absorption
- Contribution, Marginal Cost Equation
- P/V Ratio, Break Even Analysis, CVP Analysis, MOS and its managerial applications
- Differential Costing-Application Of Differential Costing: Make or Buy, Accept or Reject, Add or Drop Products, Sell or Process, Operate or Shutdown
- Budgetary Control- Concept of Budget, Budgetary Control, Classification of Budget, Zero Base Budgeting
- Standard Costing & Variance Analysis
- Concept of Standard Costing and Variance Analysis: Material, Labour & Overhead

Suggestive Text Books:

- Management Accounting (2nd edition – A Sahaf)
- Jawahar Lal, Managerial Accounting (Himalaya Publishing House)
- Horngren, Sundem & Stratton, Introduction to Management Accounting (PEARSON, Prentice Hall, 13th Edition)
- Kaplan & Atkinson, Advanced Management Accounting (PEARSON, Prentice Hall, 3rd Edition)
- Coombs, Hobbs & Jenkins, Management Accounting Principles and Applications (Sage Publications)
- Management Accounting & Control Systems; The ICAI University
- Colin Drury, Management and Cost Accounting (Thompson, Sixth Edition)
- Louderback & Holmen, Managerial Accounting (Thompson South Western, 10th Edition)
- I.M. Pandey, Management Accounting (Vikas Publishing House Pvt Ltd, 3rd Edition)
- 10.M Y Khan & P K Jain, Management Accounting (Tata McGraw Publishing, 3rd Edition)
- 11.M.N. Arora, Text Book of Cost & Management Accounting, (Vikas Publication, Eighth Edition)
- Debarshi Bhattacharya, Management Accounting,(Pearson Publication)
- Madhu Vij, Management Accounting, (MacMillan Publication)
- Hugh Coombs, David Hoobs & Ellis Jenkins, Management Accounting, Principles & Applications(Sage South Asian Edition)
- 15. M.N. Arora, Cost & Management Accounting (Theory & Problems) ,(Himalaya Publication)
- 16. S.N Maheshwari & S.K. Maheshwari, A Text Book of Accounting For Management,(Vikas Publication)
- S.K. Bhattacharya, Accounting for management, text & cases,(Vikas Publication)
- M.N. Arora, Cost Accounting: Principles & Practice,(Vikas Publication, 11th Edition)
- M.N. Arora, Essentials Of Cost Accounting, (Vikas Publication)

Term-I: Business Communication

Aim

The need to communicate is universal and transcends every man-made classification based on language, place, or culture. Human being has been devising ways and means to express his views to others, ever since his biological presence on this planet. Besides its social and psychological relevance, communication has a vital role to play in business.

The role of communication in an organization can be seen as a job bringing all aspects of business together – employees, customers, suppliers, intermediaries, public, and so on. It is therefore rightly called the '*bloodline of an organization*'.

Especially for managers, a persuasive proposal, the value of a powerful PowerPoint presentation, a well-phrased memorandum, well organized instructions, and a thorough analytical report remains high. The intent of this course, then, is to help improve these and other skills. The main focus of the course remains polishing the written communication skills.

Objective:

- Discuss the nature and essential components of business communication
- Understanding today's dynamic workplace
- Present comprehensive coverage of corporate world's communication concepts in an interesting and lively manner
- Provide students with the written and technical communication skills they need to communicate effectively in a complex and ever-changing contemporary work environment

Suggestive Coverage:

- Understanding The Foundations Of Business Communication
- Etiquette for Writing
- Planning Business Messages
- Writing Business Messages
- Completing Business Messages
- Writing Routine & Positive Messages
- Writing Negative Messages
- Writing Persuasive Messages
- Writing Messages for Electronic Media
- Communicating Information Through Visuals
- Planning Reports and Proposals
- Writing Reports and Proposals
- Completing Reports and Proposals

Suggestive Text Books:

1. Business Communication Today, 9th edition, Bovee, Thill and Chaturvedi; Pearson Publication, New Delhi.
2. Business Communication by M.K. Sehgal & Vandana Khetarpal; Excel Publication
3. Business Communication & Personality Development by Biswajit Das and Ipseeta Satpathy
4. Basic Business Communication by Lesikar, Flatley, Rentz and Neerja Pandey; 11th edition; Tata McGraw Hill Education Private Limited, New Delhi
5. Contemporary Business English, 5th edition (Indian Adaptation), by Scot Ober; Biztantra Business Communication by K.K.Sinha; Galgotia Publishing Company
6. Business Communication by Raman and Singh; Oxford Publication
7. Skills Development for Business and Management Students by Kevin Gallagher; Oxford Publication
8. Understanding Human Communication, 9th edition; Adler and Roadman; Oxford Publication
9. Business Communication by Asha Kaul; 2nd edition; PHI Learning
10. Developing Communication Skills by Mohan and Banerji, 2nd edition; Macmillan
11. Management Communication: A Case- Analysis Approach by O'Rourke and Singh; 4th edition; Pearson Publication, New Delhi.
12. Business Communication by Sethi and Adhikari; Tata McGraw Hill Education Private Limited, New Delhi
13. Effective Business Communication by Asha Kaul; PHI Learning
14. Business Communication: Concepts, Cases and Applications, by Chaturvedi; 2nd Edition; Pearson Publication, New Delhi.
15. Business Correspondence and Report Writing: A practical Approach to Business and Technical Communication by Sharma; 4th edition; Tata McGraw Hill Education Private Limited, New Delhi
16. Effective Business Communication by Murphy, Hildebrandt and Thomas; 7th edition; Tata McGraw Hill Education Private Limited, New Delhi Communication for Business: A practical Approach by Taylor and Chandra; 4th edition; Pearson Publication, New Delhi.
17. Communication by C.S. Rayudu; 8th edition; Himalaya Publishing House
18. Managerial Communication by Hynes; 4th edition; Tata McGraw Hill Education Private Limited, New Delhi

Term I: Managerial Economics (Microeconomics)

Aim:

Managerial Economics is the application of economic theory and methodology to managerial decision making within various organizational settings such as a firm or a government agency. The emphasis in this course will be on application of basic economics principles and topics such as demand analysis, forecasting, cost analysis, production and pricing under different market situations, pricing practices etc. Students taking this course are expected to have had some exposure to economics and be comfortable with basic algebra and some knowledge of calculus.

Course Objective:

This course is concerned with the application of ideas of economics to understand various problems faced by managers while making decisions. It mainly involves the study of basic concepts of microeconomics with application to managerial decision making. Managerial Economics is the first and the most basic course in a series of courses in Economics. The objective of this course is to enable you to understand the behavior of Consumers, Producers in the business like environment and different forms of market. It is hoped that by the end of the course you will be able to appreciate the subtle and the most fundamental issues involved in running the business. It will also help you to understand various discussions on economic issues and the rationality of the interference by the government in resolving issues involving conflicting interests of various segments of the society.

Suggestive Coverage

1. Economics: Foundations, Models and Economic Systems
2. Trade-offs, Comparative Advantage and Market systems
3. Consumer Choice and Behavioral Economics
4. Demand Analysis and Methods of Demand Forecasting
5. Market Equilibrium Analysis: Interaction of Demand and Supply
6. Elasticity: Responsiveness of Demand & Supply to related economic variables
7. Economic Efficiency, Technology and Production Functions
8. Comparative Advantage and the Gains from International Trade
9. Firms in Perfectly Competitive Market and Monopoly; Pricing and Output decisions
10. Monopolistic Competition and Oligopoly: Decisions in more realistic setting
11. Different Types of Pricing Strategies and Practices
12. Environmental Policy, Public Goods and Regulatory Pricing
13. Industrial Location: Theories and Practices
14. Firms, Stock Market, and Corporate Governance
15. Project Evaluation: Methods
16. Shadow Price, Externalities and Social Cost-Benefit Analysis

Suggestive Text Books

1. Managerial Economics by Craig H. Peterson, W. Cris Lewis & Sudhir K. Jain, Published by Pearson Education, 2006/latest.
2. Managerial Economics by Paul Keat & Philip K. Young, Published by Pearson Education, 2009/latest.
3. Managerial Economics by Dominick Salvatore (Adapted by Ravikesh Srivastava), Published by Oxford University Press, 2008/latest.
4. Managerial Economics by Dominick Salvatore, Published by Thomson South-Western, 2008/latest.
5. Managerial Economics by Christopher R. Thomas & S. Charles Maurice, Published by McGraw Hill, 2005/latest.
6. Managerial Economics by Lila J. Truett & Dale B. Truett, Published by John Wiley Sons, 2004/latest.
7. Managerial Economics by G. S. Gupta, Published by Tata McGraw Hill, 2010/latest.
8. Managerial Economics by D. N. Dwivedi, Published by Vikas Publishing House, 2006/latest.
9. Managerial Economics by Suma Damodaran, Published by Oxford University Press, 2006/latest.
10. Microeconomics: Principles And Policy by William J. Baumol, Alan S. Blinde W.B. Saunders, Published by Thomson South Western, 2004/latest.
11. Economics by Richard Lipsey & Alec Chrystal, Published by Oxford University Press, 2008/latest.
12. Economics by Paul Samuelson & William Nordhaus, Published by Tata McGraw Hill, 2005/latest.
13. Economics for Business by John Sloman & Mark Sutcliffe, Published by Pearson Education, 2004/latest.
14. International Economics by Dominick Salvatore, Published by John Wiley & Sons, 2001/latest.
15. Microeconomics: Theory and Applications by D. N. Dwivedi, Published by Pearson Education, 2002/latest.
16. Managerial Economics Managerial Economics by P. L. Mehta, Published by Sultan Chand & Sons, 2008/latest.

Term-I: Quantitative Techniques - I

Aim

To a greater extent, modern management is adopting and applying quantitative techniques to aid in the process of decision-making. An intelligent use of appropriate tools reduces highly complex problem to one of manageable dimensions. The process of managerial decision-making is usually undergone in a complex and uncertain environment. To aid this process, a whole lot of past observation and experiences are required to be meaningfully collected organised and understood before such decisions are taken. Eventually the manager needs to know how to summarise, analyse and interpret relevant data arising from his field of work.

The quantitative analysis has a profound effect on the science of problem solving and art of management decisions. With this in mind, we have conceived ST for the postgraduate students of Management that deals mainly statistical techniques and its applications. The course has been designed to develop familiarity with the application of statistical methods in managerial problem solving and decision-making.

Objectives :

The main objective of the course

- Describe and explain statistical ideas, which we believe, are an essential part of the intellectual equipment for managers.
- To understand why and when the various methods should be used or not used.
- To focus attention to various assumptions inherent in each of these techniques and the resulting limitations.
- To make the best use of IT e.g. SPSS, MS Excel etc. in solving managerial problems through better data management and analysis techniques.
- Should be able to understand and interpret results obtained from SPSS.

Topics to be covered

- Charts and Graphs & Measures of Central Tendencies for Grouped and Ungrouped Mean, Median and.
- Measures of Variability and Shape
- Probability Theory & Application
- Probability Distribution & Uses (Discrete & Continuous)
- Sampling Techniques & Sample surveys
- Estimation & Testing Of Hypotheses
- Analyzing Bi-Variate Data & Analysis of variance
- Correlation & Regression Analysis
- Multiple Regression Analysis & Model Building in Regression analysis
- Time Series Analysis & Developing Forecasting Models
- Non Parametric Analysis
- Decision Analysis

List of suggestive Books

1. Models for social networks with statistical applications /by Bandyopadhyay, Suraj. - New Delhi: Sage, 2011.
2. Quantitative techniques in management 4th ed. /by Vohra, N D. – New Delhi: TMH, 2010.
3. Quantitative analysis for management, 10th ed. /by Render, Barry. - New Delhi: Pearson, 2010.
4. Quantitative techniques: Theory and problems /by Tulsian, PC. - New Delhi: Pearson, 2010.
5. Quantitative methods for business and economics /by Mouhammed. - New Delhi: PHI, 2010.
6. Quantitative techniques for decision making, 4th ed. /by Gupta, MP & Khanna,RB. – New Delhi; PHI, 2011.
7. Quantitative techniques for managerial decisions /by Sharma, J K. - New Delhi: Macmillan, 2010.
8. Quantitative methods in management: Problems & solutions/by Selvaraj, R. - New Delhi: Excel, 2008.
9. Quantitative techniques for managerial decisions /by Khanna. - New Delhi: PHI, 2010.
10. Quantitative techniques, 3rd ed. /by Kothari, C.R. - New Delhi: Vikas Pub., 2009.
11. Quantitative techniques /by Srivastava, S.C. - New Delhi: Anmol Publication, 2009.
12. Quantitative techniques for managerial decisions, 2nd ed. /by Srivastava, UK, Shenoy, GV &
13. Sharma, S C. - New Delhi: New Age International, 2010.
14. Quantitative techniques for management /by Jaisankary, S. - New Delhi: Excel Books, 2005.
15. Quantities analysis for management, 9th ed. /by Render, Barry. - Dorling Kindersley, 2008.
16. Quantitative methods: short course /by Curwin, J and Slater, R.- Thomson Learning, 2007

17. Quantitative methods for business, 4th ed. /by Waters, Donald.- Prentice-Hall, 2008
18. Quantitative techniques for competition and antitrust analysis /by Davis, Peter J and Garces, Eliana.- Princeton University Press, 2010
19. Textbook of quantitative techniques /by Bali, N P.- New Delhi: Laxmi Pub., 2008
20. Quantitative techniques for planning & decision making /by Agarwal, N P & Agarwal, Sonia.- RBSA, 2009.
21. Quantitative techniques in business, 3rd ed. /by Rao, Aditham B. - Mumbai: Jaico Pub. House, 2005
22. Propensity score analysis: statistical methods and applications /by Guo, Shenyang. – Delhi: Sage, 2010.
23. Quantitative techniques for decision making, 2nd ed. /By Sharma, A. - Bombay: Himalaya, 2009.
24. Quantitative techniques, 6th ed. /by Terence Lucey & Terry, Lucey. - Thomson, 2005.
25. Quantitative methods for business: the A-Z of QM /by John Buglear. – Butterworth: Heinemann, 2004.
26. Quantitative methods for economists /by Veerachamy R. – New Delhi: New Age International, 2008.
27. Quantitative methods for decision makers, 5th ed. /by Mik Wisniewski. - Prentice Hall, 2009.
28. Best practices in quantitative methods /by Jason W. Osborne. - Sage Publications, 2008.
29. Quantitative methods for business & economics, 2nd ed. /by Glyn Burton, George Carrol & Stuart Wall. - Financial Times/Prentice Hall, 2002

Operations Management - I

AIM:

Operations management represents a major functional area in any business, irrespective of its being manufacturing or service providing. This course intends to provide students with the fundamental of production principles. The most important role of POM is to offer the systems approach of management, where every part of business function like finance, mktg, HRM, etc operate in relation to each other. In most organisations production & operations is a major part of the organisations, with highest number of employees and resources in their control. A good understanding of POM is essential for understanding business as a whole, and is required by finance, Mktg, IT, IB and HRM decision makers.

Scope:

It is hoped that you will find these Production and operations topics, techniques, and terminology stimulating and relevant to your education and future business careers. The classroom environment will involve lectures, case discussions, problems, and visits to industries as the team-based Assignments, and simulation.

Tentative Coverage

1. Production and Operations function & evolution of POM
2. Framework for managing operations & POM'S relations to other management functions of an organization
3. Introduction to SQC, Defining Quality
4. Control Charts and their applications
5. work measurement, Method & Time Study
6. Inventory Management – Basic EOQ model
7. EBQ & Quantity discount models
8. ABC Classification of Materials
9. Material Resources Planning, MRP Calculation & Introduction to MRP II
10. Introduction to Project Management
11. Network analysis for Projects

Suggestive Text Books

1. Operations management: Theory and practices, 2nd ed. /by Mahadevan. - New Delhi: Pearson, 2010.
2. Fundamentals of production planning and control/by Chapman. - New Delhi: Pearson, 2010.
3. Production and operations management: Concepts, Models and Behavior 5th ed.

- /by Adam, E E Jr. & Ebert, Ronald J. - New Delhi: PHI, 2010.
4. Operations management with student DVD (SIE) 9th ed. /by Stevenson, William J. – New Delhi: TMH; 2010.
 5. Operations management 9th ed. /by Heizer, J & Barry Render. - New Delhi: Pearson, 2010.
 6. Production and operations management /by Nair. - New Delhi: TMH; 2010.
 7. Production and operations management /by Saxena. - New Delhi: TMH, 2010.
 8. Operations management /by Waters, Donald. - New Delhi: Viva, 2010.
 9. Production and operations management /by Schroeder. - New Delhi: TMH; 2010.
 10. Production and operations management /by Morton, Thomas E. - New Delhi: Vikas Pub. House, 2008.
 11. Production and operations management, 4th ed. /by Chary, S N. - New Delhi: TMH, 2010.
 12. Production & operations management: Text & Cases /by Kachru, Upendra.- New Delhi: Excel books, 2006
 13. Operations management for competitive advantage, 12th ed. /by Chase, Richard B & Jacobs, RF. - New Delhi: TMH, 2010.
 14. Production and operations management /by Starr, Martin K. - New Delhi: Biztantra, 2010.
 15. Production and operations management, 6th ed. /by Muhlemann. - New Delhi: Pearson, 2010.
 16. Operations management, 4th ed. /by Russell, RS & Taylor, BW. –New Delhi: PHI, 2010.
 17. Modern production /operation management /by Buffa, Elwood S & Sarin, RK.- Singapore: John Willy, 1998.
 18. Operations management, 9th ed. /by Krajewski, Lee J and Ritzman, Larry P. – Prentice Hall, 2009.
 19. Operations management and productivity techniques /by Mukherjee & Kachwala.- New Delhi: PHI, 2010.
 20. Operations management, 8th ed. /by Krajewski. - New Delhi: Pearson, 2010.

21. Manager's guide to operations management /By Kamauff, John. - McGraw Hill, 2009.
22. Essentials of operations management /by Young, Scott T. - Sage Publication, 2009.
23. Operations management for MB's 4th ed. /by Meredith, Jack R. - Wiley, 2009.
24. Cases in operations management: Building customers value through world class operations /by Klassen, Robert D. - Sage Publications, 2005.
25. Operation and operations management /by Khanna. - New Delhi: PHI, 2010.
26. Strategic operations management, 5th ed. /by Brown, Steve. - Butterworth-Heinemann, 2005.
27. Operations management: An integrated approach /by Samson, Danny & Singh, Prakash, J.- Cambridge University Press, 2003.

PGDM: Term-II

1. Financial Management – I
2. Macroeconomics
3. Managerial Accounting and Control –II
4. Marketing Management – I
5. Quantitative Techniques – II
6. Organisational Behaviour-II

Term – II: Financial Management-I

Aim

The knowledge of financial principles is advantageous to managers in virtually every discipline in business. This course is designed as an introduction to finance. The objective of this introductory course is to acquaint the students with the basic concepts of Financial Management, and make them appreciate the importance of decisions made by finance managers. It also aims to encourage students to think critically about issues in corporate financial management.

Objectives

- Gain an understanding of some of the approaches used by a financial manager with respect to financial analysis, profit planning & control, and management of current resources.
- Gain an understanding of some of the practical aspects of corporate finance decisions.
- Applying financial management skills to practical situations

Suggestive Coverage

- Financial Management-An Overview
- Objectives of Financial Management
- Goals & current issues of the financial manager
- Financial Ethics & Corporate Social Responsibility
- Operating and Financial Leverage: Analyzing trade-offs & determining optimal balance
- Projected Financial Statements: Tool for profit planning
- Working Capital Management
- Management of Cash & Marketable Securities-Concept, Need & Techniques
- Receivables Management- Concept, Need & Techniques
- Inventory Management-Concept, Need & Techniques
- Importance of Statement of Changes in Financial Position-Funds Flow and Cash Flow Statements

Suggestive Text Books

1. M Y Khan & P K Jain, Financial Management: Text, Problems and Cases, 4th Edition, Tata McGraw-Hill Publishing Company Ltd., New Delhi

2. I M Pandey, Financial Management, 9th Edition, Vikas Publishing House Pvt. Ltd., New Delhi
3. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi
4. Foundations of Financial Management (Including accompanying Cases text)/by Stanley B. Block, Geoffrey A. Hirt, 13th ed., New York: McGraw Hill, Inc., 2009.
5. Applied Corporate Finance-A User's Manual/by Aswath Damodaran, Wiley India Edition, 2nd edition
6. Financial Management-Theory and Practice, 11th edition/by Eugene F. Brigham & Michael C. Ehrhardt- Thomson Corporation
7. Financial Management/by Jonathan Berk & Peter DeMarzo - Pearson Education
8. Fundamentals of Financial Management/by Eugene F. Brigham & Joel F. Houston- Thomson Corporation
9. Corporate Finance-Theory & Practice/by Aswath Damodaran, Wiley India Edition, 2nd edition
10. Fundamentals of Financial Management, 13th/by James C. Van Horne & John M. Wachowicz, Jr.- Eastern Economy Edition
11. Corporate Finance, 8th edition/by Stephen A Ross, Randolph W Westerfield, Jeffrey Jaffe & Ram Kumar Kakani- The McGraw-Hill Companies (special Indian edition)
12. Principles of Corporate Finance (2007)/by Megginson, Smart & Gitman- CENGAGE Learning, India edition.
13. Principles of Corporate Finance, 8th edition/by Richard A Brealey, Stewart C Myers, Franklin Allen & Pitabas Mohanty- The McGraw-Hill Companies (special Indian edition)
14. Corporate Finance, 3rd edition/by Eugene F. Brigham & Michael C. Ehrhardt- Thompson W Publications, 2008
15. Principles of Financial Management/by Emery, Finnerty, and Stowe- Prentice Hall

Term II: Macroeconomics

Aim

The course aims at enabling students to relate the issues of how to develop a strategy, which is in line with developments in the external environment. The aim is to emphasize on developing an ability in the student to appreciate the linkages between macro environment changes and micro level decision-making, as a manager and as a consumer. This course focuses on macro economic concepts and policies to provide the theoretical base. It then takes the student on the path of linking economic theory with business strategy.

Objectives

- Understand the national income accounting systems of a country
- Interpretation of the above as the measurement of well-being of a country
- Identify the relationship between unemployment and inflation.
- Gain understanding of different types of models.
- Understand Indian monetary policy and Indian fiscal policy. Understand role of RBI in India economic growth.
- Understand FOREX markets and rates.

Suggestive Coverage

1. National Income Accounting Measurements
2. Unemployment
3. Inflation
4. Long-run economic growth
5. Economic growth models
6. Aggregate Expenditure model
7. AS – AD Model
8. Money and Types of Money
9. Quantity theory
10. Indian Monetary policy
11. Role of RBI
12. Indian Fiscal policy
13. Philips Curve
14. Foreign Exchange Market & Rate

Suggestive Text Books

1. Macroeconomics /by R. Glenn Hubbard, Patrick o'Brien. – Prearson, 2006.
2. Macroeconomics: Theory and Policies, 8th Ed. /by Richard T. Froyen. - Pearson, 2005.
3. Macroeconomics, 4th Ed./by Olivier Blanchard.- Pearson, 2007.
4. Macroeconomics, 9th ed. /by Dornbursh Rudiger. – McGraw Hill 2004.
5. Macroeconomics /by Gregory Mankiw. - Palgrave, 2008.
6. Macroeconomics: Theory and Policies, 3rd Ed. /by D. N. Dwivedi. - Mc Graw Hill, 2010.
7. Macroeconomics /by Carlin & Soskice.- Oxford, 2007.
8. Macroeconomics /by Dr. K. R. Gupta.- Atlantic, 2008
9. Macroeconomics /by Errol D'souza.- Prentice hall, 2009
10. Macroeconomics /by Mankiw & Taylor.- Thomson learning, 2007.
11. Macroeconomics, 7th Ed. /by Andrew B. Abel, Ben S. Bernanke, Dean Croushore - Pearson, 2010.
12. Macroeconomics, 1st Ed. /by P.Vohra, R. Mehta. – Commonwealth Publisher, 2007.
13. Macroeconomics: Theory and Applications, 1st Ed. /by William J. Baumol, Alan S. Blinder . – Ceneage Learning, 2009.
14. Macroeconomics Theory And Policy, 3rd ed. /by W. H. Branson. – East West, 2005.
15. Macroeconomics, 17th ed. /by Brue Mcconnell. – McGraw Hill, 2008.
16. Macroeconomics, 1st ed. /by Graeme Chamberlin, Linda Yueh.- Thomson learning, 2006.
17. Macroeconomics: Theory and Policies /by Vanita Agarwal.- Pearson, 2010
18. Macroeconomics, 2nd ed. /by Bradford Delong.- McGraw Hill, 2005

19. Macroeconomics, 7th ed. /by William Boyes, Michael Melvin.- South Western Educational Publishing, 2007
20. Macroeconomics /by Stephen Williamson.- Addison-wesley, 2001
21. Macroeconomics: Theory and Applications, 3rd Ed. /by G. S. Gupta. – TMH, 2007.
22. Macroeconomics, 19th ed. /by Samuelson.- TMH, 2009.

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Term-II: Management Accounting & Control-II

Aim

The prime objective of this course is to explain the basics of Managerial Accounting & Control- II of Financial Statements. Instead of having expertise over preparation of financial statements, a Management Graduate is expected to interpret & analyze the financial statements. Hence, more emphasis would be given to this aspect. It is further aimed that students should become confident in understanding and interpreting the financial data and information available in newspapers, magazines and internet.

Objectives

- Understand the concepts, conventions and principles behind the preparation of financial statements;
- Understand the components of financial statements;
- Read & interpret the financial numbers;
- Analyze the performance & efficiency of a company on the basis of analysis of its financial statements;
- Gain understanding of the latest developments in the field of national and international accounting.

Suggestive Coverage

1. Introduction, Meaning & Significance of Accounting
2. Distinction between Bookkeeping, Accounting & Accountancy
3. Outputs of the Accounting Process (Financial Statements)
4. Functions & Objectives of Accounting
5. Terms used in Accounting
6. Users of Accounting
7. International Financial Reporting Standards (IFRS)
8. Meaning & Implications of Accounting Concepts, Conventions and Principles
9. Double Entry System of Accounting: The Traditional Approach (Debit & Credit) Information
10. Limitations of Accounting
11. Types of Accounting
12. Accounting Methods
13. Generally Accepted Accounting Principles (GAAP)
14. Indian Accounting Standards (IAS)
15. Double Entry System of Accounting: The Modern & Scientific Approach
16. Preparation of Financial Statements
17. Analysis & Interpretation of Financial Statements

Suggestive Text Books

1. Financial Accounting: A Managerial Emphasis, Third edition/by Ashok Banerjee- Excel Books
2. Fundamentals of Accounting & Financial Analysis/by Anil Chowdhry-Pearson Education
3. Financial Accounting-Comprehensive Text Book/by Dr. Ashok Sehgal & Dr. Deepak Sehgal, Taxmann Publications
4. Financial Accounting for Management: An Analytical Perspective/by Ambrish Gupta- Pearson Education
5. Financial Accounting/by V. Rajasekaran & R. Lalitha-Pearson education
6. Accounting for Management/by Satish B Mathur-Tata Mcgraw Hill Education
7. Financial Accounting for Managers/by T.P.Ghosh, Taxmann Publications
8. Financial Accounting for Management/by N Ramachandran and Ram Kumar Kakani, Tata Mcgraw Hill Education
9. IFRSs simplified/by T.P.Ghosh, Taxmann Publications
10. Financial Statement Analysis/by Gokul Sinha, PHI Learning Pvt Ltd.
11. Financial Accounting-A Managerial Perspective/by R Narayanswamy, PHI Learning Pvt Ltd.
12. Understanding and Analyzing Balance Sheets using Excel Worksheet/by Ruzbeh J. Bodhanwala, PHI Learning Pvt Ltd.
13. Financial Accounting: Tools for Business Decision Making/by Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso-Wiley publications
14. Accounting Standards/by Ashok K. Nadhani, Taxmann Publications
15. Accounting & Finance for Managers/by T.P.Ghosh, Taxmann Publications

Term-II: Marketing Management - I

Aim

From need satisfaction to need creation, from marketer's task to everyone's task, today marketing has widened its horizons. As the organizations change so is their marketing. Marketing today includes strategic decisions like who the company wants as its customers, which needs to satisfy, what product and services to offer, what prices to set, what communication to send and receive, what channels to utilize and what resources to develop. This course provides an overview of marketing principles, processes and strategies with an opportunity to apply these concepts in a holistic manner to solve the real world situation.

Objectives

- To apply marketing theory and concepts to practical situations
- To use marketing concepts to make a Business Decision
- To improve familiarity with current challenges and issues in marketing

Suggestive Coverage

1. Basics of Marketing: Meaning, Scope, Need, Want, Value, Concepts in Marketing
2. Strategic Marketing; Marketing Environment (Analyzing needs and trends in macro environment)
3. Identifying and responding to Major Macro Environment Forces, Micro Environment Forces
4. Corporate strategies, SBU Strategies
5. Market Segmentation, Targeting, Positioning
6. Pricing: Types of Pricing, Setting the price, Adapting the price
7. Distribution; Channel Functions & flow, Channel levels, Channel Management (Selecting, training, motivating, evaluating channel members)
8. Promotion; Integrated Marketing Communication (IMC) Advertising (Developing and Managing the Advertising program)
9. Sales Promotion (Purpose, advantages and disadvantages, major decisions in sale promotion)
10. Personal selling, Public Relations

Suggestive Readings:

1. Marketing management the millennium /by Kotler Philip, 10th edition, PHI,
2. Marketing An Introduction /by Kotler Philip, Gray and Armstrong, Pearson education, 7edition,2007
3. Marketing management/, by Rajan Saxena, TMH, 4th edition
4. Fundamentals of marketing/ by Stanton William J et al, MGH,1996, edition
5. Marketing Management /by Tapan. K. Panda, Excel publications,2 nd edition
6. Marketing Management/ by Michael R Czinkota ,2 nd edition,1996
7. Basic Marketing a Global Marketing Approach ,/by Perrault, William &Mc Carthy,E Jerome TMH ,New Delhi
8. Marketing Management Planning Implementation and control, Indian context, / Ramaswamy VS Namakumari,McMillan India ltd,4 th edition,2010
9. Marketing /by Zikmund , Thompson learning,3 edition ,2007/Bombay
10. Marketing, /by Etzel Bruce J Walker, Tata Mc Grawhill, 14 edition,2003
11. Foundations of Marketing, /by Jobber, Tata Mc Grawhill, 2 nd edition
12. Basic Marketing: A Global Marketing, /by Perreault, Tata Mc Grawhill
13. Marketing Management, the Millennium Asian perspective,/by Kotler, Keller 13th edition
14. Marketing Management, Text and Cases, Chandrasekar, Tata Mc Grawhill,
15. Marketing Principles and Perspective, William O Bearden Thomas N Ingram, Tata Mc Grawhill
16. Marketing Management, /by Dominique Raju, Tata McGraw Hill, 2 ed
17. Marketing Management, Text and Cases,/by Lal, TataMcGrawhill
18. Marketing: The core/by Roger Kenn, Steven Hartley, Tata Mc Grawhill
19. Marketing Management /by Arun Kumar, N Meenakshi, Vikas publications.
20. Principles of Marketing /Kotler, Agnihotri, Haque, Armstrong
21. Fundamentals of marketing/by Charles Futrell

Term-III: Quantitative Methods in Management II

Objectives

Decision-Making is an essential part of the management process and pervades the activities of every business manager. In view of the fast changing environment and increasing complexity of the real world, there is a much greater need for acquiring the requisite skills for decision making by scientific and systemic methods.

The purpose of this course is to provide the participants with a sound conceptual understanding and application of various scientific methods and techniques for business decision making in an efficient and effective way. The course is application oriented and uses a problem solving approach. It is expected that after going through this course, the participants will be able to structure, analyze and solve real life problem situations in their working environment.

Pedagogy

The course will be based on lectures, case presentations and problem solving exercises. The participants are advised to go through the reading material well in advance before the class. The course is designed to be interactive and the emphasis will be on learning by doing.

The participants are expected to use relevant computer software for solving the problems throughout the course.

Suggestive Coverage

The tentative outline of the course and the number of sessions for each topic will be as follows

1	Introduction to the course, Problem Structuring Methods
2	Linear Programming, Formulations
3	Linear Programming Formulations/ Solution Method/ Sensitivity Analysis Use of Excel Solver and TOR
4	Transportation Problem
5	Assignment Problem
6	Transshipment Problem
7	Integer Programming

Books

- Operations Research: An Introduction, Hamdy A. Taha (Prentice Hall of India Private Ltd., New Delhi, 1998)
- Quantitative Techniques in Management, N.D. Vohra. Tata McGraw Hill, 1990 (3ed.).
- Additional materials will be provided whenever required.

Term-II: Organizational Behavior - II

Aim

The current climate of global competition, increasing diversity, geopolitical uncertainty, the war on terror, changing social values, rapid technological change and concerns about the quality of work life and environment has made the workplace more busy and stressful. It has also provoked a renewed interest in the management of people within organizations. The course aims to enable the budding executives to understand and manage people at work effectively within this complex environment. The course covers the theories which will be applied to situations faced by managers in the real world. The study of Organizational Behavior - II will facilitate your understanding of the causes of human behavior and how this knowledge can be used to help people and organizations create and maintain a competitive edge by working productively i.e. effectively, efficiently, ethically even enjoyably.

The course will explore the subject of Organizational Behavior at three levels: the individual level, the group level and the organizational level. In OB-II, we give more focus on group level and organizational level.

Objectives

- OB deals with the field of study relating to 3 determinants of behaviour namely behaviour of individuals, organizations, groups.
- At the individual level, the course will focus to understand the motive of management theory and the psychology of individual in an organization.
- At the group level, the course will focus on group dynamics and processes, norms, roles, team building, power and politics, leadership.
- At the organizational level, the focus will be on organizational culture and change management.

Suggestive Coverage

1. Contemporary Issues in Organizational Behaviour
2. Organizational Behavior Modification
3. Individual and Interpersonal Behavior
4. Values, Attitude, Job satisfaction
5. Learning Organization Structure & Design
6. Group and Group Behavior
7. Power and Politics
8. Conflict and Negotiation
9. Organizational Climate & Culture
10. Organizational Change, Development and Effectiveness

Suggestive Text Books

1. Organization Behaviour – 13th Edition by Stephen P. Robbins, Timothy A. Judge & Seema Sanghi, Pearson Publication, New Delhi.
2. Understanding Organizational Behaviour by Udai Pareek, Second Edition, Oxford University Press.
3. Organizational Behaviour, Margie Parikh and Rajan Gupta, Tata McGraw Hill Education Private Limited, New Delhi.
4. Organizational Behaviour, Steven L McShane, Mary Ann Von Glinow, Radha R Sharma, Tata McGraw-Hill Education Private Limited, New Delhi.
5. Organizational Behaviour: Concepts and Applications, Dipak Kumar Bhattacharyya, Oxford University Press.
6. Organizational Behaviour: Concepts, Realities, Applications and Challenges, P G Aquinas, Excel Books.
7. Organizational Behaviour: Text and Cases, Kavita Singh, Pearson Publication, New Delhi.
8. Organizational Behaviour: A Modern Approach by Arun Kumar and N Meenakshi, Vikas Publishing House Pvt. Ltd.
9. Organizational Theory, Design and Change, Gareth R. Jones and Mary Mathew, sixth edition, Pearson, New Delhi.
10. Organizational Behaviour: Text, Cases and Games, K. Aswathappa, Eighth Revised Edition 2008, Himalaya Publishing House, New Delhi.
11. Principles of Organizational Behaviour, Robin Fincham and Peter Rhodes, Fourth Edition, Oxford University Press.
12. Organizational Behaviour: An introduction to your life in Organizations, Andre, Pearson Publication, New Delhi.
13. Understanding and Managing Organizational Behaviour, George, 5th edition, Pearson Publication, New Delhi.
14. Management and Organizational Behaviour, Mullins, 7th edition, Pearson Publication, New Delhi.
15. Organization Behaviour: Essentials, McShane, Tata McGraw Hill Education

Private Limited, New Delhi.

16. Organization Behaviour: Human Behaviour at Work, Newstrom, Tata McGraw Hill Education Private Limited, New Delhi.
17. Organizational Behaviour and Management, Ivancevich, Tata McGraw Hill Education Private Limited, New Delhi.
18. Organizational Behaviour, Kinicki, Tata McGraw Hill Education Private Limited, New Delhi.
19. Organizational Behaviour, Kreitner, Tata McGraw Hill Education Private Limited, New Delhi.
20. Organizational Behaviour, McShane, Tata McGraw Hill Education Private Limited, New Delhi.
21. Organizational Behaviour: Concepts, Skills and Practices, Kinicki & Kreitner, Tata McGraw Hill Education Private Limited, New Delhi.

PGDM: Term III

1. Financial Management – II
2. Human Resource Management
3. Management Information System
4. Marketing Management– II
5. Research Methodology
6. Operations Management-II

Term-III: Financial Management-II

Aim

After going through the introductory course of Financial Management-I, management students would be exposed to, through Financial Management II, a thorough study of the tools and analytical conventions used in the practice of corporate finance. The emphasis is on establishing an understanding of the basic elements of financial theory to be used in the application of analytical reasoning to business finance problems. Thus, the objective of this course is to provide the overview of corporate finance for financial analysis and decision making.

Objectives

- Gain an understanding of how to apply the concepts of financial management to decision making.
- Provide solution to business problems related to corporate finance.

Suggestive Coverage

- Time Value of Money: Future Value, Present Value, Annuities
- Capital Market Efficiency and Capital Markets in India Stock Markets: types of securities, rights of common stockholders, rights offerings
- Concepts of Risk, Return and Diversification
- Valuation of Bonds and Shares
- Beta Estimation and the Cost of Equity
- Sources of Finance
- Capital Budgeting Decisions: Methods of Selecting Capital Projects, Capital Rationing, Impact of Risk on Capital Budgeting
- Computation of Cost of Capital/WACC
- Capital Structure Theories
- Dividend Theory & Dividend Policy
- Financial Planning and Strategy

Suggestive Text Books

- M Y Khan & P K Jain, Financial Management: Text, Problems and Cases, 4th Edition, Tata McGraw-Hill Publishing Company Ltd., New Delhi
- I M Pandey, Financial Management, 9th Edition, Vikas Publishing House Pvt. Ltd., New Delhi
- Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi

- Foundations of Financial Management (Including accompanying Cases text)/by Stanley B. Block, Geoffrey A. Hirt, 13th ed., New York: McGraw Hill, Inc., 2009.
- Applied Corporate Finance-A User's Manual/by Aswath Damodaran, Wiley India Edition, 2nd edition
- Financial Management-Theory and Practice, 11th edition/by Eugene F. Brigham & Michael C. Ehrhardt- Thomson Corporation
- Financial Management/by Jonathan Berk & Peter DeMarzo-Pearson Education
- Fundamentals of Financial Management/by Eugene F. Brigham & Joel F. Houston- Thomson Corporation
- Corporate Finance-Theory & Practice/by Aswath Damodaran, Wiley India Edition, 2nd edition
- Fundamentals of Financial Management, 13th/by James C. Van Horne & John M. Wachowicz, Jr.- Eastern Economy Edition
- Corporate Finance, 8th edition/by Stephen A Ross, Randolph W Westerfield, Jeffrey Jaffe & Ram Kumar Kakani- The McGraw-Hill Companies (special Indian edition)
- Principles of Corporate Finance (2007)/by Megginson, Smart & Gitman- CENGAGE Learning, India edition.
- Principles of Corporate Finance, 8th edition/by Richard A Brealey, Stewart C Myers, Franklin Allen & Pitabas Mohanty- The McGraw-Hill Companies (special Indian edition)
- Corporate Finance, 3rd edition/by Eugene F. Brigham & Michael C. Ehrhardt- Thompson SW Publications, 2008
- Principles of Financial Management/by Emery, Finnerty, and Stowe- Prentice Hall

Term III: Human Resource Management

Aim:

The human resource management is the subject in which we study how to manage the human beings in the organization so that the person can be used as a source again and again for a long time. The competitive advantage of an organization is no longer defined by the traditional factors of success such as natural resources, technology, economies of scale etc. In today's environment, the organization success is defined by how well it manages its human resources, or how well it incorporates human resource management into its business strategy.

The organizations compete intensely to attract, retain and motivate skilled and talented professionals. The professional's expectation and demand from the firm are – job satisfaction, quality of work life, greater recognition, rewards, compensation and prefer mutuality and shared destiny over job security. So the aim of the course is to give students a strong foundation in HR concepts and techniques to do their jobs.

Objective:

- Provide students a complete and comprehensive theoretical and practical review of essential HR concepts
- To give them a taste of International Dimension of Human Resource Management
- Focus on the HR manager's responsibilities for facilitating ethical behaviour among employees and for dealing ethically with employees
- Discuss cost-benefit analysis in connection with recruiting, selection, training, performance appraisal etc

Suggestive Coverage:

- Introduction to Human Resource Management
- Equal Opportunity and Law
- Strategic HRM and HR Scorecard
- Job Analysis
- Human Resource Planning and Recruiting
- Employee Testing and Selection
- Interviewing Candidates
- Training and Developing Employees
- Performance Management and Appraisal
- Managing Careers

- Establishing Strategic Pay Plans
- Pay for Performance and Financial Incentives
- Benefits and Services
- Ethics, Justice and Fair treatment in HR Management
- Labour Relations and Collective Bargaining
- Employee Safety and Health
- Managing Global Human Resources

Suggestive Text Books:

- Human Resource Management by John Ivancevich; 10th edition; Tata McGraw Hill Publication
- Human Resource Management by Fisher, Schoenfeldt and Shaw; 6th edition; Biztantra Publication
- Strategic Human Resource Management by Tanuja Agarwala; Oxford Publication
- Human Resource Management (Eleventh Edition) by Gary Dessler and Biju Varkkey, Pearson Publication
- Human Resource Management by Griffin and DeNisi; 6th edition; Biztantra Publication
- Case Study Solutions Human Resource Development; 2nd edition; H.Kaushal; Macmillian Publication
- Human Resource Management Text and Cases; 2nd edition; VSP Rao; Excel Publication
- Human Resource Management Principles and Practice by Aquinas; Vikas Publishing House
- Human Resource Management by Biswajeet Pattanayak; 3rd edition; PHI Learning
- Human Resource Management Text and Cases by K. Aswathappa; 5th edition; Tata McGraw Publication
- Human Resource Management by Pravin Durai; Pearson Publication
- Human Resource Management by Mamoria and Gankar; Himalaya Publishing House
- Strategic Human Resource Management and Development by Richard Regis; Excel Publication
- Human Resource Development by Haldar; Oxford Publication
- Human Resource Management by Jyothi and Venkatesh; Oxford Publication

- Introduction to Human Resource Management by Banfield and Rebecca; Oxford Publication
- Human Resource Management by Gilmore and Williams; Oxford Publication
- Human Resource Management: Gaining a Competitive Advantage by Numbers; 5th edition; Tata McGraw Hill Publication
- Human Resource Management by Saiyadain; 4th edition; Tata McGraw Hill Publication
- Human Resource Management by Lepak; Pearson Publication.

Term-III: Management Information System

Aim

This course focuses on the critical personal and organizational issues of the management information systems (MIS) function. Exposure is provided to important technical topics related to computer hardware and software. The unifying theme is the types of computer-based applications being used at different levels of an organization and how computer-based applications being used at different levels of an organization and how computer technology assists individuals to perform their jobs. The student is provided content in which to evaluate the role of information in various organizations.

This course provides an overview of information systems in the business world. It presents an organizational view of how to use information technology to create competitive firms, manage global organizations, and provide useful products and services to customers. Topics include hardware, software, databases, telecommunication systems, the strategic use of information systems, the development of information systems, and social and ethical issues involved with information systems.

Objectives

To Explain

- The relationships among management, information, and systems;
- the relationship between a manager's need for information and his/her position in the organization;
- how hardware, software, data, people, and procedures are combined to form an information system;
- how information technology can be used by a business organization to gain a competitive advantage; and
- Why a knowledge of information systems is crucial to anyone who plans a career in business.

To Understand

- the evolution of computer-based information systems;
- basic computer hardware, software, and data concepts;
- the types of information systems that are needed to support the various levels of a business enterprise; and
- the process of analyzing, designing, and developing an information system.

This course also provides the student with the opportunity to develop

- an understanding of the needs for and roles of management information systems (MIS) within business organizations;
- an awareness of critical issues faced by the MIS profession, including international information flow, legal and ethical
- issues of information usage, and security and privacy of data resources;
- problem solving and managerial decision making skills using information systems and information technology;
- communication skills with the use of information systems and information technology; and basic skills for interacting with single and multi-user information systems.

Suggestive Coverage

Part I:

- Organizations, Management and the Networked Enterprise
- Information Systems in Global Business Today
- Global E-Business: How Businesses Use Information Systems
- Information Systems, Organizations, and Strategy
- Ethical and Social Issues in Information Systems

Part II:

- Information Technology Infrastructure
- IT Infrastructure and Emerging Technologies
- Foundations of Business Intelligence: Databases and Information Management
- Telecommunications, the Internet and Wireless Technology
- Securing Information Systems

Part III:

- Key System Applications for the Digital Age
- Achieving Operational Excellence and Customer Intimacy: Enterprise Applications
- E-Commerce: Digital Markets, Digital Goods
- Managing Knowledge
- Enhancing Decision Making

Part IV:

- Building and Managing Systems
- Building Information Systems
- Project Management: Establishing the Business Value of Systems and Managing Change
- Managing Global Systems

Suggested Readings

- Laudon, Kenneth C., and Jane P. Laudon. 2007. *Management Information Systems: Managing the Digital Firm*, 10th edition, Upper Saddle River, New Jersey: Prentice- Hall, Incorporated. ISBN: 0132337746.
- Carol V. Brown, Daniel W. DeHayes, Jeffrey A. Hoffer, Martin, E. Wainright, and William C. Perkins. 2008. *Managing Information Technology*, 6th edition. Upper Saddle River, New Jersey: Prentice-Hall, Incorporated.
- Turban, Efraim, Ephraim McLean, and James Wetherbe. 2007. *Information Technology for Management: Transforming Organizations in the Digital Economy*. New York, New York: John Wiley & Sons.
- Burch, John and Grudnitski Gary. *Information Systems: Theory and Practice*. 5th ed., New York, John Wiley, 1989.
- David, Van Over. *Foundations of Business Systems*. Fort Worth, Dryden, 1992.
- Eliason, A L. *On-line Business Computer Applications*. 2nd ed., Chicago, Science Research Associates, 1987.
- John, Moss Jones. *Automating Managers: the Implications of Information Technology for Managers*. London, Pinter, 1990.
- Long, L. *Computers*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

Term-III: Marketing Management-II

Aim

MM-I focus on understanding of the basic marketing concepts, while MM-II highlights management of brand portfolio and importance of branding in products as well as services. The subject helps in understanding the process of a new brand's metamorphosis into an iconic brand. After studying this subject student should be able to understand:

- Differences in branding/marketing of products and services.
- The relationship between different brands in the product-mix and their impact on marketing decisions.
- Integrate decisions under different marketing-mix to create a strong brand.

Objectives

- To use appropriate tools of branding for different types of products and services.
- To understand the practical challenges in managing different brands in the portfolio.
- To improve familiarity with current challenges and issues in branding.

Suggestive Coverage

- Differences between products and services.
- Marketing implications of the differences between products and services.
- Product/Service Classification.
- Levels of Product, Product Hierarchy.
- Product Line Decisions.
- New Product Development Process: Product Failures.
- Service Development Process: Use of Blue Printing.
- Product Life Cycle and Strategies for Different Stages.
- Meaning & Scope of Branding, Brand Element Decisions.
- Brand Equity Models- BAV model, Aaker model, Brand resonance.
- Branding and Brand Extensions.
- Relationship between Positioning / Repositioning and brand equity.

Suggestive Reading

- Product Management 4th ed / by Lehmann- Delhi: Tata McGraw Hill, 2010.
- Product Management in India 3rd ed / by Ramanuj Mazumdar-Delhi: PHI, 2009.
- New Product Development: From Initial Idea To Product Management / by

Marc A. Annacchino - Elsevier Butterworth-heinemann, 2003.

- Marketing management the millennium 10th edition /by Kotler Philip- Delhi: PHI,1999.
- Marketing An Introduction 7th ed / by Kotler Philip, Gray and Armstrong, Pearson education, 2007.
- Marketing management 4th ed / by Rajan Saxena- Delhi: TMH,2009.
- Fundamentals of marketing/ by Stanton William J et al, MGH,1996.
- Marketing Management 2nd edition /by Tapan. K. Panda,Delhi- Excel publications, 2008.
- Marketing Management 2nd ed / by Michael R Czinkota ,Vikas Publication,1996.
- Basic Marketing a Global Marketing Approach ,/by Perrault, William &Mc Carthy,E Jerome- New Delhi: TMH.
- Marketing Management, Text and Cases/ by Chandrasekar, Tata McGraw Hill,
- Marketing Principles and Perspective, William O Bearden Thomas N Ingram, Delhi:Tata McGraw Hill.
- Consumer Behaviour in Indian Perspective/ by P C Jain Monika Bhatt,S Chand,2010
- Marketing Management 2nd ed /by Dominique Raju, Delhi: Tata McGraw Hill,
- Marketing Management, Text and Cases,/by Lal, Delhi: Tata McGraw Hill
- Marketing: The core/by Roger Kenn, Steven Hartley, Delhi: Tata McGraw Hill
- Marketing Management /by Arun Kumar, N Meenakshi, Vikas publications.
- Principles of Marketing: South Asian Perspective 13th ed / by Kotler, Agnihotri, Haque, Armstrong- Delhi: Pearson,2010.
- Positioning- The battle of your mind 1st ed / by Ries Al & Trout Jack- Delhi:Tata McGraw Hill,2003
- Services Marketing Peopletechnology Strategy 6th ed / by Christopher

Lovelock, Jochen Wirtz, Jayanta Chatterjee- Delhi: Pearson, 2010.

- Marketing Management: South Asian perspective 13th ed /by Kotler, Keller- Delhi: Pearson, 2009.

Term III: Research Methodology

Aim

Research methodology introduces the concepts and applications of market research through the marketing management approach. This course emphasizes the basic methodologies, as well as introduces a variety of techniques, and demonstrates how research applies to strategy, including marketing, advertising, sales and product design and development. The course also introduces the students with the research concepts in area of HR, Finance and International Business.

Objectives

- Understand the relationship between market research and decision making
- Learn the processes used in formulating and conducting market research projects
- Understand of the market conditions under which research may be undertaken, and the impact of these conditions on the type of research to be conducted, including the methodology and project management
- Comprehend the range of qualitative and quantitative techniques and methods available in market research, including applicability and limitations
- Be able to use the language of market research as it is used by practitioners and business people
- Learn to perform some of the more common qualitative and quantitative techniques, including protocol/survey construction, data collection/fieldwork and analysis and reporting
- Understand non – parametric tests.

Suggestive Coverage

- Introduction to Marketing research.
- Developing research problem.
- Formulation of problem definition.
- Exploratory research design.
- Descriptive research design.
- Causal research design.
- Measurement and scaling
- Questionnaire design procedure
- Sample design and sample size determination.
- Fieldwork data preparation

- Statistic overview
- Non-parametric tests
- International Marketing research.

Suggestive Text Books

- Research Methodology, 2nd ed. /by C. R. Kothari. – New Age, 2004
- Marketing Research, 3rd ed. /by Rajendra Nargundkar. – TMH, 2009.
- Research Methodology /by Dr. prashant Sarangi. – Taxmann, 2010.
- Marketing Research, 6th Ed./by N. K. Malhotra.- Pearson, 2010.
- Research Methodology, 2nd ed. /by Ranjeet Kumar. – Pearson, 2008.
- Marketing Research, 4th ed. /by Beri. – TMH, 2010.
- Marketing Research, 8th ed. /by Carl Mcdaniel, Roger Gates. – Wiley India, 2011.
- Marketing Research, 9th ed. /by David A. Aaker, V. Kumar, George S. Day. – Wiley India, 2008.
- Marketing Research: Concept & Cases /by Cooper Donald. – TMH, 2006
- Marketing Research, 5th Ed./by Alvin C. Burns, Ronald F. Bush.- Pearson, 2007
- Research Methodology /by k. K. Garg. – Omega, 2009
- Marketing Research /by A. Parasuraman, Dhruv Grewal, R. Krishnan - Dreamtech Press, 2009.
- Marketing Research /by Pallavi Bahuguna - Centurm Press, 2009.
- Marketing Research: Text, Applications & Case Studies, 1st Ed. /by Ramanuj Majumdar. – New Age, 2001.
- Marketing Research /by B. S. Goel - Pragati Prakashan, 2009.
- Research Methodology /by Ruchika Nath Yogesh Kumar Singh. – APH, 2009.
- Marketing Research /by Burns - Prentice Hall, 2009.
- Research Methodology /by C. M. Chaudhary. – RPSA Publisher, 2009
- Marketing Research, 10th Ed./by Aaker.- John Wiley & Sons, 2010
- Marketing Research, 5th Ed./by Peter M. Chisnall.- McGraw Hill, 1997

- Marketing Research: An International Approach /by Marcus Schmidt, Svend Hollensen.- Pearson, 2007
- Marketing Research, 4th Ed./by Joseph Hair.- McGraw Hill, 2008.
- Marketing Research Essentials, 4th Ed./by Mcdaniel.- John Wiley & Sons, 2003

Term-III: Operations Management-II

Aim

The courses on Operations Management aims at providing an understanding of different manufacturing and service producing systems along with the inter-relationships that exist between various inputs, processes and outputs of such systems with a view to improving the performance of the system. While Operations Management I focused on the long term and strategic aspects of operations management, Operations Management II will focus on the shorter term operational and control aspects. The objective of this course is to expose the students to methods and techniques for managing operations more effectively and efficiently.

Objectives

- To provide an understanding of the issues related to purchasing and material management function of the business
- To understand the concepts and application of tools and techniques for effective management of inventory
- To provide an insight into the different types of manufacturing systems- MRP, JIT, Group Technology, FMS
- To provide an insight into the issues related to maintenance management and reliability
- To understand quality management systems- TQM and ISO 9000, Statistical Quality Control & Acceptance Sampling

Topics

- *Role of Purchasing and Materials Management*
- The Role of Purchasing and Materials Management in Business
- *Supplier Selection and Evaluation Procurement*
- *Inventory Management Principles*
- Independent Demand Inventory, *Inventory Control Applications*
- Decision Models for Inventory Management
- *Inventory Management under Uncertainty*
- Stochastic Inventory Models *Inventory Management Game Material Requirement Planning*
- *Lot Sizing in MRP Systems*
- Lot Sizing for Dynamic Demand
- Reading : A Note on Dynamic Lot Sizing Problem using Wagner- Whitin Algorithm
- *Group Technology*
- Cellular Manufacturing System Reduces Setup Time, Make Small Lot Production Economical
- *Just in Time (JIT) Production*
- *Flexible Manufacturing System*
- Read : Flexible Manufacturing System

- *Total Quality Management*
- *ISO & Quality Standards*
- Quality systems- Model for quality assurance in design/ development, production, installation and servicing
- *Seven QC Tools*
- *Statistical Process Control Acceptance Sampling Maintenance Management*
- Reading : The Maintenance of Facilities
- Reading : Total Productive Maintenance

REFERENCE BOOKS

- Production and Operations Management, E.E. Adam and R.J. Ebert, Prentice Hall of India
- Modern Production/ Operations Management, E.S. Buffa and R.K. Sarin, John Wiley
- Japanese Manufacturing Techniques, R.J. Schonberger, Free Press
- Statistical Quality Control, D.C. Montgomery, John Wiley
- Maintenance and Spare Parts Management, P. Gopalakrishnan and A.K. Banerji, Prentice Hall of India
- Quality Planning and Analysis, J.M. Juran and F.M. Gryna, Tata McGraw Hill
- Operations Management, Roger G. Schroeder, McGraw Hill

PGDM - Year II

Term IV: Compulsory Course

1. Strategic Management
2. Business Environment (Indian and World Economy)

Elective Courses

1. Elective - 1
2. Elective - 2
3. Elective - 3
4. Elective - 4

Term V: Elective Courses

1. Elective - 5
2. Elective - 6
3. Elective - 7
4. Elective - 8
5. Elective - 9
6. Elective - 10

Term VI: Elective Courses

1. Elective - 11
2. Elective - 12
3. Elective - 13
4. Elective - 14
5. Elective - 15

Suggested List of Elective Courses

Economics Area

1. Business Forecasting
2. Export-Import Management & Strategies *
3. Advanced Econometric analysis

Finance

4. Quantitative Finance
5. Security Analysis and Portfolio Management
6. Retail Banking
7. Corporate Banking
8. Bank Performance Analysis
9. Project Appraisal and Financing
10. Financial Engineering
11. Treasury Management
12. Fixed Income Markets
13. Business Analysis and Valuation
14. Management Control Systems *
15. Risk Management
16. Strategic Financial Management
17. Investment Banking
18. Managing Insurance and NBFIs
19. Micro-Finance
20. International Finance

Human Resource Management & OB

21. Organisation Development and Change
22. Building and Leading Effective Teams *
23. Strategic HRM and International Perspective
24. Managerial Excellence
25. Negotiations Management

Information System

1. BPR & ERP
2. Business Module for e-commerce
3. Management Software Development **
4. Data Warehousing & Data Mining
5. IT Security
6. Knowledge Management
7. IT Strategy
8. Decision Support System

Strategy Area

1. Merger, Acquisition and Corporate Restructuring
2. Entrepreneurship and Venture Capital Finance
3. Business Valuation
4. Competitive Strategy

Quantitative and Operations Management

1. Advanced Data Analysis
2. Services Operations Management *
3. Supply Chain Management
4. Advanced Operations Research
5. Quantitative Models for Logistics and Transportation Management *

Marketing

1. Managing Marketing Communication
2. Product and Brand Management
3. Consumer Behaviour
4. Services Marketing
5. Sales and Distribution Management
6. B2B Marketing
7. Retail Management
8. Customer Relationship Management
9. Rural Marketing
10. Internet Marketing
11. New Product Development
12. Advertising and Sales Promotions
13. Marketing Research
14. International Marketing

General Management

- IPR Law and Management

Term IV: Strategic Management

Objectives

This course aims to provide an organization perspective and integrates functional areas. This helps in understanding how organizational strategies are formulated and implemented in a changing global environment. It is designed to let students understand the relationships between Purpose, People, and Process. This also highlights the relationship between Content and Process schools of thought, Environmental and Resource-based view, the Strategic Programming, and Learning Organization Perspectives, and the integration of Strategic Intent and Strategic Architecture.

Contents

- Process and Content of Strategy
- Competitive Advantage
- Strategic Intent
- External Analysis,
- Industry Structure Analysis
- Internal Analysis,
- Core Competencies
- Leveraging Core Competencies, and Value Chain Analysis
- Business Level Strategy
- Corporate Strategy
- International Strategy
- Operational Strategy
- Social Responsibility & Ethical dilemma & Integrity
- Technology Strategy
- Organizational Learning and Knowledge Management
- Integration of Strategy
- Strategy Implementation
- Systems Levers- Corporate Governance
- Systems Levers
- Strategic Leadership

Suggested Text Books for this course:

1. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
2. Porter, M.E., Competitive Strategy, Free Press, New York.
3. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

4. Hitt, Ireland and Hoskisson; Strategic Management: concepts & Cases; South-Western
5. Thomson learning
6. Peter Fitzroy & James Hulbert; Strategic Management – Creating value in turbulent times; John Wiley and Sons, Inc.
7. Johnson, Scholes and Whittington, “Exploring Corporate strategy”; Pearson Education
8. Thompson and Strickland – Strategic Management, Tata McGraw-Hill Edition
9. Henry Mintzberg – Strategy Safari
10. Hamel and Prahalad- Competing for Future
11. Fred R. David, Strategic Management Concept & Cases, Pearson Education
12. Pankaj Ghemawat, “Strategy and the Business Landscape” Pearson Education
13. Strategic Management Text and Cases, by G. G. Dess, G. T. Lumpkin and A. B. Eisner.
14. Tata McGraw Hill Edition, Third Edition.
15. Alex Miller, Strategic Management. 3rd Edition, McGraw Hill. 1998
16. Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.
17. Strategic Management: Formulation, Implementation and Control by John A. Pearce II, Richard B. Robinson, Jr. & Amita Mital, 10th Edition (Special Indian Edition), McGraw Hill. 2008.

Term IV: Business Environment (Indian And World Economy)

Course Aim:

The end of first decade in the 21st century saw the global economic crisis hampering commerce around the world ,particularly in developing countries. Economic reforms, implemented in the form of liberisation, privatisation and globalisation, have brought a wide range of challenges and opportunities in most of the countries during the last decade. Understanding the implications of structural adjustment programmes on business, economy and society becomes all the more significant in this competitive era. The economic growth in China and India has been remarkable over the last decade and the former is expected to overtake the position of United states as the largest economy in the world. Organisation will have to formulate new growth strategies for success, expansion and increasing gains based on day-to-day development and fast moving world. The need of hour is to learn all the new policies, structure, measure, steps and the implication with reference to legal framework, foreign investment, export and import, privatisation, taxation, budget, competition, monetary policy, technology, capital market, foreign exchange transactions, corporate governance and social responsibility. Gaining knowledge all about these spectra of business would help one to be a successful manager in the era of ever- increasing competition.

Course Objective:

The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Suggestive Coverage

- Business Environment: Meaning and Significance
- Indian economic environment
- Social and cultural Environment
- Technological Environment
- Social Responsibility of Business
- Business Ethic
- Regulatory Frame work
- Economic Planning
- Public Sector and Private sector
- Subsidies in India
- Indian Financial System
- Monetary System
- Fiscal System
- Trade Policy
- Import and Exports of India
- Globalization

- Foreign Investment in India
- W T O

Suggestive Text Books

1. Essential of Business Environment: Text,Cases & Exercisese- XIth edition by K Aswathappa- Himalaya Publishing House
2. Business Environment by F Cherunelum IXth edition by K Aswathappa- Himalaya Publishing House
3. The Economic & Social Environment- Xth edition by Bibek Debroy- Global Business Press
4. Goverment and Business – by N.K. Sengupta- Vikas
5. Survey of Indian Industry- The Hindu
6. Indian Financial System- by B V Pathak IIIrd edition – Pearson
7. Case in Business Environment- by David W Conklin- Sage South Asia edition
8. Business Environment- by Seikh Saleem- Pearson
9. Indian Economy- by Rudra Datt & Sundram- S. Chand
10. Economic Survey-by Government of India

International Financial Management

Aim

The challenges faced by the International Financial Manager in today's scenario are multidisciplinary as the financial opportunities of the Multinational Corporations are richer and complex than those of domestic corporations because of cross-border differences in the expected required rate of return. This course aims at covering some of the important issues like:

- Exchange rate systems.
- Currency derivatives and off-shore sourcing of equity.
- Capital Budgeting Decisions of a Multinational Firm.

Objectives

- Appreciating complexities of Global Business Environment. ii. Understanding International Monetary System.
- Understanding Exchange rates and their quotes.
- Exchange Rate Parities and Exchange Rate Determination. v. Exchange Rate Risk and its Management.
- Global Cost of Capital.
- Investment Decisions in Global Environment.

Suggestive Coverage

- Global Financial Environment.
- The International Monetary System.
- International Financial Crisis of 2008 and East Asian Currency Crisis of 1998.
- Foreign Exchange Markets.
- International Parity Conditions.
- Foreign Exchange Rate Determination.
- Foreign Exchange Risk.
- Transaction, Operating and Accounting Exposure.
- Currency Risk Management by Forward Rates.
- Currency Risk Management by Futures.
- Currency Risk Management by Options.
- Currency Risk Management by Money Market Rates.
- Financing the Global Firm.
- Political Risk.
- Foreign Investment Decisions.

Suggestive Text Books/Readings

1. Multinational Business Finance, David K Eiteman, Arthur I Stonehill, Michael H Moffet & Alok Pandey; 10th Edition; Pearson.
2. International Financial Management, P G Apte; 5th Edition; Tata McGraw-Hill Publishing Company.
3. International Financial Management; Cheol S Eun, Bruce G Resnick; 4th Edition; Tata McGraw-Hill Publishing Company.
4. Exchange Rates and International Finance, Laurence Copeland; 4th Edition; Pearson.
5. International Finance, Thomas J O'brien; 2nd Edition; Oxford.
6. International Finance, Ephraim Clark; 2nd Edition; Thomson.
7. Work Trade and Payments, Caves, Frankel, Jones, 9th Edition; Pearson.
8. International Money and Finance, Michael Melvin, 7th Edition; Pearson.
9. International Financial Management, Reid W Click, Joshua D Coval; 2007; Pearson.
10. International Financial Management, Thummuluri Siddaiah; 2010; Pearson.
11. International Financial Management, Vyuptakesh Sharan; 5th Edition; PHI Learning Private Limited.
12. International Financial Management, Madhu Vij; 3rd Edition; Excel Books.
13. Multinational Financial Management, R M Srivastava; 2008; Excel Books.
14. International Financial Management, P K Jain, Josette Peyrard & Surendra S Yadav; 2007; Macmilan.
15. International Finance, V A Awdhani, 2009; Himalaya Publishing House.
16. Foreign Exchange Management, ICFAI Press.

Risk & Insurance Management

Aim

The course aims at enabling students to understand and relate the issues of Insurance and to understand the development of insurance industry in Indian environment. This course focuses on insurance concepts and policies to provide the theoretical base. It then takes the student on the path of linking insurance concepts theory with business strategy. Regular reference to ongoing economic environment changes is made to provide students with the training to apply theory to practice.

Objectives

- Identify the different types of risk involved in business environment
- Classify the risk which are insurable and non-insurable
- Identify insurance alternatives for different types of risk.
- Gain understanding of different types of policies like Life Insurance policy, Fire Policy, Mediclaim Policy, etc.
- Gain understanding of distribution of insurance, claim management &
- Reinsurance.

Suggestive Coverage

1. Introduction to Risk and Insurance
2. Principles of Insurance
3. Basis of premium & Classification of insurance
4. Basics of Life Insurance
5. Types of life Insurance like Term Life, Annuity, Endowment, Etc.
6. Basics of General Insurance
7. Types of General Insurance like Fire, Marine, Mediclaim Policy Etc.
8. Claims management & distribution of insurance and Reinsurance

Suggestive Text Books

1. Insurance: Theory and Practice /by Tripathi, Nalini Prava, Pal, Prabir. - PHI, 2009.
2. Risk and Insurance Management, 2nd ed. /by Harrington, Niehaus.- TMH, 2004.
3. Fundamentals of Risk and Insurance, 9th ed. /by Emmett J. Vaughan. - Wiley, 2010.
4. Principles of Risk Management and Insurance, 9th Ed. /by George E. Rajda. - Pearson, 2010.

5. Life & Health Insurance, 13th ed. /by Kenneth Black, Jr. - Pearson, 2008.
6. Insurance in India /by Palande, Shah.- SAGE Publications, 2009.
7. Principles of Insurance Management / by Neelam C. Gulati.- Excel, 2007
8. Introduction to Risk Management and Insurance, 9th Ed. /by Dorfman. - PHI, 2009.
9. Insurance Management. /by Pal, Bodla, Garg.- Deep & Deep Publications, 2004.
10. Insurance Principles and Practice /by M. N. Mishra.- S Chand Publications, 2005.

Microfinance and Rural Banking

Aim

Microfinance has emerged as a powerful tool of poverty alleviation globally. The sector has grown by leaps and bounds in India over the last few years. This course aims to provide the students:

Practical understanding of what sustainable development is?
How the poor can benefit from this new sustainable poverty alleviation tool.
Equip them with necessary skills to be able to use them in various microfinance entities like retail level MFIs, banks, donors, funding agencies, equity investors etc.

Objectives

- About Micro Finance- A Historical Review.
- Understanding Mechanism of Microfinance.
- Understanding incapability of formal Financial Institutions to provide inclusive growth.
- Understanding Microfinance Models.
- Understanding pricing of Interest Rates in the context of Microfinance.
- Learning Internal Audits and Control Mechanism.

Suggestive Coverage

1. About Microfinance: Definitions and History.
2. Failure of formal financial institutions to provide inclusive growth.
3. Relationships – Development, Livelihoods, Banking & Sustainability.
4. Types of institutions involved in Microfinance: Current Status and Future.
5. Microfinance Debates.
6. Approaches in Microfinance Delivery.
7. Microfinance Models.
8. Approaches in Microfinance Delivery.
9. Microfinance Products.
10. Target Segments.
11. Government Initiatives.
12. Legal Forms – Issues in Transformation.
13. Approaches in Microfinance Delivery: Organisation Structures.
14. Innovations in Microfinance: Use and Scope of Technology
15. Role and Scope for Formal Financial Institutions and Corporate.
16. Key Functional Areas in MFIs: Governance, R & D, Accounts and Internal Audits and Control.
17. Interest Rate, Other Charges, Real Interest Rates and their Calculations.
18. MFI Ratings.
19. Strategic Issues in the Growth of MFIs.

Suggestive Text Books

1. Beyond micro-credit: Putting development back into micro-finance/ by Thomas Fisher and M S Sriram, Sage-Vistaar Publications
2. Understanding Microfinance/ by Prof. Debduitta K Panda
3. Banker to the Poor/ By Prof. Mohammad Yunus
4. Creating a World Without Poverty/ by Prof. Mohammad Yunus
5. Financial Performance of Indian MFIs, A Quick Review, 2010/ Published by Sa-dhan

MERGERS & ACQUISITIONS

Aim

The aim of this course is to familiarize management students with the various aspects of Mergers & Acquisitions (M&A) and to give them a broad foundation in the said area. The course further aims to acquaint the students with the importance of M&A as an inorganic growth strategy in recent times.

Objectives

- Understand the intricacies of corporate restructuring;
- Gain an understanding of the various legal, accounting, taxation, funding and valuation aspects of corporate restructuring;
- Analyze, through real life case studies, the value creation/destruction through domestic and cross border mergers and acquisitions

Suggestive Coverage

1. Concepts, Strategies and Tactics of Corporate Restructuring
2. Main forms of Corporate Restructuring
3. Legal Aspects of Corporate Restructuring
4. Accounting Aspects of Corporate Restructuring
5. Funding and Valuation aspects of Corporate Restructuring
6. Taxation Aspects of Corporate Restructuring
7. Value creation/destruction through M&A- Case-to-case analyses

Suggestive Text Books

1. Mergers, Acquisitions and Corporate Restructuring/by Prasad G. Godbole, Vikas
2. Publishing House Pvt. Ltd
3. Mergers, Acquisitions and Business Valuation/by Ravindhar Vadapalli- Excel Books, New Delhi.
4. Mergers, Acquisitions and Takeovers/by H.R. Machiraju-New Age International (P) Limited.
5. Mergers, Acquisitions and Corporate Restructurings/by Patrick A. Gaughan-Wiley India Pvt. Ltd.
6. Mergers and Acquisitions (Strategy, Valuation and Integration)/by Kamal Ghosh Ray- PHI Learning Private Ltd., New Delhi

7. Mergers and Acquisitions, Text and Cases/by B Rajesh Kumar, Tata Mcgraw Hill Education Pvt. Ltd.
8. Applied Mergers & Acquisitions/by Robert F. Bruner & Joseph R Perella, John Wiley and Sons, 2004
9. Mergers, acquisitions, and Corporate restructurings/by Patrick A. Gaughan, John Wiley and Sons, 2007
10. The Art of M & A: a merger, acquisition, buyout guide/by Stanley Foster Reed, Alexandra Reed Lajoux, H. Peter Nesvold, McGraw-Hill Professional, 2007
11. Mergers, Acquisitions and Corporate Restructuring/by Chandrashekar Krishnamurti, S. R. Vishwanath, SAGE Publications Ltd, 2008
12. Structuring mergers & acquisitions: a guide to creating shareholder value/by Peter A. Hunt, Aspen Publishers Online, 2007
13. Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions/by Donald M. DePamphilis-Academic Press, 2009
14. Takeovers, Restructuring, and Corporate Governance/by Weston- Pearson Education India, 2003
15. Creating Value from Mergers and Acquisitions/by Sudarsanam Sudi, Pearson Education India, 2009
16. Deals from hell: M & A lessons that rise above the ashes/by Robert F. Bruner-John Wiley and Sons, 2005

Merchant Banking & Financial Services

Aim

The purpose of this course is to provide a reasonably thorough introduction to the broad range of the fund raising process for Corporate India, Capital Market Scenario, its operational competencies and maladies, domain and scope of financial services in India. After going through the course a student should be able to understand:

- Fund raising processes for Corporate India.
- Capital Market Scenario.
- Financial Services as an Industry.

Objectives

- Describing Banking and Financial Services- Current Issues and Future Challenges.
- Explaining Implications of Monetary Policies for Bank Management.
- Discussing Legal aspects of Bank Lending.
- Discussing Credit Risk of Banks.
- Explaining Innovations in Banking Services. vi. Discussing International Banking.

Suggestive Coverage

1. The Global Financial System- Current Issues.
2. The Indian Financial System: An Overview.
3. A Macroeconomic View of Bank Management.
4. Application of the Monetary Policy Tools in India.
5. Sources of Bank Funds- Basic Concepts.
6. The Lending Function of Banks.
7. Legal Aspects of Lending.
8. Credit Risk- An Overview
9. Modeling Credit Risk
10. Securitization and Credit Derivatives.
11. Risk Management in Banks.
12. Banking System- Services and Innovations.
13. International Banking- Foreign Exchange and Trade Finance.
14. High Tech Banking- E Payment System and Electronic Banking.
15. Universal Banking.

Suggestive Text Books

1. Dr. S. Gurusamy: Merchant Banking & Financial Services: Tata McGraw-Hill Education Private Ltd., New Delhi.
2. Fabozzi - Foundations of *Financial Markets and Institutions* (Pearson Education, 3rd edition).
3. Khan M Y- *Financial Services* (Tata McGraw-Hill) 1998.
4. Machiraju H R-*Indian Financial System* (Vikas, 2004).
5. Bhole L M- *Financial Institutions and Markets* (Tata McGraw-Hill, 3rd edition, 2003)
6. Management of Banking and Financial Services, Padamlatha Suresh & Justin Paul, 2nd Edition, Pearson.
7. Emerging Financial Markets, Dr. R Nandagopal & Dr. V Srividya; 2007, Excel Books.
8. Capital Markets, Frank J. Fabozzi & Franco Modigliani; 3rd Edition, Prentice Hall of India.

Security Analysis & Portfolio Management

Aim

Aim of the course is to capture the essence of modern developments in investments and provide an outline of the intricate and complex world of investments. The course will explain the techniques and principles useful in systematic and rational investment management. After going through the course a student should be able to analyze:

- The existing investment scenario.
- Different Valuation Techniques.
- Performance of different Portfolios.

Objectives

1. Evaluating Investment Scenario.
2. Understanding different options of investment.
3. Appreciating Risk Return Trade Off.
4. Understanding Methods of Valuation.
5. Learning Portfolio Creation.
6. Learning Evaluation of Portfolio
7. Equity Derivatives.

Suggestive Coverage

1. Investment Alternatives and Their Evaluation.
2. Stock Market Quotations and Indices.
3. Risk and Return and their Tradeoff.
4. Recapping of Time Value of Money.
5. Financial Statement Analysis.
6. Equity Valuation.
7. Macroeconomic and Industry Analysis.
8. Company Analysis.
9. Technical Analysis.
10. Portfolio Theory.
11. Capital Asset Pricing Model.
12. Portfolio Management Framework.
13. Guidelines for Investment Decisions.
14. Futures- Basics and Application.
15. Options- Basics and Application.

Suggestive Text Books

1. Damodaran on Valuation, A Damodaran, 2nd Edition, Wiley India Pvt Limited.
2. Investments, William F Sharpe, Gordon J Alexander, Jeffery V Bailey.
3. Investments, Zvi Bodie, Alex Kane, Alan J Marcus, Pitbas Mohanty; 6th Edition, Tata McGraw Hill Publishing Company Limited.
4. Fundamentals of Investment Management, Hirt & Block; 8th Edition; Tata McGraw Hill Publishing Company Limited.
5. Valuation, Sheridan Titman, John D Martin, V Ravi Anshuman; 2007, Pearson.
6. Security Analysis and Portfolio Management, Donald E Fischer & Ronald J Jordan; 6th Edition; Pearson.
7. Investment Analysis and Portfolio Management, Prasanna Chandra; 3rd Edition; Tata McGraw Hill Publishing Company Limited.
8. Valuation of Financial Assets, A S Ramasastry; 2006, Response Books.
9. Investment Science, David G Luenberger; 1998; Oxford University Press.
10. Risk and Rewards of Equity Investments, M S Tarun & B S Bodla; 2004, Excel Books.
11. Financial Statement Analysis and Security Valuation, Stephen H Penman; 3rd Edition; Tata McGraw Hill.
12. Stock Market Integration and Efficiency, R K Mishra, K N Mukherjee; 2007, Excel Books.
13. Financial Statement Analysis, George Foster, 2nd Edition; Pearson.
14. Investment Analysis and Portfolio Management, Reilly & Brown; 8th Edition; Thomson.
15. Investment Analysis and Portfolio Management, M Ranganatham & R Madhumathi; 2009; Pearson.
16. Security Analysis and Portfolio Management, V A Avadhani; 10th Edition; Himalaya Publishing House.

17. Security Analysis and Portfolio Management, Sudhidra Bhat; 2008; Excel Books.
18. Security Analysis and Portfolio Management, S Kevin; 2008; Printice Hall of India.
19. Security Analysis and Portfolio Management, Punithavathy Pandian; 2008; Vikas Publishing House.

Taxation and Tax Planning

Aim

The basic aim of this course is to provide a thorough knowledge of the framework of taxation system in India along with the various concepts and their application relating to direct tax laws (particularly, Income Tax) with a view to integrating the relevance of these laws with financial planning and management decisions.

It is further aimed to acquaint the students with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

Objectives

- Understand the basics of taxation.
- Understand the relevant laws and provisions thereof related to taxation in India (with special emphasis on corporate income tax)
- Gain an understanding of the computation of taxable income and tax liability of different assesses.
- Gain an understanding of tax planning
- Understand the avenues of tax planning
- Understand managerial decision making pertaining to corporate tax planning.

Suggestive Coverage

1. Introduction to Taxes- Direct & Indirect
2. Definitions of important terms used in the Income Tax Act, 1961
3. Residential Status, Tax Liability & Exemptions
4. Computation of Taxable Income Under Different Heads (Income from Salary, Income from House Property, Profits and Gains from Business or Profession, Capital Gains, Income from Other Sources)
5. Set-off and Carry-forward of Losses
6. Deductions from Gross Total Income
7. Minimum Alternate Tax (MAT) & Tax Credit
8. Assessment of Corporate & other assesses
9. Wealth Tax Act and related provisions.
10. Introduction to Tax Planning

11. Distinction between Tax Evasion, Tax Avoidance & Tax Planning
12. Tax Planning in relation to Employees remuneration
13. Tax Planning in relation to Profits and Gains from Business & Minimum Alternate Tax
14. Tax Planning in relation to Setting up of a New Business: Nature, Size, Location of Business, Form of Business
15. Tax Planning in relation to Financial Management Decisions: Capital Structure, Inter- Corporate Dividend, Dividend Policy and Bonus Shares
16. Tax Planning in relation to Specific Management Decisions: Make or Buy, Own or Lease, Repair or Replace, Shut down or Continue, Foreign Collaboration Agreements, Purchase by Installment or Hire, etc.

Suggestive Text Books

1. Corporate Tax Planning & Business Tax Procedures/by Dr Vinod K. Singhania & Dr. Monika Singhania - Taxmann Publications Pvt. Ltd., New Delhi
2. Direct Taxes Law & Practice (including Income Tax, Wealth Tax & Tax Planning)/by Dr H.C. Mehrotra & Dr. S.P. Goyal-Sahitya Bhawan Publications, Agra
3. Handbook of Corporate Tax Planning/by E. A. Srinivas- Tata McGraw Hill, New Delhi (Assessment Year 2010-11, as amended by the Finance Act, 2010)
4. Direct Tax Planning and Management/by Dr. V. K. Singhania.- Taxmann publications (P) Ltd. (Assessment Year 2010-11, as amended by the Finance Act, 2010)
5. Students Guide to Income Tax/by Dr. V. K. Singhania/Dr. Monica Singhania-Taxmann publications (P) Ltd (Assessment Year 2011-12, as amended by the Finance Act, 2011)
6. Corporate Tax Planning & Management/by Dr H. C. Mehrotra/Dr S.P.Goel-Sahitya Bhawan Publications, Agra (Assessment Year 2010-11, as amended by the Finance Act, 2010)
7. Tax planning under Direct Taxes/by Acharya Shuklenra & M.G. Gurtha-Modern Law Publications
8. Systematic Approach to Income Tax and Sales Tax/by Girish Ahuja & Ravi Gupta- Bharat Law House Pvt. Ltd.

9. Master Guide to Income Tax Act/by Pradeep S. Shah & Rajesh S. Kadakia- Bharat Publishing House
10. Direct Taxes/by Dr. B.B. Lal- Konark Publications (P) Ltd.,
11. Practical Approach to Income Tax Wealth Tax & Central Sales Tax/by Girish Ahuja & Ravi Gupta- Bharat Law House Pvt. Ltd.
12. Concise Commentary on Income Tax including Wealth Tax with Tax Planning Problems & Solutions/by Girish Ahuja & Ravi Gupta- Bharat Law House Pvt. Ltd.

Microfinance and Rural Banking

Aim

Microfinance has emerged as a powerful tool of poverty alleviation globally. The sector has grown by leaps and bounds in India over the last few years. This course aims to provide the students practical understanding of what sustainable development is, how the poor can benefit from this new sustainable poverty alleviation tool and equip them with necessary skills to be able to use them in various microfinance entities like retail level MFIs, banks, donors, funding agencies, equity investors etc.

Objectives

The course on Microfinance is intended to give an exposure to the students on the theoretical underpinnings to Microfinance. It would cover the basic practices in the field of Microfinance including the diverse approaches used in for profit and non profit sectors.

Pedagogy

The course would be based on lectures with a few case studies used as illustrations to highlight practice. Students are encouraged to participate in class and every lecture would be followed by a discussion. In addition, the students are expected to do some additional reading as suggested by the facilitator. The students will need to pick up one pertinent topic and prepare a report and make a presentation at the end of the course. A list of topics will be given to the students to make a choice. We would also invite 2-3 practitioners to give a talk and interact with the students. One or two field visits to some nearby institutions maybe planned for a practical exposure to the field.

Suggestive Coverage

- An Introduction to Microfinance
- Microfinance Debates
- Approaches in Microfinance Delivery
- Microfinance Models
- Microfinance Products
- Target Segments
- Government Initiatives
- Innovations in Microfinance
- Use and Scope of Technology
- Role and Scope for Formal Financial Institutions and Corporates
- Legal Forms – Covers Issues in Transformation
- Key Functional Areas in MFIs
- Interest Rate, Other Charges, Real Interest Rates and Their Calculations
- MFI Ratings
- Strategic Issues in the Growth of MFIs

Suggestive Text Books

1. Beyond micro-credit: Putting development back into micro-finance/ by Thomas Fisher and M S Sriram, Sage-Vistaar Publications
2. Understanding Microfinance/ by Prof. Debdutta K Panda
3. Banker to the Poor/ By Prof. Mohammad Yunus
4. Creating a World Without Poverty/ by Prof. Mohammad Yunus
5. Financial Performance of Indian MFIs, A Quick Review, 2010/ Published by Sadhan

Advanced Equity Research

Aim

The prime function of an Investment Manager is to take decision on the basis of in-depth analysis of stock prices in the light of several contexts primarily in long term or in short term. The aim of this subject is to demonstrate the depth of valuation techniques available and to connect them with the objectives of investment. After going through the course a student should be able to analyze:

- Financial Strengths and Weaknesses of the Companies.
- Long term and Short term share price perspectives.
- Right approach for valuation of share prices.

Objectives

- Evaluate company's performance.
- Understanding Stock Price Trend.
- Application of Statistical Tools for potential stocks.
- Stock Prediction by Neural Networks.
- Understanding Stock Valuation Techniques.
- Understanding Under-valuation and Over-valuation.

Suggestive Coverage

1. Need of Advance Equity Research-An Over View.
2. Utilizing Data Source like Prowess or Capitaline.
3. Critical Analysis of Financials.
4. Analyzing Strengths of Companies.
5. Analyzing Weaknesses of Companies.
6. Application of Multiple Regression, Discriminant Analysis, Logistic Regression in identifying potential stocks.
7. Application of Neural Networks in identifying potential stocks.
8. Dividend Growth Model- Analyzing Present Value of Growth Opportunities.
9. Capital Asset Pricing Model- Cost of Capital.
10. Limitations of Dividend Growth Model.

11. P-E Multiplier Approach: Limitations and Applications.
12. Some Thumb Rules for P-E Multiplier Approach.
13. Discounted Free Cash Flow Method- Its Application.
14. Market Value Analysis & Economic Value Added Analysis.
15. PBV-ROE index; Growth-Duration Matrix; Expected Risk Index.

Suggestive Text Books

1. Damodaran on Valuation, A Damodaran, 2nd Edition, Wiley India Pvt Limited.
2. Investments, William F Sharpe, Gordon J Alexander, Jeffery V Bailey.
3. Investments, Zvi Bodie, Alex Kane, Alan J Marcus, Pitbas Mohanty; 6th Edition, Tata McGraw Hill Publishing Company Limited.
4. Fundamentals of Investment Management, Hirt & Block; 8th Edition; Tata McGraw Hill Publishing Company Limited.
5. Valuation, Sheridan Titman, John D Martin, V Ravi Anshuman; 2007, Pearson.
6. Security Analysis and Portfolio Management, Donald E Fischer & Ronald J Jordan; 6th Edition; Pearson.
7. Investment Analysis and Portfolio Management, Prasanna Chandra; 3rd Edition; Tata McGraw Hill Publishing Company Limited.
8. Valuation of Financial Assets, A S Ramasastry; 2006, Response Books.
9. Investment Science, David G Luenberger; 1998; Oxford University Press.
10. Risk and Rewards of Equity Investments, M S Tarun & B S Bodla; 2004, Excel Books.
11. Financial Statement Analysis and Security Valuation, Stephen H Penman; 3rd Edition; Tata McGraw Hill.
12. Stock Market Integration and Efficiency, R K Mishra, K N Mukherjee; 2007, Excel Books.

13. Financial Statement Analysis, George Foster, 2nd Edition; Pearson.
14. Investment Analysis and Portfolio Management, Reilly & Brown; 8th Edition; Thomson.
15. Investment Analysis and Portfolio Management, M Ranganatham & R Madhumathi; 2009; Pearson.
16. Security Analysis and Portfolio Management, V A Avadhani; 10th Edition; Himalaya Publishing House.
17. Security Analysis and Portfolio Management, Sudhidra Bhat; 2008; Excel Books.
18. Security Analysis and Portfolio Management, S Kevin; 2008; Printice Hall of India.
19. Security Analysis and Portfolio Management, Punithavathy Pandian; 2008; Vikas Publishing House.

Corporate Valuation and Mergers & Acquisitions

Aim

This course aims towards explaining the different aspects of Mergers & Acquisitions (M&A) including the valuation aspects of the businesses around which the pricing of the M&A take place. The course further aims to acquaint management students with all the strategic, legal, accounting, funding and other issues relating to M&A in the Indian and Global context.

Objectives

- Understand the intricacies of corporate restructuring;
- Gain an understanding of the various legal, accounting, taxation and funding aspects of corporate restructuring;
- Gain an understanding of the premise upon which the pricing of M&A is based;
- Analyze, through real life case studies, the value creation/destruction through domestic and cross border mergers and acquisitions and the significance of such strategies adopted for achieving inorganic growth.

Suggestive Coverage

1. Concepts, Strategies and Tactics of Corporate Restructuring
2. Main forms of Corporate Restructuring
3. Motives/Theories and Synergies of Mergers & Acquisitions
4. Takeover Tactics
5. Defense Tactics
6. Intents of Target Companies
7. Legal Aspects of Corporate Restructuring-Companies Act, 1956; SEBI (Substantial Acquisition of Shares & Takeovers) Regulations, 1997
8. Accounting Aspects of Corporate Restructuring: Methods of Accounting-Purchase Method
9. Funding aspects of Corporate restructuring
10. Leveraged Buyout (LBO) and Management Buyout (MBO)
11. Taxation Aspects of Corporate Restructuring

12. Valuation aspects of M&A
13. Value creation/destruction through M&A- Case-to-case analyses

Suggestive Text Books

1. Mergers, Acquisitions and Corporate Restructuring/by Prasad G. Godbole, Vikas
2. Publishing House Pvt. Ltd
3. Mergers, Acquisitions and Business Valuation/by Ravindhar Vadapalli- Excel Books, New Delhi.
4. Mergers, Acquisitions and Takeovers/by H.R. Machiraju-New Age International (P) Limited.
5. Mergers, Acquisitions and Corporate Restructurings/by Patrick A. Gaughan-Wiley India Pvt. Ltd.
6. Mergers and Acquisitions (Strategy, Valuation and Integration)/by Kamal Ghosh Ray- PHI Learning Private Ltd., New Delhi
7. Mergers and Acquisitions, Text and Cases/by B Rajesh Kumar, Tata Mcgraw Hill Education Pvt. Ltd.
8. Applied Mergers & Acquisitions/by Robert F. Bruner & Joseph R Perella, John Wiley and Sons, 2004
9. Mergers, acquisitions, and Corporate restructurings/by Patrick A. Gaughan, John Wiley and Sons, 2007
10. The Art of M & A: a merger, acquisition, buyout guide/by Stanley Foster Reed, Alexandra Reed Lajoux, H. Peter Nesvold, McGraw-Hill Professional, 2007
11. Mergers, Acquisitions and Corporate Restructuring/by Chandrashekar Krishnamurti, S. R. Vishwanath, SAGE Publications Ltd, 2008
12. Structuring mergers & acquisitions: a guide to creating shareholder value/by Peter A. Hunt, Aspen Publishers Online, 2007
13. Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions/by Donald M. DePamphilis-Academic Press, 2009
14. Takeovers, Restructuring, and Corporate Governance/by Weston- Pearson Education India, 2003

15. Creating Value from Mergers and Acquisitions/by Sudarsanam Sudi, Pearson Education India, 2009
16. Deals from hell:M & A lessons that rise above the ashes/by Robert F. Bruner- John Wiley and Sons, 2005

Derivatives and Equity Analysis

Aim

The fluctuations in prices of shares, bonds and commodities have forced financial technocrats to develop instruments which can protect the participants from the adverse effect of these fluctuations. Derivatives, which are primarily a hedging instrument, will be explained from the basics to their application in this course. After going through the course a student should be able to understand:

- What are Derivatives?
- How Derivatives are priced?
- Practical application of Derivatives.

Objectives

- Understanding causes of variations or fluctuation in prices.
- Measuring fluctuations statistically.
- Measuring adverse affects of fluctuations.
- Understanding Derivatives.
- Pricing of derivatives.
- Application of derivatives.
- The Greek Letters.

Suggestive Coverage

1. Overview of the Indian Derivatives Market.
2. Types of Traders- Hedgers, Speculators and Arbitrageurs.
3. Forward Rates- Basics.
4. Forward Rate Agreements.
5. Pricing of Forward Rates.
6. Future Contracts-Basics.
7. Pricing of Future Contracts.
8. Markets of Future Contracts.
9. Futures on Stock, Stock Indices, Commodities and Currencies.
10. Option Contracts- Basics.
11. Risk Neutral Method of Pricing of Option Contracts.
12. Black and Scholes Option Pricing Model.
13. Market Simulation and Trading.
14. Derivatives Markets in Developing Countries.
15. The Greek Letters.

Suggestive Text Books

1. Options, Futures and Other Derivatives, John C Hull & Sankarshan Basu, 7th edition, Pearson.
2. Derivatives, David A Dubofsky & Thomas W. Miller, Jr. 2003, Oxford University Press.
3. Derivatives and Risk Management, Jayanth Rama Varma, 2009, Tata McGraw- Hill Publishing Company Limited.
4. Financial Derivatives, S.S.S. Kumar, 2007, Printice Hall of India.
5. Financial Engineering: Derivatives and Risk Management by Cuthbertson, Keith and Nitzsche, Dirk; John Wiley & Sons.

Financial Engineering

Aim

The rapidity with which corporate finance, bank finance and investment finance have changed in recent years has given birth to a new discipline that has come to be known as 'Financial Engineering'. John Finnerty defines as Financial Engineering involves the design, the development, and the implementation of innovative financial instruments and processes, and the formulation of creative solutions to problems in finance.

After going through the course students/participants will be able to:

- Understand basic frame work of Financial Engineering.
- Interfacing with other disciplines of management.
- Develop and apply financial innovations.

Objectives

- Understanding the difference between Financial Analysis and Financial Engineering.
- Understanding the need of Financial Engineering.
- Identify alternatives.
- Gain understanding of Financial Engineering tools like Derivatives.
- Use computerized tools such as Option Calculator in evaluating options.
- Application of Financial Engineering Tools.

Suggestive Coverage

1. Financial Analysis- An over view.
2. Frame work of Financial Engineering.
3. Need of optimizing Financial Decisions.
4. Complexity in Interest Rates and their fluctuations.
5. Bond Theorems, Duration, Modified Duration and Convexity.
6. Interest Rate Futures.
7. Interest Rate Options.
8. Basics of Forward Rate Agreements.
9. FRA pricing.
10. FRA compensation.
11. SWAP arrangements.
12. Pricing of SWAP deal.
13. Value at Risk: Basic Concepts.
14. Delta Normal Method of calculating Value at Risk.
15. Historical Simulation and Monte Carlo Simulation for VaR.

Suggestive Text Books/Readings

1. Financial Engineering: A Complete Guide to Financial Innovations by Marshall, John F and Bansal, Vipul K; Prentice- Hall.
2. Financial Engineering: Derivatives and Risk Management by Cuthbertson, Keith and Nitzsche, Dirk; John Wiley & Sons.
3. Financial Engineering and Computation: Principles, mathematics, algorithms by Lyuu, Yuh- Dauh; Cambridge University.
4. Principles of Financial Engineering by Neftci, Salih N; Academic Press.
5. Dictionary of Financial Engineering by Marshall, John F; John Wiley & Sons.
6. Financial Risk Manager Handbook, Philippe Jorion, Wiley Finance.
7. Treasury and Risk Management in Banks, Indian Institute of Banking and Finance, Taxmann.
8. Bank Financial Management, Indian Institute of Banking and Finance, Taxmann.
9. Options, Futures and Other Derivatives, John C Hull, Sankarshan Basu, Pearson.

Management Control System

OBJECTIVE

The course provides knowledge, insights and analytical skills related to how the finance managers go about designing, implementing and using planning and control systems to implement corporate strategies.

Contents

- Conceptual framework of management control: Nature of Management Control Systems, Understanding Strategies, Behaviour in Organizations,
- Management Control Structure: Responsibility Centers, Revenue and Expense Centers, Profit Centers, Responsibility Accounting, Investment Centre and Measuring and Controlling Assets Employed Inter-divisional Transfer Pricing,
- Measurement of Divisional Performance including Performance Evaluation - Qualitative and Quantitative,
- Techniques of management control process: Planning, Budget Preparation, Budgetary Control, Analysis of Variance, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting,
- Analyzing Financial Performance Reports, Performance Measurement, Management Compensation,
- Behavioural aspects of management control such as motivation and morale, Goal
- Congruency, Participative and Responsive Management

Suggested readings

1. Anthony, R. N., & Govindrajana, V. (2007). Management control systems (12th ed.). New Delhi: Tata McGraw-Hill.
2. Cooper, R., & Kaplan, R. S. (2004). Design of cost management systems (2nd ed.). New Jersey: Prentice Hall.
3. Kaplan, R. S., & Anderson, S. R. (2007). Time-driven activity-based costing: A simpler and more powerful path to higher profits. USA: Harvard Business School Press.
4. Kaplan, R. S., & Cooper, R. (2009). Cost & effect: Using integrated cost

systems to drive profitability and performance. USA: Harvard College.

5. Kaplan, R. S., & Norton, D. P. (2008). Execution premium: Linking strategy to operations for competitive advantage. USA: Harvard Business School Press.
6. Shank, J. K. (2006). Cases in cost management: A strategic emphasis (3rd ed.). USA: Cengage Learning.
7. Shank, J. K., & Govindarajan, V. (2008). Strategic cost management: The new tool for competitive advantage. New York: Free Press.

International Business

Aim:

In the present economic situation, world economies are more integrated and interdependent. Therefore it is absolute mandatory for every student of international Business to recognize the importance of international economic events and international dimension of subject surround us every day. The International Business Management is equipped with the tool, framework, and basic institutional knowledge that will permit the student to make sense of the increasingly interdependent economic environment.

Objectives:

- To have an understanding of macro environmental factors affecting international Business
- Processes determining Competitive environment in which firm compete both at home and abroad
- Understanding the impact of global financial environment on businesses decision making process worldwide
- Understanding global strategy, structure and implementation
- Managing Functional level international operations

Suggestive Coverage:

1. Globalization and international business
2. Socio-cultural environment affecting international Business
3. Politico-legal factor influencing IB
4. Macro economic factors shaping international business
5. International trade theory
6. Government influence on trade
7. Regional trade arrangement
8. Global foreign exchange market and determination of exchange rate
9. Country evaluation and selection
10. International business strategy
11. International organizational structure
12. Direct Investment and collaborative strategies
13. Managing international Functional operations viz..Marketing, Manufacturing and SCM, HRM, Accounting
14. Multinational Finance Function

Suggestive Text Books:

1. International Business: Environment and Operations, 12th Ed./ by Daniels John D, Radebaugh Lee H., Sullivan Daniel P, Salwan Prashant :Pearson, 2010
2. International Business: Competing in the global market place, 6th Ed./by Hill Charles W L , Jain Arun K.-New delhi :Tata McGraw Hill ,2009
3. International Business:.,4th Ed./ by Aswathappa K.-New Delhi :Tata McGraw Hill,2011
4. International Business: Strategy, Management, and the new realities, 1st Ed./ by cavusgil S Tamer ,Knight gary , Riesenberger John R :Pearson,2009
5. International Business: Concept, Environment and strategy ,2nd Ed./ Sharan V, Pearson,2006
6. International business,1st Ed./By Joshi Rakesh Mohan, Oxford University Press, 2009
7. International business ,4th Ed./ by Paul Justin –New delhi:PHI,2009
8. International Business : The challenges of Global Competition ,11th Ed./by Ball Donald A, McCulloch Wendell H,Geringer J Michael,Minor Michael S, McNett Jeanne M.-New Delhi :TMH,2009
9. International business,2nd Ed./ by Bennett Roger: Pearson,1999
10. The Essence of International Business ,5th Ed./by Taggart James H, McDermott Michael C.- New Delhi,PHI,2003
11. Elements of International Business,1st Ed./by Chary S.N.-Wiley India,2006
12. International business Environment,1st Ed./ by Nandi Sukumar- TMH,2010
13. International Business Environment: Text and cases,1st Ed./ by Black J Stewart, Sundaram Anant K –Prentice Hall,1994
14. The international Business Environment/Morrison Jannet- Palgrave MacMillan,2002
15. International Business management,1st Ed./ Gupta R.C. ,Jain T.C. :Alfa Publication,2009
16. Experiencing International Business and Management ,1st Ed./By Punnett Betty Jane- Indiana publishing House,2007

17. International Business management, /by Dewan, Sudarshan-Discovery,2011
18. International Business management 1st Ed./ by Bascunan F. L.-
Global Vision Publishing,2011
19. International Business & Culture,1st Ed./ by Becker Kip-Jaico Publishing,2006
20. International Business New Trends,1st Ed./by Dangwal R C –
Deep & Deep publication,2000

International Trade

Aim:

This course considers the objectives and strategies of international business in the context of global competition. The course exposes the students to the strategies used by the firms to become and remain competitive in the global environment. It equips students as international Business managers with a comprehensive framework to formulate strategies that will help them win in the global marketplace.

India as emerging global economy has to play a key role in the world trading environment, given its insignificant share in world trade. This paper also seeks to familiarize the students with India's position as a partner in world trade and the problem and policies thereto. The paper highlights the trends in India's foreign trade, new trade policy in the wake of liberalization process after 1991, trade policy impact on different sectors and Government policy framework towards foreign capital.

Objectives:

- Understanding the concept of International Business Strategy as an integrative framework covering strategic management process
- Managing the different functional level international strategy
- Understanding of method and strategies used for entering and expanding in the global market place
- Understanding of India's foreign trade and policy framework
- Recent trends in India's macroeconomic variable regarding external sector
- Understanding government policy regarding foreign capital
- Exploring trade policy of other major economies viz.US, Europe, South Korea and BRIC nations

Suggestive Coverage

1. Concept of international Business Strategy
2. Model of international strategy – Porter Model, Prahalad & Doz Model
3. International functional level strategy including marketing, Finance, operations, and Technology strategy
4. International organization and control strategy
5. International subsidiary strategy
6. Strategic Alliance ,International acquisition : strategy and management
7. Successful business strategies of LG, Hyundai , Wal-Mart, CEMEX, IBM
8. Trends in India's Foreign Trade
9. Composition of India's Foreign Trade, Major trading pattern
10. New trade Policy(After 1991)
11. EPZs and SEZs
12. Recent Trend in India's balance of Payment, Foreign Exchange Reserve,

- Exchange Rate, External Debt
13. Government policy towards foreign capital
 14. Foreign Collaboration and MNCs

Suggestive Text Books:

1. International Business Strategy ,1st Ed./by Nag A- Vikas Publishing,2010
2. International management :A strategic perspective,4th Ed./by Cullen John B, Parboteeah K. Praveen- South Western Cengage learning,2008
3. International strategic management, 1st Ed./ by Peng Mike W.- Cengage Learning
4. International Business Strategy(South Asian Edition) / by Verbeke A- Cambridge University Press, 2009
5. International Business Strategy: Rethinking the Foundation of global corporate success/ by Verbeke A- Cambridge University Press ,2009
6. International marketing strategy,4th Ed./by Doole Isobel- International Thomson Business
7. International Business :A manager's guide to strategy in the age of globalism,1st Ed./ by Nelson Carl A, Nelson –International Thomson Business Press,1999
8. Global Corporate strategy and trade policy/by Rugman Alan M, Verbeke Alain – Thomson learning,1990
9. Redefining Global Strategy: Crossing Borders In A World Where Differences Still Matter, 1st Ed./by Pankaj Ghemawat-Harvard Business school press,2007
10. Total Global Strategy: Managing For World Wide Competitive Advantage ,1st Ed./ by Yip George S. - Prentice Hall- Gale,1994
11. International Business: Concept, Environment and strategy ,3rd Ed./ Sharan V, Pearson,2010
12. Global strategy 1st Ed./ by Peng Mike W.- South western Education publishing,2008
13. Foreign Trade and investments in India: policies and performance, 1st Ed./by Tripathi Neeta- Serials publication,2005

15. Foreign Trade Policy And Trends In India, 1947-48 To 2008-09,1st Ed./by Mathur Vibha- New Century publication,2009
16. India's Foreign Trade And Balance Of Payments: Policies, Performance, And Future strategy/by Mahajan V S,1992
17. India's external sector reform, 1st Ed./by Mukherji I N, Sharan V –Oxford university press,2001
18. External Sector Reforms In India - 1991-2005,1st Ed./by Bhasin Nitin- New century publication ,2005
19. Indian Economy since independence,19th Ed . / by Kapila Uma - Academic Foundation,2008

International Economics

Aim:

In the beginning of new millennium ,every student must have conscious awareness of “things international” Any change in world should be known to student be it, a new compound in Germany, Political situation in Pakistan, natural disaster in Taiwan, or AIDS in Sierra Leone, as this is age of Information revolution. Without keeping track of International Development today student is unable to understand changing nature of world. in present Economic situation it is absolute mandatory for every student of International business to recognize International Economic events and international Dimension of subject around us every day. The world has economically internationalized even faster than we anticipated. and changed Economic scenario like , Emergence of E.U. has resulted in “ banana War”, Asian crises has increased effort of NAFTA integration in Western Hemisphere now it is necessary for students to have practical knowledge of economic fundamentals underlying International Economic action and reaction. The International Economics paper is equipped with the tool, framework, and basic institutional knowledge that will permit them to make sense of the increasingly interdependent economic environment.

Course Objective:

The outcomes of the course are twofold. First, you should have an understanding of some of the theoretical approaches used to analyze the International Trade. Second, you should have an awareness of some of the practical aspects of global environment.

A good understanding of geography is required with a positive approach to know the world map and basic understanding of consumer behavior around the world.

Suggestive Coverage

1. Introduction to the international economics
2. Trade History
3. Foundations of Modern Trade theory: Comparative Advantage
4. Sources of Comparative Advantage
5. Tariffs
6. Nontariff Trade Barriers
7. Trade Regulation and Industrial Policies
8. Trade Policies for the developing countries
9. Regional Trade Arrangements
10. International Factor Movements and Multinational Enterprises
11. The Balance of Payment
12. Balance – of – Payments Adjustments
13. Foreign Exchange
14. Exchange Rate Determination
15. International Monetary System
16. Exchange Rate Adjustment and Balance of Payment
17. Macro-economic policy in an open economy
18. International banking reserve debt and risk

Suggestive Text Books

1. International Economics (11th Edition)- Robert J. Carbaugh-Thomson _ Text book
2. International Economic-Appleyard & Feild- McGraw-Hill International
3. International Economics- Bosodersten & Geoffery Reed- Macmillan
4. International Economics Theory & Policy-Krugman & Obsfeild –Addison Wesley
5. International Economics-Kindleberger-AITBS
6. International Economics-Soren Kjeldsen & Kragh- Ane Books
7. International Trade theory & evidence- Markussen Melvin Kenpfer Makus- Macgraw Hill International
8. International trade- Raj Agarwal-Exel Books
9. International economics- Francis Charunilam- TMH
10. International Economics-Mannur-Vikas
11. ICAFI journal of International trade
12. International Economics –Dominick Salvatore-Wiley
13. International Economics /by H L Bhatia – Vikas Publications, 2006
14. International Economics, 6th ed. /by M. L. Jhingan – Vrinda publications, 2009
15. International Economics /by Ottens & Schueller Marrewijk – Oxford, 2007
16. International Economics, 13th ed. /by Pugel – TMH, 2007
17. International Economics /by Kragh – ABPL, 2009
18. International Economics /by A K Sharma – Anmol Publications, 2009
19. International Economics /by Man Chand Khandela – Pointer Publisher, 2008
20. International Economics, 11th ed. /by Robert Carbaugh – Ceneage Learning, 2007
21. International Economics, 6th ed. /by Dennis R. Appleyard, Alfred J. Field, Steven Cobb – Mcgraw-hill Professional, 2007

Supply Chain Management

Aim

Supply chain Management has become crucial for the competitive strategies of business in the new economy. Logistics cost may comprise anywhere from 8% to even 50% of the total costs of operations of an organization depending upon the nature of their businesses. With the increased commoditization of many industries like PC, Apparel etc., the businesses in these industries are constantly looking at their Supply Chain for competitive advantage and even survival. It has also become critical issues from many retailers, which are now trying to expand by opening stores across the country.

Objectives

- To understand the meaning of Supply Chain Management and derivors of its performance.
- To develop analytical and problem solving skills, which will help us analyze various Supply Chains and arrive at good decisions.
- understand what is demand amplification by playing a popular game (called Beer Game) and how to minimize it in a given company's supply chain
- Learn how to design good supply chains and
- Finally learn some current best practices in various industries like VMI, QR and design for Postponement etc. and understand the rationale behind their success

Contents

- Supply Chain Management : What and Why?
- Strategic Decisions in Supply Chain Management
- Source Management in Supply Chain
- Inventory & Transportation Management
- Supply Chain coordination & Application of Information Technology & Systems
- Mathematical Modeling for Supply chain
- Measuring Performance : Supply chain Metrics
- Reverse Supply Chain
- Integration and Collaborative Supply Chain
- Concept of lean Management in Supply Chain.
- Promise of the Real-Time supply chain
- Case studies on supply chain management
- Internet resources for supply chain management

List of Suggested References

1. Operations and supply management, 12th ed./ By Chase, Richard B .- New Delhi; TMH, 2010.
2. Greening the supply chain: A guide for Asian managers./ By Rao, Purba Halady - Delhi: Response Books, 2008.
3. Supply Chain : Modeling and solutions/ By Sahay, B.S .- Delhi; Macmillan, 2007.
4. Supply chain management./ By Dubey, Jayshree .- Delhi: New century publications, 2007.
5. Supply chain collaboration: How to implement CPFR and other best collaborative practices / By Ireland, Ronald K.- USA: J.Ross Publication, 2005.
6. Supply chain management: Theories & practices/ By Mohanty, R.P.- New Delhi: Biztantra, 2005.
7. Supply chain optimization / By Geunes, Joseph.- New Delhi: Springer, 2005.
8. Advanced supply chain management: How to build a sustained competitive advantage / By Poirier, Charles C.- Delhi: Viva Books., 2004.
9. Supply chain management with APO: Structures, modeling approaches and implementations peculiarities/ By Dickersbach, Jorg Thomas.- New Delhi; Springer, 2004.
10. Supply chain management and reverse logistics/ By Dyckhoff, Harald - New Delhi; Springer, 2004
11. Supply chain management based on SAP systems: Order management in manufacturing companies/ By Knolmayer, Gerhard .- New Delhi; Springer, 2004.
12. Essentials of supply chain management/ By Mohanty R.P .- Delhi; Jaico Publications, 2004.
13. Supply chain management: Strategy, planning and operation, 3rd ed. / By Chopra, Sunil.- New Delhi; Pearson education, 2003.
14. Essentials of supply chain management. / By Hugos, Michael.- New Jersey: John Wiley & Sons, 2003.
15. Supply chain redesign: Transforming supply chain into integrated value

- systems / By Hanfield, Robert B.- New Delhi: Pearson Education, 2002.
16. Supply chain management: Concepts and cases /by Altekar. - New Delhi: PHI, 2010.
 17. Introduction to operations and supply chain management /by Bozarth. - New Delhi: Pearson, 2010.
 18. Supply chain management best practices, 2nd ed. /by Blanchard, David. – New Delhi: Wiley, 2010.
 19. Supply chain management: From vision to implementation /by Fawcett, Stanley E. – New Delhi: Pearson, 2010.
 20. Purchasing and supply chain management /by Lysons. - New Delhi: Pearson Education, 2010.
 21. Supply chain management /by Shah. – New Delhi: Pearson, 2010.
 22. Business Logistics/Supply chain management, 5th ed. /by Ballou. - New Delhi: Pearson, 2010.
 23. Supply chain management: Strategy, planning & operation, 3rd ed. /by Chopra, Sunil. - New Delhi: Pearson Education, 2010.
 24. Logistics and supply chain: Strategies for reducing cost and improving services, 3rd ed. /by Christopher, Martin. -New Delhi: Pearson, 2010.
 25. Supply chain management for competitive advantage /by Rangaraj. - New Delhi: TMH, 2010.
 26. Logistics management, 2nd ed. /by Sople. - New Delhi: Pearson, 2010.
 27. World class supply management, 7th ed. /by Burt, David & Dobler, Donald. - New Delhi: TMH, 2010.
 28. Supply chain logistics management (SIE), 2nd ed. /by Bowersox, Donald. - New Delhi: TMH, 2010.
 29. Logistics engineering and management, 6th ed. /by Blanchard. - New Delhi: PHI, 2010.
 30. Introduction to supply chain management/by Handfield, R.B & Nichols, EL. - New Delhi: PHI, 2010.
 31. Quantitative models for supply chain management /by Sridhar & Tayur, Ramganes. - Boston: Kluwer Academic Press, 2009.

32. Supply chain risk management /by Waters, Donald. - New Delhi: Viva, 2008.
33. Purchasing & supply management, 13th ed. /by Leenders. - New Delhi: TMH, 2010.
34. Operations and supply management, 12th ed. /by Chase, Richard B. - New Delhi: TMH, 2010.
35. Enterprises supply chain management: Integrating best in class processes /by Sehgal, Vivek.-Wiley, 2009.
36. Greening the supply chain: A guide for Asian managers/by Rao, P H. - Delhi: Response Books, 2008.
37. Supply chain management /by Dubey, Jayshree. – New Delhi: New Century Publications, 2007.
38. Supply chain management: Theories & practices/by Mohanty, R.P.- New Delhi: Biztantra, 2005.
39. Supply chain redesign: Transforming supply chain into integrated value systems /By Hanfield, Robert B. - New Delhi: Pearson Education, 2002.
40. Advanced supply chain management: How to build a sustained competitive advantage /by Poirier, Charles C. – New Delhi: Viva Books., 2004.
41. Essentials of supply chain management /by Hugos, Michael. - New Jersey: John Wiley & Sons, 2003.
42. Supply chain management based on SAP systems: Order management in manufacturing companies /by Knolmayer, Gerhard. - Springer, 2004.
43. Supply chain: Modeling and solutions /by Sahay, B S. – New Delhi: Macmillan, 2009.
44. Supply Chains: A manager's guide /by Taylor. - New Delhi: Pearson, 2010.
45. Supply chain management and advanced planning: Concepts, Models, Software and Case Studies, 3rd ed. /by Stadtler, H & C. Kilger. - Berlin: Springer, 2004.

Service Operations Management

Aim

The service sector now accounts for more than half of India's GDP: 51.16 per cent in 1998-99. This sector has gained at the expense of both the agricultural and industrial sectors through the 1990s. The rise in the service sector's share in GDP marks a structural shift in the Indian economy and takes it closer to the fundamentals of a developed economy (in the developed economies, the industrial and service sectors contribute a major share in GDP while agriculture accounts for a relatively lower share).

This subject covers the management of the design, production and delivery of services, and the application of operations concepts and methods to service situations. Topics include: strategic management and marketing, process analysis, and delivery systems; establishing, measuring and control of service levels; location and layout; capacity planning; quality assurance; organisational behaviour and design in services; and managing professional services.

Objectives

- Understand the challenges of managing different types of service operations.
- Understand the importance of the people dimension in service operations.
- Apply a range of quantitative and qualitative techniques and management concept to solve problems in complex service environments.
- Understand the processes involved in designing service operations.
- Apply concepts of service quality in the design of service operations.
- Evaluate capacity plans in a variety of service operation situations.

Suggested Topics

1. Introduction to service operations, emergence , growth & Challenges.
2. Classification of services on level of contact, on Role of Customer, and Managerial Decisions, expectations
3. The service concept, focused service critical issues
4. Role of Customer and supplier relationships in service operations
5. Service providing processes, steps, & sequence
6. Service people, role of teams, communication, and IT.
7. Resource utilization
8. Service scape Design
9. Role of Networks, technology and information in service s
10. Managing service quality, customer Expectations. SERVQUEL.
11. Designing and delivering services, role of employees and managers, service attributes.
12. Managing capacity in service providing.
13. Performance measurement, Benchmarking and its application in services operations

14. Service Recovery & Service Guarantee
15. Driving operational improvement and learning of service system.
16. Linking operations decisions to business performance, outsourcing issues and scope
17. Service culture. Values, using demonstration effect.
18. Strategic issues related to service operations.
19. Challenge of managing Complexity in service operations.

Proposed text Book

1. Service Operations Management by Johnston & Clark; Pearson Publication
2. Service operations management: Improving service delivery, 2nd ed. /by Johnston, Robert & Clark Graham. - New Delhi: Pearson, 2010.
3. Service management: Operations, strategy, information technology, 7th ed. /by Fitzsimmons, James A. – McGraw Hill, 2010.
4. Service operations management, 3rd ed. /by Johnston, Robert. - Prentice Hall, 2008.
5. IT Service operations management guide /by Blokdiik, Gerard. - Emereo Publishing, 2008.
6. Service management: Operations, strategy information technology /by Fitzsimmons, James A.- AIPI, 7. 2010.
7. Service management and operations, 2nd ed. /by Haksever, Cenqiz.- Prentice Hall, 1999.
8. Successful service operations management, 2nd ed. /by Metters, Richard, Metters, KK, Pullman,
9. Madeleine & Walton, Steve. -New Delhi: Thomson, 2007.
10. Automotive service management: Operations management /by Schneider, Mitch.- Delmar Learning, 2003
11. Service management, 6th ed. /by Fitzsimmons, James A. - McGraw Hill, 2008.
12. Management of service operations, 2nd ed. / By Wright, Nevan. - Cengage Learning Press, 2004.
13. Service operations management /by Murdick, Robert G. - Allyn & Bacon, 1990.

14. Managing service operation: Design and implementation /by Hollins, William J. – Sage Publications, 2006.
15. Service operations management /by Schmenner, Roger W. - Prentice Hall, 1995.
16. Service marketing: Operations, management and strategy /by Clow, Kenneth J. –Atomic Dog Pub, 2004.
17. Service productivity management: Improving service performance using data envelopment analysis /by Sherman, H David. - Springer, 2009.
18. Automotive service business: Operation and management /by Crouse, William Harry.- McGraw Hill, 1993
19. Understanding service management: Integrating marketing, organizational behavior, operations and human resource management /by Glynn, William J. - John Wiley & Sons, 1995.
20. Management of service operations: Text cases and readings /by Sasser, W Earl. - Allyn & Bacon, 1998.
21. Service operations management: Strategy design and delivery /by Hope, Chris. – Prentice Hall, 2006.
22. Management and analysis of service operations /by Browne, Jim. - Elsevier Science Ltd., 2004.
23. Management of fire service operations /by Coleman, Ronny J. - Duxbury Press, 1998.
24. Service management in intelligent networks / Ambler, Anthony. - Springer, 2000.
25. Case studies in service operations /by Colley, John. - South Western, 1995.
26. Service operation book /by Office of Govt. Commerce. - Stationery Office, 2007.

Project Management

Aim

Project management has evolved to plan, coordinate and control the complex and diverse activities of modern industrial, commercial and management change and IT projects. All projects share one common characteristic – the projection of ideas and activities into new endeavors. The ever present element of risk and uncertainty means that the events and tasks leading to completion can never to be foretold with absolute accuracy. Examples abound of projects that have exceeded their costs by enormous amounts, finishing late or even being abandoned before completion. Such failures are far too common, seen in all kinds of projects industry, commerce and specially the public sector.

This course is an introduction to the project management process, with special emphasis on its life cycle, the organizations that are involved in it, and the tools used in managing and delivering projects. The course is strongly based on the Project Management Body of Knowledge (PMBOK). It will provide a guideline to students to foresee or predict as many of the dangers and problems as possible and to plan, organize and control activities so that projects are completed successfully in spite of all the risks. This process should start well before any resource is committed, and must continue until all works are finished. The primary aim of the project manager is for the result to satisfy the project sponsor or purchaser and all other principal stakeholders, within the promised timescale and without using more money and more resources than those that were originally set aside or budgeted.

Course Objectives

- By the conclusion of this course, you will have a practical knowledge of the:
- project management development life cycle
- role of the project manager within organizations and projects
- difference between project management and product management
- major project management knowledge areas:
- Development of the project plan
- project scope management
- project time management
- project cost management
- project quality management
- project human resource management
- project communications management
- project risk management
- project procurement management

Students will also have hands-on experience with creating

- project plans, which include objectives, scope, statement of work, deliverables, and risk assessment
- work breakdown structures (WBSs)
- project schedules

Contents to be covered

- Introduction to Project Management
- Factors for project success or failure
- Defining the project Task & Estimating the project costs
- Steps in Planning the time Scale
- Financial Appraisal and the business Plan
- Estimating Risks, Project Authorization and Structure Organization of Management Change and IT Projects Work Breakdown and coding
- Principles of Detailed Planning & Resource Scheduling
- Computer Applications
- Managing project startups, Procurement and Project costs
- Managing multiple projects, programmes and closure.

List of Suggested Books

1. Project Management : Core Text Book, Samuel Mantel, Jack Meredith, Scott Shafer, Margaret Sutton, and MR Gopalan. First Indian Edition, Wiley India Edition, 2009.
2. Project Management (9th Edition), by Dennis Lock. Gower Publishing Ltd, 2007
3. Projects : Planning, Analysis, selection, Financing, Implementation and Review (6th Edition), by Prasanna Chandra, Tata McGraw Hill Publishing Company Ltd, New Delhi. 2006
4. Project Workout: A Toolkit for Reaping the Rewards of All Your Business Projects/by Buttrick.- Financial Times Prentice Hall, 2005.
5. The Project Office: The essential Skills of Project Management,/ by Davidson, Frame & Block.- Financial World, 2004
6. Project Management: A Systems Approach to Planning Scheduling, and Controlling/by Kerzner.- John Wiley & Sons, 2003.
7. Effective Project Management: How to Plan, Manage... (3rd edition) / by

- Wysocki, Beck Crane.- John Wiley & Sons, 2003.
8. The PMI Project Management Fact Book (2nd edition) by PMI.- PMI, 2002.
 9. Fundamentals of Project Management by Lewis.- Amacom Books, 2002.
 10. Managing Smaller Projects by Watson.-Project Manager Today, 2002.
 11. World Class Project Manager by Wysocki, Lewis.- Perseus Publishing, 2001.
 12. Visualizing Project Management Forsberg / by Mooz & Cotterman.- John Wiley & Sons, 2000.
 13. Managing Performance Improvement Projects/ by Fuller.- Feiffer, Jossey-Bass, Inc., 1997
 14. Best Practices of Project Management Groups In Large Functional Organization by Toney, Powers.-PMI, 1997.
 15. Project Management by Field, Keller. - Thomson Learning, 1997.
 16. The Project Manager as Change Agent by Turner, Thurloway & Grude.- McGraw-Hill, 1996
 17. Managing Project in Organizations.by Davidson Frame.-Jossey-Bass. Inc., 1995
 18. Project management: The management process (SIE), 4th ed. /by Gray, Larson. – New Delhi: TMH, 2010.
 19. Project management /by Choudhury. – New Delhi: TMH, 2010.
 20. Project management step by step /by Newton. - New Delhi: Pearson, 2010.
 21. Practical project management /by Ghattas. - New Delhi: Pearson, 2010.
 22. Project management, 3rd ed. /by Maylor. - New Delhi: Pearson, 2010.
 23. Project management: The managerial process, 5th ed. /by Larson, Erik W. - McGraw Hill, 2010.
 24. Essentials of project management /by Ramakrishna. - New Delhi: PHI, 2010.
 25. Project management: A life cycle approach /by Kanda. - New Delhi: PHI, 2011.
 26. Project management step-by-step/by Richman, Larry. - New Delhi: PHI, 2010.

27. Software project management: A real-world guide to success/by Henry. - New Delhi: Pearson, 2010.
28. Project management: Achieving competitive advantage and MS Project /by Pinto, Jeffrey K. - New Delhi: Pearson, 2010.
29. Facilitating project performance improvement/by Jerry Julian. - American Management Association, 2010.
30. Project management case studies, 3rd ed. /by Kerzner, Harold. – New Delhi: Wiley, 2009.
31. Project management: Best practices, 2nd ed. /by Kerzner, Harold. – New Delhi: Wiley, 2010.
32. Effective project management: Traditional, agile, extreme, 5th ed. /by Wysocki, Robert K. - Wiley, 2009.
33. Project management: A system approach to planning, scheduling and controlling, 10th ed. /by Kerzner, Harold. - Wiley, 2009.
34. Project management: A managerial approach, 7th ed. /by Meredith, Jack R. - Wiley, 2008.
35. Project management, 2nd ed. /by Pinto, Jeffrey K. - Prentice Hall, 2009.
36. Project management survival /by Jones, Richard. - New Delhi: Viva, 2008.
37. The Oxford handbook of project management /by Morris, Peter WG & Jeffrey. – New Delhi: Oxford, 2010.
38. Fundamentals of project management, 3rd ed. /by Lewis, James P. - Amacom, 2006.
39. Project management for business & technology: Principles & practice 2nd ed. /by Nicholas. - New Delhi: PHI, 2010.
40. Project management tool kit: 100 tips and technique for getting the job done right /by Kendrick, Tom. - New Delhi: PHI, 2010.
41. Information technology project management, 6th ed. /by Schwalbe, Kathy. –Course Technology, 2009.
42. Complete idiot’s guide to project management, 4th ed. /by Campbell, Miichael G. - Alpha. 2007.

43. Fundamentals of technology project management /by Garton, Colleen. -Mc Press, 2005.
44. Project management communication bible /by Dow, William. - Wiley, 2008.
45. The little black book of project management/by Michael C. Thomsett. - AMA, 2009.
46. Project management. 8th edition/by Kerzner, Howard. – New Delhi: TMH, 2003
47. Project workout: A Toolkit for reaping the rewards of all your business projects/by Buttrick. - Financial Times Prentice Hall, 2005.

Brand Management

Introduction to Brand Management

Learning objectives: Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables.

Measuring Brand Performance

The Technology Impact on Brand Management

Learning objectives: Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer

Brand Architecture and Brand Portfolio

Learning objectives: Understanding the concepts of Brand Architecture, Brand Portfolio and the implications of these two concepts.

Brand and Line Extensions

Learning objectives: Understanding the concepts of Brand and Line Extensions and their pros and cons

Learning objectives: Issues involved in planning a Product Portfolio. Learning objectives: Issues in repositioning a brand.

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Brand Equity and its measurement

Learning objectives: Understanding the concept of Brand Equity and a look at methods of measuring it.

Measuring Brand Value

Learning objectives: Understanding the factors to be taken into account while valuating a brand and a look at some approaches of brand valuation.

Learning objectives: Issues involved after a brand acquisition.

Elements of Branding

Issues involved in a product launch.

Advertising and Sales Management

Aim

The course is intended to provide an understanding of the role of Advertising in the Marketing mix and the social nature of the communication process. Students are introduced to the theory, principles and functions of advertising. Three practical aspects of the advertising business – client servicing, creative and media planning will be examined. Students are also encouraged to develop critical perspectives on mass media through an understanding of the encoding and decoding processes involved in the production and consumption of media messages.

Objectives

- To acquaint the students with the aspects of advertising and its multifaceted role.
- The basic objective of the course is to enhance the competency of students to become effective Managers perfectly fit in the dynamic and competitive field of advertising, public relations and media organizations.
- The course seeks to educate students in the parlance of marketing — about how advertising works so they can make better, more informed choices, creatives offered by various companies and the latest tools applied to attract customers.

Suggestive Coverage

- Introduction to Advertising, Evolution of Advertising
- Structural Changes – Growth of Brand Consultants, Media Independents, Holding companies, AOR
- Advertising Agency – Indian Scenario, Types of Agencies, Function, Organisation Structure
- Agency Compensation, Directorate of Advertising and Visual Publicity, Branching, Divisions
- Types of Advertising – National, Co-operative, Industry, Collaborative, Corporate and Social Advertising
- Importance of Advertising Objectives, Dagmar.
- Copy – Types of Appeals in Advertising, Advertising Copy, Technical Details of Headlines
- Technical Details of Illustration, Body copy
- Details of preparing Roughs, Layouts, Storyboards
- Techniques used for TV commercial, Types of TV Commercial

Suggestive Text Books

1. Advertising Principles, Problems and Cases /by Dirksen. Kroeger and Nicossia - DB Taraporewal & Sons.
2. Advertising Management Text & Cases – /by A. Borden & Marshall –DB Taraporewala & Sons, Bombay.
3. Advertising /by Welbacher, William M, McMillan Publishing Co., New York
4. The changing face of Advertising /by V Parthasarthy, ICFAI, University Press
5. The End of Advertising – As we know it, /by Zyman Sergio, Wiley Publications.
6. Advertising – Principle & Practice /by Wells, Burnett, Moriarity, 7edition, PHI
7. Advertising Management Concepts & Cases/by Manendra Mohan, TMH
8. Advertising Management /by Batra, 5ed, Pearson
9. Integrated Advertising, Promotion and Marketing Communications/by Clow, Black ,Pearson
10. Advertising /by Jefkins, 4 edition, Pearson
11. Kleppners Advertising Procedure /by Lane , ,16 edition ,Pearson
12. Advertising theory and practice/by Sandage, Fryburger, Kim Rotzoll, 1998, AITBS Publishers
13. Advertising age, handbook of advertising/by Herschel Gordon Lewis, Carol Nelson, NTC Publishing House
14. Advertising /by R. Stafford Ronald J Faber, 2005 Edition, PHI
15. Promotion & Integrated Marketing Communication, /by Richard J. Semenik, Thompson publications.
16. Kazmi & Batra, Advertising Management, 2 nd edition ,Excel Books

Consumer Behaviour

Aim

This course introduces the substantive and functional aspects of Consumer Behaviour. Specific course goals are to introduce students to marketing and the elements of marketing .it focuses on the consumer decision making and behaviour, with consideration of the theoretical foundations and practical marketing management implications and actions. The study of decision making, shopping, buying, consuming is a part of marketing science that deliver the benefits consumer are seeking.

Objectives

- To introduce the students to the field of consumer behaviour and its relevant association with marketing and allied subjects.
- To make the students acquaint if the various environmental influences, socio-cultural influences, and other factors which affects the decision making process.
- To stress the aspect of consumer behaviour that are of widespread importance and draws on work in adjacent disciplines, particularly psychology.

Suggested Coverage

- Defining, Introducing the concept of Consumer Behaviour, Importance
- Consumer Research: Quantitative and Qualitative Research
- Consumer Research Process
- Understanding Consumer Behaviour Segments, various segmentation types
- Consumer Motivation
- Personality, Self image
- Family, Personal Influences
- Environmental Influences
- Socio-Cultural Factors and their impact on Consumers
- Communication and Behaviour.
- Consumer Decision Process
- Purchasing Processes
- Post Purchase Behaviour

Suggestive Text Books

1. Consumer Behaviour and Managerial Decision Making/by Kardes,2 nd edition
2. Consumer Behaviour: Buying Having and Being/by Solomon,8 the edition,2009
3. Consumer Behaviour/ Leon Schiffman & Leslie Kanuk, PHI, 10th edition
4. Consumer behaviour building marketing strategy/by Hawkins, Coney Best

Mookerjee, TMH, 11th Edition 2007

5. Theory of Consumer Behaviour /by Dr.Shri Prakash, Vikas publications, first edition, 2010
6. Consumer behaviour / by David Loudon & Albert J Della Bitta, TMH publications, 4th edition, 2002
7. Consumer Behaviour/ Blackwell, 10th Edition ,
8. Consumer Behaviour in Indian Perspective/ Suja Nair/
9. Consumer behaviour /by Henry Assael, Biztantra, 2005
10. Shopper, Buyer and Consumer Behaviour/by Jay D Lindquist, M Joseph Sirgy , Biztantra, 2nd edition
11. Consumer Behaviour and Branding :concepts readings, and cases/Kumar ,Pearsons publications
12. Basic Marketing: A Global Marketing, Perreault, TataMcGrawhill
13. Consumer Behaviour Applications in Marketing/by Robert East ,Malcolm Wright, Marc Vanhuele, Sage South Asia publications, 2009
14. Consumer behaviour/by Sheth Mittal , Thompson publications,
15. Consumer behaviour/by Peter , TataMcGrawhill, 7th edition
16. Consumer behaviour in Indian context/by K K Srivastava, Sujata Khandai ,Galgotia Publishing, 2003
17. Consumer Behaviour in Indian Perspective/ by P C Jain Monika Bhatt, S Chand, 2010
18. Consumer behaviour/by Rajesh Bhatt , Common wealth publishers, 7th edition

Retail Management

Aim

Retailing today is at an interesting crossroad. From unorganized to organized retailing, the retailing landscape has started changing in India. Emerging retail formats and practices have made it necessary to know the art and science of retailing. Diversities are abound and so do the learning's. This course provides the student with a comprehensive view of retailing, an analysis of the retail environment and exposure to issues and developments in the industry. Retailing is changing today, and the successful business will know how to identify, adapt, and plan with these changes.

Objectives

- Understand the impact of retailing on the economy.
- To take a retrospect and also to know about the future directions in retailing.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
- Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

Suggestive Coverage

- Retailing – An Overview
- Retail Institutions
- Understanding the Retail Customer
- Retail Market Strategy
- Financial Strategy
- Store Location and Site Evaluation
- Retail Organization and Management
- Merchandise Assortment Planning
- Purchasing Systems
- Merchandise Purchasing
- Merchandise Pricing
- Retail Promotion Mix
- Store Management
- Store Layout, Design and Visual Merchandising
- Customer Service
- Retail Selling

Suggestive Text Books

1. Retail Management: A strategic Approach by Berman, Evans –Pearson Education
2. Retail Marketing Management by Gilbert, David, Pearson Education
3. Retail Marketing by Pradhan, Swapna ,TMH, 3rd edition, 2010
4. Managing Retailing Sinha by Piyush Kumar, Uniyal Dwarika Prasad, Oxford Univ. Press. 2007
5. Retailing Management by Levy, Weitz & Pandit, McGraw Hill, Indian Edition, 2010
6. Retailing– An Introduction by Cox, Brittain, Pearson Education, 2007
7. Retailing, Dunne by Lusch, Griffith,Thomson, 2007
8. Retail Management by Vedamani, Gibson, Jaico, 2006
9. Retail Management by Balaji, Tulsi, Srivastava, Oxford, 2005
10. Merchandising Mathematics for Retailing by Easterling, Flottman, Jernigan, Wuest, Pearson Education, 2009
11. Retail Merchandising by Swapna Pradhan, McGraw Hill, 2010
12. Retail Buying by Diamond, Pintel, Pearson Education, 2009
13. How to succeed at Retail by Lincoln, Thomassen, Kogan Page 2010
14. Retail Franchising by Manish Sidhpuria, McGraw Hill 2009
15. Communication for Retail Professionals by Rizvi, Kapoor, McGraw Hill, 2010
16. Visual Merchandising by Bhalla, S. Anurag, McGraw Hill, 2010
17. Supply Chain Management by Ray, McGraw Hill, 2010

Rural Marketing

Aim

With urban markets saturating, key to growth lies in rural hinterland. This has shifted companies focus to rural areas. The course delves with making students aware about uniqueness of rural markets and how to serve the rural folks better. Subject also aims to give glimpse about marketing of agri-input products and agricultural products. After studying this subject student should be able to understand:

- Basis of segmentation for rural markets.
- Key differences in rural consumers and urban consumers.
- Challenges in rural marketing.
- Recent trends in marketing-mix elements for rural markets.

Objective

- To use appropriate communication and distribution methods for rural markets.
- To use marketing-mix strategies suitable for a particular type of product.

Suggestive Coverage

1. Introduction to Rural Marketing.
2. Rural Economic Structure, Occupation pattern, Cropping pattern.
3. Opportunities & Challenges in Rural Marketing.
4. Segmentation of Rural Markets.
5. Rural Consumer Behaviour; Profile, Age and Lifecycle stages, Situational Socio-cultural and Psychological influences.
6. Market Research tools for Rural Market.
7. Product Strategy for rural Markets.
8. Promotion in Rural Markets.
9. Haats and Melas: Characteristics of Haats and Melas
10. Rural Retail System, Emerging Distribution Models.
11. Marketing of Agricultural Produce: Challenges and issues.
12. Innovative Marketing Practices in Rural Markets.

Suggestive Readings

1. Rural Marketing: Targeting the Non-urban Consumer 2nd ed./by Sanal Kumar Velayudhan- New Delhi: Response Books, 2010.
2. Rural Marketing Environment, Problems & Strategies 3rd ed. / by T.P. Gopalaswamy- Delhi: Vikas Publications, 2009.
3. Rural Marketing Concepts and Practices 1st ed. / by Balram Dogra-New Delhi: Tata McGraw Hill,2010.
4. Rural Marketing: Text and Cases 2nd ed/ by C. S. G. Krishnamacharyulu

- , Lalitha Ramakrishnan- Delhi:PHI 2010.
5. Understanding Rural Marketing 1st ed. / by Rajagopala- Delhi: Daya Publishing, 1991.
 6. Cases In Rural Marketing:an Integrated Approach 1st ed / by C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan- New Delhi: Pearson, 2003.
 7. Rural Marketing 1st ed / by U.C.Mathur-New Delhi: Excel Books, 2008.
 8. Rural Marketing : Focus On Agricultural Inputs 1st ed / S. Singh- Delhi: Vikas Publications, 2004.
 9. Rural Marketing : New Dimension 1st ed / C. Rajendra Kumar, S. S. Kaptan- Delhi : Adhyayan Publisher, 2006.
 10. Rural Marketing 1st ed / Bir Singh- Delhi: Anmol Publisher, 2006.
 11. Consumer Behaviour And Rural Marketing In India 1st ed / Meenu Agrawal- New Century Publications, 2009.
 12. Rural Marketing Management 1st ed / Devendra Prasad Pandey- Delhi : Adhyayan Publisher, 2009.
 13. Rural Marketing In India - Strategies And Challenges 1st ed / Ruchika Ramakrishnan New Century Publications, 2006.
 14. New Trends In Rural Marketing 1st ed / S C Jain- RBSA Publisher, 2011.
 15. Rural Marketing Challenges And Opportunities 1st ed / Kamlesh Kumar Jha- A B D Publishers, 2009.
 16. Rural Agriculture And Marketing 1st ed / S B Verma, S K Jiloka & B Mandal- Delhi: Deep & Deep Publications Pvt. Ltd, 2006.
 17. Indian Rural Marketing In Liberalised Era 1ST ed / A. Vijayakumar- Delhi: Authors Press, 2009.
 18. Advertising And Marketing In Rural India 2nd ed / Tej K. Bhatia- Delhi: Macmillan India Limited, 2007.
 19. Indian Rural Markets And Marketing Practices - Recent Developments 1st ed / Swapna Gopalan- Icfai University Press, 2008.

Sales & Distribution Management

Aim

In the global scenario of 21st century the sales managers needs to be very proactive and should have enough expertise to efficiently convert the even available threats in profitable opportunities other than the available opportunities. So the aim of this subject is to devise effective ways for sales personal development and touching the main lines of paradigm shift from transactional selling to enterprise selling supported with best illustrations of the corporate world.

Course Objective:

- Making student aware of issues related to sales force management
- Focusing on “selling” as a tool of Marketing Communication.
- 2-The study of Channel Management offers an appreciation of logistics
- Of information and goods, and exposes students to the types of Systems required optimizing organizational efficiency through this Function.
- The course envisages to prepare qualified and skilled sales Professionals who can successfully take-up the challenges of Sales Field before venturing into the mainstream Marketing.

Suggestive coverage

1. Introduction to Sales Management –Developing the Right Attitude, Evolution
2. Sales competencies, Career path at various big organizations.
3. Personal selling function and setting Personal Selling objectives, Types of Sales persons.
4. Sales organization
5. Customer interaction management
6. Presentation, Objection and Close
7. Account relationship management
8. Sales Territories, Territory Management in FMCG
9. Sales Quotas and Incentives
10. Compensating Sales Personnel, Managing Expenses of Sales Personnel
11. Sales Meetings & Sales Contests, Evaluating Performance Appraisal
12. Emerging of marketing channels-An overview in context of 21st
13. Century
14. Components of marketing channel-Retailing, wholesaling etc.
15. Creating Physical Distribution System

Suggestive textbooks

1. Selling Principles & Practices by Russell, Beach, Bushirk, McGraw Hill
2. International End (12th Edition)
3. World Class Selling by Chit wood, Roy, Jaico Publishing House (1997 Edition)
4. ABC's of Selling by Charles Futrell - A.J.I.B.S. Text Books.
5. Who Dares Sells by Ellis, Patrick – Indus
6. Sales Management by Dalrymple, Cron, Decarlo – Wiley (7th Edition)
7. Sales Management by Still, Cundiff and Govoni –Prentice Hall India (5th, Edition)
8. Sales Management by Hughes, McKee and Singler –South-Western College Publishing (1999 Edition)
9. Field Sales Management –Principles & Practices by S.Ramachandran, Allied Publications
10. Marketing & Sales Management by Acharya & Govekar – HPH (1985 Edition)
11. Marketing Channels by Stern, Ansary and Coughlin –Prentice Hall17. (1996 Edition)
12. Marketing Channel Management by Venugopal and Pingali – Response Books (2001 Edition)
13. Sales Management Decisions, Strategies and Cases, 5th edition by Still, Richard R et al. Prentice-Hall, India.
14. Sales Management by Venugopal and Pingally
15. Sales Management by Panda and Sahadev
16. Marketing Channels: A Relationship Approach Pelton by Lou E et al.
17. Sales and Distribution Management–Text & Cases by Havaldar and Cavale Tata McGraw-Hill, 2007.
18. Professional Sales Management, 2nd Edition by Anderson, Rolph E et al Tata McGraw-Hill
19. Sales Management, 6th Edition by Futrell and Charles, South Western College

Pub 2000

20. Retailing Management –Text & Cases, 2nd edition by Pradhan and Swapna.Tata
McGraw-Hill, 2006

Entrepreneurship and New Venture Management

Aim

Traditionally students graduating from the best b-schools in India and elsewhere in the world preferred to work for large corporate entities. However, in the changing context of downsizing and restructuring by many large corporations, more and more jobs in the economy are expected to be generated by new and small businesses. The outstanding success of many entrepreneurs is also attracting many MBAs to opt for starting new businesses rather than opting for more conventional career options; to become job creators rather than job seekers. B-schools admit students with great talent and high long-term expectations of responsibility, autonomy, and financial reward. Today, many MBAs are skeptical of long-term careers in large corporations. They belong to a culture that celebrates entrepreneurial individuals. Therefore, although only a handful of MBA students start businesses right out of school, a large proportion expects to do so some years later. This course seeks to develop the knowledge, skills, and attitudes that will support and enhance their entrepreneurial activity. The wide range of potential opportunities that entrepreneurs can pursue allows many different types of individuals to succeed. Graduates of an MBA program need not be out of the ordinary, therefore, to start their own venture.

Courses in entrepreneurship have gained popularity in B-schools everywhere, but it is not clear just what should be taught and how. Centered around the creation of a new venture, the key questions addressed in this course include: Who is an entrepreneur? What special opportunities and challenges do entrepreneurs face? How can these opportunities and challenges be managed creatively and effectively? This course is a basic primer on the issues and challenges faced by entrepreneurs.

The aim of this course is to facilitate the development of skills and a knowledge base that will enhance the student's ability to more effectively understand, interpret and implement entrepreneurial acts and new venture creation. The objective is to prepare MBA students to start and nurture their own businesses.

Individual entrepreneurs face distinctive challenges, especially if they take the improvised route to starting and nurturing their businesses. The core portion of an MBA program, which serves a broader audience than this Entrepreneurship course, cannot fully cover important issues that such entrepreneurs typically face in evaluating opportunities, securing resources, and growing their businesses. At the same time, we must be realistic about what a 20-session course can accomplish. Some important skills, such as selling, take years of "learning by doing" to refine and develop. An important objective of the course, therefore, is to highlight key issues and help students develop an agenda for future learning.

Topic

- What is entrepreneurship and why it is important.
- Opportunities, Ideas and feasibility
- Environment Analysis and Opportunity Recognition - Where entrepreneurial opportunities come from and how to analyze an opportunity.
- Business concept
- Entrepreneur as an organizational product
- The Individual Entrepreneur - To understand role of vision, persistence, determination and ambition in entrepreneurial success.
- Entrepreneurship as a management process
- Historical roots, economic, sociological and psychological dimensions – Discussion on the concept of entrepreneurship and its historical development. Cultural and social differences in entrepreneurship in different countries.
- Planning and analysis - decision process
- Managing a growing a venture
- Corporate Entrepreneurship
- Project Presentations

Books for reference

1. Kaplan, 2003; Patterns of Entrepreneurship; John Wiley & Sons Inc.
2. Donald F. Kuratko and Richard M. Hodgetts, Entrepreneurship : A Contemporary Approach, 6th edition, Harcourt College Publishers, 2004
3. Robert D. Hisrich and Michael P. Peters, Entrepreneurship, 6th edition, Tata McGraw Hill Company Limited, 2006, New Delhi
4. Dollinger Marc J.; Entrepreneurship Strategies and resources; 3rd edition; Pearson Education
5. Timmons, J.A, 2002. New Venture Creation: Entrepreneurship for the 21st century. McGraw- Hill.
6. Charantimath, P.M. Entrepreneurship Development and Small Business Enterprises. Pearson Education.
7. Michael H. Morris and Donald F. Kuratko; Corporate Entrepreneurship : Entrepreneurial
8. Development within Organisations : Harcourt College Publishers, 2002
9. Prahalad, C.K. The Fortune at the Bottom of the Pyramid. Wharton School Publishing.
10. Raymond W. Y. Kao and Tan Wee Liang, Enterprise and Enterprise Development in Asia, Prentice Hall, 2001

11. Entrepreneurs : Talent, Temperament, Technique, Bill Bolton and John Thompson,
12. Butterworth Heinemann, 2001