

CHRIST UNIVERSITY

Hosur Road, Bangalore 560 029



POST GRADUATE DEPARTMENT OF BUSINESS ADMINISTRATION

SYLLABUS FOR POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM) (TRIMESTER SCHEME)

POST GRADUATE DIPLOMA IN MANAGEMENT

CURRICULUM

YEAR- I

Trimester - I

Course	Title	Hrs	Marks	Credit
PGDM 111	Mathematics and Business Statistics	3	100	2
PGDM 112	Financial Accounting For Managers	3	100	2
PGDM 113	Managerial Economics I	3	100	2
PGDM 114	Principles of Management	3	100	2
PGDM 115	Management Communication and Case Studies	3	100	2
PGDM 116	Marketing I	3	100	2
PGDM 117	Business Ethics	3	100	2
	INDUSTRIAL DOMAIN KNOWLEDGE			
PGDM 118	Project: Organizational Structure Study & Book Review/ OBT			
	Corporate Interface			
	Current Affairs			
			2 credits	
	TOTAL	21	800	16

Trimester - II

Course	Title	Hrs	Marks	Credit
PGDM 218	Entrepreneurship	3	100	2
PGDM 219	Research Methodology	3	100	2
PGDM 220	Management Accounting	3	100	2
	INDUSTRIAL DOMAIN KNOWLEDGE			
PGDM 275	Corporate Interface			
	Current Affairs			
			2 credits	
	TOTAL	9	300	8

Trimester - III

Course	Title	Hrs	Marks	Credit
PGDM 311	Financial Management	3	100	2
PGDM 312	Enterprise Resource Planning &	3	100	2
	E – Business			
	INDUSTRIAL DOMAIN KNOWLEDGE			
PGDM 375	Corporate Interface			
	Current Affairs			
	Holistic			
			3 credits	
	TOTAL	6	200	7

ELECTIVES**Marketing**

Trimester – V	Trimester – VI
1. Consumer Behaviour	1. Sales and Distribution Management
2. Business to Business	2. Service Management, Strategies & Projects
3. Strategic Marketing Management	3. Brand Management
4. Rural Marketing	
5. Customer Relationship Management & Innovation Management	
6. Integrated Marketing Communication	
7. Retailing	

Finance

Trimester – V	Trimester – VI
1. Security Analysis & Portfolio Management	1. Insurance
2. Management of Financial Services	2. Financial Risk Management
3. Management of Banks and Financial Institutions	3. Commodity Market
4. Project Appraisal and Finance	
5. Mergers, Acquisitions & Restructuring	
6. Wealth Management	
7. Strategic Financial Management	

CURRICULUM

YEAR - I

Trimester – I

MATHEMATICS AND BUSINESS STATISTICS**PGDM 111****2 Credits****DESCRIPTION**

This is a core course for 2 credit hours. It will discuss from both conceptual and application perspective, basic statistical and mathematical concepts and tools widely used in business applications. The course gives a basic mathematical /statistical input desired for a clear understanding of core courses like Economics, Foundations of Finance, Managerial Finance, Operations Management and electives in Marketing & Finance Courses. Further it enables to conceptualize business problems in statistical / mathematical terms and solve them to provide solutions.

LEARNING OBJECTIVES

Multiple pedagogies and active course participants should make this course as useful foundation for continued professional development. With diligence and commitment to mutual learning, the following learning outcomes can be accomplished.

- Become aware of Data – to – Information Conversion Process
- Summarize data by computing measures of Central Tendency, Dispersion, Skewness and Kurtosis
- Understand the concept of Probability & random variables and applications of important probability models
- Understand the need and application of sampling methods. Various sampling methods used in practice will be discussed.
- Understand and apply appropriate inferential statistical tools of estimation and testing of hypothesis. Understand the method of evaluating the association between variables through correlation and regression modeling.
- Use basic time series analysis for forecasting.
- Understand the approach for decision making under uncertainty.
- Appreciate the use of some basic mathematical tools for business applications.

UNIT –I APPLICATION OF QUANTITATIVE METHODS IN MANAGERIAL DECISION MAKING (4 Hrs)**Level of Knowledge – Conceptual and Basic**

Data Processing- Classification – Summarization – Tabulation of data – Presentation (Tabular and Graphic) – Frequency Distribution. Measures of Central Tendency - Arithmetic Mean, Weighted Mean, Geometric Mean, Median, Mode, Partition Values – Quartiles, Deciles and Percentiles. Measures of Dispersion -Range, Quartile Deviation, Standard Deviation, Variance and Co-efficient of Variation

UNIT - II PROBABILITY**(5 Hrs)****Level of Knowledge – Conceptual and Working**

Rules – Concepts - Conditions of statistical dependence and independence, Bayes' Theorem and its applications. Probability Distributions – Random Variable, Expected Value, Binomial, Poisson, Normal and Exponential Distributions

UNIT - III SAMPLING DESIGN**(4 Hrs)****Level of Knowledge – Conceptual**

Nature, types, Probability sampling, Non probability sampling. Estimation -Point and Interval estimates – Confidence Intervals – determining sample size

UNIT - IV INDEX NUMBERS**(4 Hrs)****Level of Knowledge – Conceptual and Working**

Index numbers -Definition – application – interpretation. Sequential Decision Making - Decision making under certainty, uncertainty, EPPI, EVPI – Bayesian Approach – Decision Trees

UNIT - V BUSINESS FORECASTING**(4 Hrs)****Level of Knowledge – Conceptual and Working**

Business Forecasting -Time series analysis, components – Methods – Straight line method – Semi averages method – Least square method – Moving averages. Correlation and Regression -Correlation – interpretation and applications. Regression – meaning and uses – normal equations – model building. Correlation versus Regression.

UNIT - VI TESTING OF HYPOTHESIS**(6 Hrs)****Level of Knowledge – Conceptual and Working**

Testing Of Hypothesis - Concepts – types of errors – null and alternate hypothesis – level of significance. Testing of means and proportions for small and large samples - one-sample test. Testing of difference between means and proportions for small and large samples. χ^2 Test of goodness of fit – Test of independence – ANOVA – one way and two way classifications.

UNIT - VII MATHEMATICS**(3 Hrs)****Level of Knowledge – Conceptual and Working**

Mathematics -Progressions – Arithmetic, Geometric – application. Differential Calculus – maxima, minima. Matrices – addition, multiplication, inverse.

[Total 30 hours]**Skill Development**

1. Problem solving in all the topics of the course related to applications in Finance, Marketing, Operations, and HRM.
2. Case Problem solving.
3. Case Studies.
4. Presentation on Applications and Case Analysis.
5. Exposure to use of software applications – Excel & SPSS.

Core Texts:

- 1 Anderson Sweeny & Williams: Statistics for Business and Economics with CD (9th ed.), Thomson South Western Publishers.
- 2 U.K. Srivatsava, G.V. Shenoy and S.C. Sharma: Quantitative Methods for Managerial Decisions, (2001), New Age International (P) Ltd., New Delhi

Reference Texts:

1. Richard I. Levin, D.S. Rubin: Statistics for Management. (8th ed.), Prentice Hall India Publications
2. Cryer Jonathan, Miller Robert. Statistics for Business: Data Analysis and Modeling. South Western Educational Publications
3. McClave James T., Sincich Terry, Besons George P. Statistics for Business and Economics. (10th ed.). Prentice Hall Publications.

External Experts:

1. Dr. A. Seshadri
Associate Professor
Al Ameen Institute of Management Studies
Bangalore University
Bangalore.

FINANCIAL ACCOUNTING FOR MANAGERS**PGDM 112****2 Credits****DESCRIPTION**

This paper is offered as a compulsory subject in the first semester. Today's world is of information—its preparation, communication, analysis, and use. Accounting is at the heart of this information age. By studying this course, student will learn about concepts, procedures, and analyses that are useful in everyday activities. This course describe concept of accounting, accounting principles, users and uses of accounting information, accounting equation recording of transactions i.e., journal, ledger, subsidiary books, bank reconciliation statement, trail balance. The course also discusses preparation of Income statement and Balance sheet and financial statement analysis. Students will learn the rudiments of costing and application of cost accounting principles in Managerial decision making.

LEARNING OBJECTIVES

- To understand the fundamentals of financial accounting;
- To create an awareness of the importance and usefulness of the accounting function;
- To develop an understanding of financial statements and the principles and concepts underlying them;
- To lay foundation for developing the skills to interpret Financial Statements;
- To understand and proper presentation of company's Annual report;
- To review the developments in accounting;
- To understand the fundamentals of cost accounting;
- To lay foundation for developing the skills to interpret Cost Sheets;
- To develop an understanding of process costing and the principles and concepts of contract costing.

UNIT- 1 INTRODUCTION TO ACCOUNTING**(2 Hrs)****Level of Knowledge – Conceptual and Basic**

Introduction to Accounting, Need for Accounting, Aim and influence of accounting in the information age.

Identification of forms of organization and their characteristics.

Identification and description of three major activities in organizations.

Identification of users and uses of accounting.

Explanation and interpretation of accounting equation

UNIT – 2 FINANCIAL ACCOUNTING – CONCEPT, CONCEPTIONS, IGAAP & IFRS**(4 Hrs)****Level of Knowledge – Working Knowledge**

Accounting Standards - IGAAP & IFRS

Meaning of accounting principles – Concepts & Conventions

Accounting Process

Accounting equation – Asset account, Liability account & Equity account

Analyzing transactions – Transaction analysis

Define debits and credits and explanation regarding their role in double-entry accounting.

UNIT – 3 STEPS IN PROCESSING TRANSACTION (BOOKS OF ACCOUNTS)**Level of Knowledge – Working Knowledge (8 Hrs)**

Double-entry book-keeping system, Journal, Ledger, Posting, Debits, Credits, Trial Balance, Adjusting entries, Final Accounts for non-corporates (Manufacturing Trading, P&L, B/S), Final Accounts for Corporate (P&L, B/S, P&L Appropriation).

UNIT – 4 SUBSIDIARY BOOKS (2 Hrs)**Level of Knowledge – Working Knowledge**

Meaning of subsidiary books

Types of subsidiary books

Preparation of Cash Book – Two column & three column Cash book

Bank Reconciliation statement

Meaning & classification of accounting errors

UNIT – 5 PREPARATION OF DISCLOSURE – ANNUAL REPORT (4 Hrs)**Level of Knowledge – Working Knowledge**

Disclosure of information, Indian Accounting Standards, Legal requirement (Company”Act, SEBI, Income-Tax Act etc.) Revenue Recognition, Fixed Assets & Depreciation Accounting, Intangible Assets and Inventory valuation.

UNIT – 6 INTRODUCTIONS TO COST ACCOUNTING**Level of Knowledge – Working Knowledge (1 Hr)**

Categories, Allocation, Apportionment & Absorption, Apportionment of service cost centers, Pre-determined overhead rates.

UNIT – 7 COST CONCEPTS AND CLASSIFICATIONS (1 Hr)**Level of Knowledge -Working Knowledge**

Cost, Cost centers, Cost unit, Method of Costing, Techniques of Costing, Classification of cost- Fixed and Variable.

UNIT – 8 OVERHEADS (4 Hrs)**Level of Knowledge - Working Knowledge**

Output/Unit Costing, Cost Sheet, Job Costing, Contract Costing.

UNIT-9 PROCESS COSTING (4 Hrs)**Level of Knowledge - Working Knowledge**

Process Accounting, WIP (Equivalent Production), Normal & Abnormal Losses, Internal process profits, Joints & By-product costing.

[Total 30 Hours]**SKILL DEVELOPMENT**

1. Lecture and Discussion
2. Classroom Case discussion and analysis
3. Presentation by students in Group
4. Class exercises and Tests
5. Surprise Test and Quiz
6. Individual / Group Assignments

PRESCRIBED TEXTS

1. Bhattacharya A.B., Financial Accounting for Business Managers, Prentice Hall of India, New Delhi 2010.
2. Arora M.N., Cost and Management Accounting, Tata McGraw-hill Publishing Co. Ltd. (2010)

REFERENCES

1. Tulsian P.C., Financial Accounting, Pearson Publications, New Delhi 2010.
2. Gupta Ambrish, Financial Accounting for Management, Pearson Publications, New Delhi
3. N.Ramchandran and Kakani, Financial Accounting for Management, Tata McGraw-Hill Publications
4. Maheshwari S.N, Advance Accounting, Vikash Publishing House, New Delhi
5. Lal Jawahar and Srivastava Seema, Cost Accounting, Tata McGraw Hill Publications
6. Anthony Roberts, Accounting Text and Cases, Tata McGraw-Hill Publications.
7. Dr. Chandra Prasanna, Managers Guide to Finance and Accounting, Tata McGraw-Hill Publications.

EXTERNAL EXPERTS

- | | |
|---|---|
| 1. Prof. Shetty FCA
Department of Management
Dayanad Sagar Institute
Bangalore | 2. CA Deepika R Kumar FCA
IIM Bangalore |
| 3. Prof Chaudhary Prasad
T A Pai Management Institute
Manipal Karnataka | 4. Dr Ramesh
Department of commerce
Mount Carmel College
Bangalore |

MANAGERIAL ECONOMICS I**PGDM 113****2 Credits****DESCRIPTION**

This course is offered in the first trimester with a basic understanding of microeconomic principles and quantitative tools to aid managers in making sound decisions. The course begins with an introduction to basic economic principles and the fundamental role of transactions and markets. Topics include forecasting consumer demand, production and cost analysis, optimal pricing and production decisions. Modern game theory and economics are further used to examine mostly internal managerial issues, such as incentive conflicts, information problems, and allocation of decision rights.

LEARNING OBJECTIVES

- To develop students with a basic understanding of microeconomic theory that can be used to understand behavior (in markets and organizations) and to make effective managerial decisions.
- To enable the students acquire an understanding of the concept and meaning of Economic theories of demand, cost, competition, monopoly, and oligopoly are introduced and applied in order to examine decisions about production and pricing.
- To enable the students to assess and understand the modern game theory and economics that are used to examine mostly internal managerial issues, such as incentive conflicts, information problems, and allocation of decision rights.
- To develop knowledge of basic economic principles and the fundamental role of transactions and markets.

UNIT I: INTRODUCTION**(3 Hrs)****Level of Knowledge – Conceptual and Basic**

Scope, role, economic principles, optimization techniques & analysis, Theory of firm

UNIT II: DEMAND ANALYSIS I**Level of Knowledge – Conceptual and Case study****(5 Hrs)**

Demand and supply analysis, Consumer behaviour and Choice Consumer sovereignty, Utility analysis.

UNIT III: DEMAND ANALYSIS II**(4 Hrs)****Level of Knowledge – Conceptual and Estimation**

Demand market curves, Demand forecasting techniques.

Elasticity of demand –Measurement of elasticity, factors affecting elasticity of demand.

UNIT IV PRODUCTION AND COSTS**(5 Hrs)****Level of Knowledge – Conceptual and Application**

Production, Improvement in productions, Technological innovation in production

Cost: Concepts, Traditional theory of cost, modern theory of cost, Revenue Analysis –TR, AR and MR, Economies of scale

UNIT V PROFIT MAXIMIZATION AND COMPETITIVE MARKETS (6 Hrs)**Level of Knowledge – Conceptual and Basic Estimation**

Market structure: Perfect competition, Monopoly, Monopolistic Competition

Case study

UNIT VI OLIGOPOLY AND PRICING POLICIES (4 Hrs)**Level of Knowledge – Conceptual and Basic Estimation**

Non Collusive and Collusive oligopoly, Pricing practices and strategies-Case study

UNIT VII GAME THEORY (3 Hrs)**Level of Knowledge – Conceptual and Problems**

Choice of uncertainty, profit planning, Break even analysis

[Total 30 hours]

Skill Development

1. Group presentations on various economic principles and theories with detailed description.
2. Practical problems in forecasting demand for the products.
3. Case studies
4. Presentations on market structure and competition.
5. Application exercises on cost and production analysis.

Core Texts:

- 1 Dominique Salvatore, Managerial Economics in a Globalised Economy, New York, Mc Graw Hill, 2008.
- 2 Trivedi M.L, “Managerial Economics-Theory and Applications”, New Delhi, Mc Graw Hill, 2009.

Reference Texts:

- 1 Truett and Truett, “Managerial Economics – Analysis, problems and cases” ,New Delhi, Wiley edition,2007, 8th Edition.
- 2 Geetika, Ghosh Piyali and Choudhary Purba Roy, “Managerial Economics”, New Delhi, Mc Graw Hill ,2009
- 3 Mankiw N.Gregory, Principles of Micro economics, New Delhi Thomson,2007, 4th Edition

External Experts

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Dr. Viswanath N.S.
Director
Bhavan Marshall Institute of Management
Race Course Road
Bangalore. 2. Dr. Subhash Sharma,
Director
Indian Business Academy
Bangalore. | <ol style="list-style-type: none"> 3. Mr. Giri Narayanan
Director – HR
Lineage Power,
Bangalore |
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PRINCIPLES OF MANAGEMENT**PGDM 114****2 Credits****DESCRIPTION**

This paper is offered as a core paper in the First trimester. It aims to prepare students for an exciting, challenging and rewarding managerial career.

LEARNING OBJECTIVES

- To give a general introduction to management studies and a brief outline on history and development of management thought.
- To provide an understanding about the various functions of management(POSLC)

UNIT I INTRODUCTION**(5 Hrs)****Level of Knowledge – Conceptual and Basic****Nature and purpose of Management.**

Meaning; Scope; Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession; Universality of Management.

Evolution of Management Thought.

Ancient roots of management theory; Classical schools of management thought; Behavioral School, Quantitative School; Systems Approach, Contingency Approach; Contemporary Management thinkers & their contribution. Ancient Indian Management systems & practices. Comparative study of global management systems & practices.

UNIT II PLANNING**(5 Hrs)****Level of Knowledge – Conceptual & Basic/Working**

Types of plans; Steps in Planning Process; Strategies, Policies and Planning premises(Planning approaches); Decision making, Forecasting & MBO.

UNIT III ORGANIZING**(4 Hrs)****Level of Knowledge – Conceptual & Basic**

Organizational structure and design; types of organizational structures; authority, delegation, decentralization and reengineering

UNIT IV STAFFING**(4 Hrs)****Level of Knowledge – Conceptual & Basic**

Human resource planning, Recruitment, selection, training & development, performance appraisal, managing change , compensation and employee welfare.

UNIT V LEADING**(4 Hrs)****Level of Knowledge – Conceptual and Basic**

Leadership concept, leadership theories, motivation & communication.

UNIT VI CONTROLLING**(4 Hrs)****Level of Knowledge- Conceptual and Basic**

Nature of organizational control; control process; Methods and techniques of control; Designing control systems.

UNIT VII SOCIAL RESPONSIBILITY, ETHICS AND STRESS MANAGEMENT**(4 Hrs)****Level of Knowledge – Conceptual & Basic**

Concept of social responsibility; corporate governance, Managing ethical behaviour, Tools of Ethics and Management of Stress.

[Total 30 hours]**Skill Development**

1. Group presentations on action plan preparation to organize events e.g. Blood Donation Camp, A Housing Loan Mela, A Musical Night by Jagjit Singh, A management Fest, A Job Fair, An Auto Expo, National Games, Filmfare Awards
2. Case studies
3. Role Play
4. Leadership Style Exercise

Prescribed Texts

1. Wehrich Heinz, Management 12th Edn, TMH Publications
2. Daft Richard L, The New Era of Management, Cengage Publications

References

1. Prasad L.M., Principles and Practices of Management, New Delhi: Sultan Chand & Sons.
2. Sherlekar S.A., Management, Mumbai: Himalaya Publications.
3. Stoner James A.F. & Freeman Edward R., Management, New Delhi: Prentice-Hall of India Private Limited.
4. Massie Joseph L, Essentials of Management, New York: Prentice-Hall India

External Experts:

1. Dr. Viswanath N.S.
Director
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2. Dr. Subhash Sharma,
Director
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3. Mr. Giri Narayanan
Director – HR
Lineage Power,
Bangalore

MANAGEMENT COMMUNICATION AND CASE STUDIES**PGDM 115****2 Credits****DESCRIPTION**

This paper is offered in the first trimester and it emphasizes the importance of communication in the world of business. Today communication plays a vital role for effective and efficient functioning of organization. Future leaders and managers to be successful have to master the art of both verbal & non-verbal communication. The course equips the students to acquire core competencies & skill sets to be better communicators.

LEARNING OBJECTIVES

- To make the students understand the nuances of the communication process in today's dynamic corporate world
- To sharpen the analytical, written and spoken communication skills of the students
- To teach them basic skills of making presentations and case analyses that are useful to them not just in their academic pursuits, but throughout their careers

UNIT I INTRODUCTION TO MANAGERIAL COMMUNICATION (6 Hrs)**Level of Knowledge – Conceptual and Basic**

Importance of communication, Process of communication, Barriers to communication - Overcoming barriers to communication, Essentials of Good Communication

UNIT II COMMUNICATING AT WORK (6 Hrs)**Level of Knowledge – Conceptual**

Communication Networks, Formal Communication Networks - Downward communication, Upward communication, Horizontal communication, Informal communication Networks - Based on – Friendships, Shared Personal or Career interest and proximity between workers.

Communication, Culture and Work

Cultural Diversity and Communication - The Nature of Culture, Cultural Differences in international Business, Social Customs, Styles of Dress, Time, Gender Roles.

Verbal and Nonverbal Messages - Verbal Messages - Clarity and Ambiguity, Inflammatory language, Male & Female language use. Nonverbal Communication - Types of Non-verbal communication, Characteristics of Nonverbal communication

Communicating with Technology

Electronic communication Technologies- Telephone, Facsimile and computers - Issues relating to communicating with Electronic Technologies- Such as Information overload, Anonymity, Lack of Interpersonal contact and organizational values.

UNIT III WRITTEN COMMUNICATION (6 Hrs)**Level of Knowledge – Conceptual & Application**

Principles of Letter Writing - Structure and layout of letters, Sales letters - Claim and Adjustment Letters, Credit and Collection Letters - Circular Letters, Memorandum, Notices, Agenda and Minutes, Drafting Memos, Method of writing- Notices, Agenda and Minutes of the Meetings, Report Writing - Types of Reports - Importance of Reports - Structure of Reports

UNIT IV CASE STUDIES**(6 Hrs)****Level of Knowledge – Conceptual & Application****UNIT V MAKING EFFECTIVE PRESENTATIONS****(6 Hrs)****Level of Knowledge – Application**

(Practical sessions by students) - Oral Presentation - Body language, Voice Modulation, Audience awareness, Eye contact, Stance, Presentation Plan - Visual Aids

[Total 30 hours]**Skill Development:**

1. Group presentations on various topics related to communication
2. Case studies

Core Text:

1. Raymond V.Lesikar, Marie E.Flatley, Basic Business Communication, Tata McGraw Hill Publishing Company Ltd,New Delhi,2005

Reference Texts:

1. Adler Ronald B., Elmhorst Jeanne Marquardt, Communicating at work, The McGraw-Hill Publications
2. Ewald Helen Rothschild and Burnett Rebecca E., Business Communication, NJ: Prentice- Hall International Publications,
3. Rai Urmila & Rai S. M, Business Communication, Himalaya Publishing House,
4. Chaturvedi P.D, Chaturvedi Mukesh, Business Communication Delhi: Pearson Education.
5. Bovee L., Thill John V. & Chaturvedi Mukesh, Business Communication today coutland, (2008 9th Edition)
6. Ramachandran K. K., Lakshmi K.K, Karthik K.K & Krishnakumar M, Business Communication, Macmillan India Ltd Publications,(2008)
7. Raman Meenakshi & Singh Prakash, Business Communication, Oxford University Press Publications,(2008)

External Experts:

1. Dr. Viswanath N.S.
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2. Dr. Subhash Sharma,
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MARKETING I**MBA 236****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the first semester. It develops a basic knowledge of various marketing concepts and their application in business organizations. It prepares students for careers in marketing.

LEARNING OBJECTIVES

- This course aims to develop basic conceptual knowledge of marketing in decision making.
- To make students aware that decision making for marketing managers requires understanding the buyers, the internal and external forces operating in the enterprise and in the environment that are relevant for marketing decisions.
- To familiarize concepts of developing product management product life cycles, pricing and channel decisions.

UNIT-1 INTRODUCTION,SCOPE AND CONCEPTS (4 Hrs)**Level of Knowledge – Conceptual and Basic**

Marketing Management: Definition, Scope, Core Marketing Concepts, Company Oriented towards the market place

UNIT-2 MARKETING ENVIRONMENT (4 Hrs)**Level of Knowledge – Conceptual**

Marketing Process, Marketing Environment(Macro):Demographic, Economic, Natural, Technological, Political-Legal and Social-Cultural.

UNIT-3 CONSUMER BEHAVIOUR (3 Hrs)**Level of Knowledge – Conceptual and Application**

Consumer Buying and Organisational Buying Behavior

UNIT-4 MARKET SEGMENTATION (4 Hrs)**Level of Knowledge – Conceptual and Application**

Segmentation, Targeting, Positioning

UNIT-5 PRODUCT (6 Hrs)**Level of Knowledge – Conceptual and Application**

Product: Product Mix, Product line decisions, Brand decision, Packaging and Labeling, New product development process, Product life cycle stage.

UNIT-6 PRICING (4 Hrs)**Level of Knowledge – Conceptual & Application**

Price: Setting the price, adopting the price

UNIT-7 CHANNEL MANAGEMENT (4 Hrs)**Level of Knowledge – Conceptual**

Channels: Channel Design decision ,Channel Management decisions, Channel Dynamics, Retailing.

UNIT-8 INTEGRATED MARKETING**(1 Hr)****Level of Knowledge – Conceptual & Application**

Contemporary Marketing-Integrating the course

[Total 30 hours]**Skill Development**

The course will use a combination of approaches such as-

1. Lectures,
2. Case studies.
3. Marketing games & simulations.
4. Facilitate active learning through class presentations and exercises.

Prescribed Text

1. Philip Kotler, Marketing Management New Delhi: Prentice Hall of India Publications
2. Philip Kotler, Marketing Management ,New Delhi: Prentice Hall of India

Reference Book

1. Ramaswamy V.S. and Namakumari S., Marketing Management-Planning, Macmillan India Ltd Publication(2006)
2. S. Neelamegham, Marketing in India-Cases and Readings ,New Delhi : Vikas Publications,(2007)

BUSINESS ETHICS**PGDM 117****2 Credits****COURSE DESCRIPTION:**

The course is framed not to teach ethics, but instead to offer a foundation in ethical thought, followed by a variety of perspectives on difficult ethical dilemmas. In taking decisions, an individual may utilize the ethical values in legal or religious compliance and even in maximizing profits. Improving the quality of business decisions and enhancing long-term business success through understanding ethical dilemmas, moral philosophy, character development, social responsibility, organizational culture, and special issues in a global economy

OBJECTIVES:

- To understand the link between business ethics and social responsibility
- To sensitize to the nature of ethical issues and ethical dilemmas in corporate world
- To develop a capacity for ethical reasoning and to apply them in organizational contexts.
- To understand why business ethics initiatives are needed in both small and large organizations

UNIT I BUSINESS ETHICS AND ITS VALUES**(4 Hrs)****Level of Knowledge: Conceptual and basic understanding**

Nature of business ethics and values. Sources of ethics-religion, philosophical systems, cultural experience, legal system – importance of ethics. Factors influencing business ethics – leadership, strategy and performance, environment, corporate culture, individual characteristics.

UNIT II THEORIES OF BUSINESS ETHICS**(6 Hrs)****Level of Knowledge: Understanding different approaches in Ethics**

Theories of business ethics – categorical imperative of Immanuel Kant, conventional ethics of Albert Z. Carr, the doctrine of the mean of Aristotle, the ends-means ethics of Machiavelli, might –equals- right approach of Marx, utilitarian ethics of Stuart Mill

Art of War of Sun Tzu, one – minute monism of Robert Soloman. Indianism and Indian management foundations for value based management, illustrative ethical lessons from Ancient texts for managerial ethics

UNIT III ETHICAL DILEMMAS AND DECISION MAKING**(4 Hrs)****Level of Knowledge : Decision making analysis and case study**

Ethical decision making – difficulties in decision making – dilemmas

Power and politics in organisations – suggestions for ethical decision making

UNIT IV CODE OF ETHICS**(4 Hrs)**

Level of Knowledge: Managing and performing ethics in Business

Managing ethics – codes of ethics, ethics committees, ethics hotlines, ethics training programmes, laws enforcing ethical conduct.

UNIT V FUNCTIONAL AREAS OF MANAGEMENT AND ETHICS (6 Hrs)**Level of Knowledge: Conceptual, Presentations and application exercises**

Ethics in HRM-Cash and incentive plans, performance appraisal, race and disability, employment issues, privacy issues, restructuring and layoffs, wages empowerment of the weakest and unique- sexual harassment

Ethics in marketing – Process relative ethics(use of marketing strategies), product relative ethics (appropriateness of marketing certain products), competition relative ethics (pricing, advertising, piracy, predatory.)

Ethics in finance and accounting- investment decisions, disclosure norms, insider trading norms – disclosures in financial statements.

Ethics in production and operations management – worker safety, product safety, quality environment, closing facilities, workers rights – quality of materials – treatment of workers

UNIT VI ETHICS IN BUSINESS DISCIPLINE (6 Hrs)**Level of Knowledge: Conceptual and analysis**

Ethics in global business – ethical principles governing global business (Model Business principles by US department of Commerce, The Caux Principles, International codes), ethics relation to adapting host countries culture and norms, issues relating negotiators and gift giving, providing access to less developed countries, avoiding sanctions, protection of intellectual properties.

National differences in business ethics, pressures for ethical convergence, ethical principles governing global business.

[Total 30 Hours]**Skill Development:**

1. Practical issues in the Functional areas of Business Management and Ethics
2. Case studies
3. Group presentations

Core Text:

1. Hartman Laura P., Perspectives in Business Ethics, McGraw-Hill International Publications

Reference Texts:

1. Steiner George A and Steiner John F., Business, Government and Society, McGraw-Hill International Publications
2. Chakraborty S.K. Ethics in Management: Vedantic Perspective Oxford Univ. Press
3. Gandhi M.K., My Experiments with Truth, Ahmedabad: Navjeevan Publishing House
4. Sharma Subhash, Management in New Age: Western Windows – Eastern Doors, New Delhi : New Age International Publishing

External Experts:

1. Dr. Vishwanath N.S.
Director
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2. Dr. Subhash Sharma
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3. Mr. Girinarayanan
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CURRICULUM

YEAR - I

Trimester – II

PGDM 218**2 Credits****DESCRIPTION:**

This is a core paper offered in the fifth trimester to students across all specializations. Students learn various aspects of entrepreneurship in terms of concepts, operations, opportunities and challenges.

LEARNING OBJECTIVES:

- To make students understand the different dimensions of entrepreneurship and to inculcate the spirit of entrepreneurship in students.

UNIT I INTRODUCTION**(3 Hrs)****Level of Knowledge—Conceptual and Basic**

Nature and importance of Entrepreneurs, Entrepreneurial decision making process, Role of entrepreneurship in economic development.

Entrepreneurship- feelings, background and characteristics, motivation, role models and support systems.

Intrapreneurship - Corporate versus Intrapreneurial culture, Climate for Intrapreneurship, Establishment of Intrapreneurship in organisations.

UNIT II PLANNING**(3 Hrs)****Level of Knowledge – Working Knowledge**

Entrepreneurial process - Identify and evaluate opportunities, developing business plan, determine the resources required, project appraisal and feasibility plan.

UNIT III OPERATIONS**(5 Hrs)****Level of Knowledge – Working Knowledge**

Creating and starting the venture- legal requirements, marketing strategies, financial plans and staffing the venture.

UNIT- IV GROWTH**(10 Hrs)****Level of Knowledge – Working Knowledge**

Managing growth and ending the venture. Preparing for the new venture launch, Management decisions at early stage, managing early growth of the new venture. New venture expansion-strategies and issues. Going public – attractions to going public, ending the venture – re-organization, turnarounds, and liquidation.

UNIT- V CHALLENGES**(3 Hrs)****Level of Knowledge- Working Knowledge**

Challenges faced by entrepreneurs - individuals - from family - from groups - from community - from society

UNIT VI INTERNATIONAL PERSPECTIVE

(3 Hrs)

Level of Knowledge – Working Knowledge

International Entrepreneurship - International versus Domestic Entrepreneurship, Entrepreneurial entry into International Business, Barriers to enter international trade, Entrepreneurial partnering.

UNIT VII INDIAN PERSPECTIVE

(3 Hrs)

Level of Knowledge – Working Knowledge

SSI's in India – nature, role and growth, facilities available, problems, provisions for nursing sick units.

[Total 30 Hours]

Skill Development

1. Analyzing cases.
2. Class presentations and discussions.
3. Interacting with entrepreneurs.
4. Integrated approach linking specializations for entrepreneurship.

Core Text:

1. Hisrich, Robert D., Peters, Michael P. and Shepherd, Dean A. Entrepreneurship. New Delhi. Tata-McGraw-Hill, 2007.

Reference Texts:

1. Kuratko, Donald F.& Hodgetts, Richard M. Entrepreneurship. New Delhi: Thomson, 2007.
2. Kaplan, Jack M. Patterns of Entrepreneurship. New Delhi: Thomson, 2007.

External Experts

- | | |
|--|---|
| 1. Dr. Erasi,
Professor,
Post Graduate Department of
Bangalore University | 2. Dr. Sanjeevaiah,
Professor,
Post Graduate Department of
Commerce
Bangalore University. |
|--|---|

RESEARCH METHODOLOGY

PGDM 219

2 Credits

DESCRIPTION

This paper is offered as a core paper in the second trimester. The paper aims to develop a research orientation among students and thereby making their managerial decision making effective. Broadly, the scope of the paper includes what, why and how of Business Research with greater emphasis on analytical tools and their applications. The paper trains students in analyzing, interpreting and presenting the data needed for decision making in Business.

LEARNING OBJECTIVES

- To make students appreciate the role of research in business decisions.
- To equip students with tools and techniques of business research.
- To train students in scientifically collecting, processing and interpreting of data for managerial decisions.

UNIT - I INTRODUCING BUSINESS RESEARCH (4Hrs) **Level of Knowledge – Conceptual**

Business Research: Concepts, Research skills, Types of research, Manager-Researcher relationship, Limitations of research. Ethics in Research: Ethical treatment of respondents and subjects. Research Process and Design: Research process, designing study, sampling design, resource allocation and budgets, scheduling of projects. Research Proposal: Purpose, proposal development, types, structuring the proposal, evaluation.

UNIT -II DATA MEASUREMENT, SOURCES AND COLLECTION (5 Hrs) **Level of Knowledge – Conceptual**

Measurement: Nature, data types, sources of measurement differences, characteristics of sound measurement, validity and reliability. Scaling Design: Definition, classification, response methods, rating and ranking scales, Scale Construction, arbitrary scale, consensus scale, item analysis, cumulative scales. Sources of Data: Primary versus Secondary data, library research, literature review, use of internet. Data Collection Design: Interviewing – personal & telephone, self administered surveys, mail surveys – outsourcing.

UNIT - III INSTRUMENT DESIGN & EXPERIMENTATION (6 Hrs) **Level of Knowledge – Working Knowledge**

Instrument Design: Developing Instrument, Questionnaire Construction- structure – content, wording- sequence, response strategy, Instrument refining Experimentation: Nature, evaluation, conducting an experiment– Randomized designs, Completely Randomized Design (CRD), Randomized Block Design (RBD), Latin Square Design (LSD), Factorial Design.

UNIT - IV DATA PREPARATION (3 Hrs) **Level of Knowledge – Working Knowledge**

Data Preparation: Editing, Coding, Data entry, Tabulation, Cross-tabulation.

UNIT - V MULTIVARIATE ANALYSIS (10 Hrs) **Level of Knowledge – Working Knowledge**

Multiple Regression, Factor Analysis, Discriminant Analysis and Cluster Analysis – application and interpretation.

UNIT - VI REPORT PRESENTATION

(2 Hrs)

Level of Knowledge – Working Knowledge

Report Presentation: Short and long report – Research report components – Report Writing – Presentation – oral and written.

[Total 30 hours]

Skill Development:

1. Students to conduct a simple research study as a group exercise.

Core Text:

1. Malhotra Naresh, Marketing Research, Pearson Publications

Reference Texts:

1. Cooper Donald R. and Schindler Pamela S., Business Research Methods, Tata McGraw Hill Publications.
2. Shenoy GV, Srivastave UK & Sharma SC, Quantitative Techniques for Managerial Decision making, New Age Publishers.
3. Nargundkar Rajendra, Marketing Research, Tata McGraw-Hill Publications.
4. Aaker David A., Kumar V. & Day George S., Marketing Research, Wiley Publications, 8th Edition.
5. Hair Joseph F., Anderson Rolph E., Black William C. & Tatham Donald L., Multivariate Analysis.
6. Malhotra Naresh K., Marketing Research-An Applied Orientation, Prentice hall of India Publications, 5th Edition.
7. Saunders, Lewis Philip, Thornhill Adrian, Research Methods for Business Students, Pearson Education Publications, 3rd Edition.
8. Taylor Bill, Sinha Gautam, Ghoshal Taposh, Research Methodology: A guide for Researchers in Management and Social Sciences, Prentice-Hall of India Pvt Ltd., Publications, 2006.

External Experts:

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Dr. Viswanath N.S.
Director
Bhavan Marshall Institute of Management
Race Course Road
Bangalore. 2. Dr. Subhash Sharma,
Director
Indian Business Academy
Bangalore. | <ol style="list-style-type: none"> 3. Mr. Giri Narayanan
Director – HR
Lineage Power,
Bangalore |
|--|--|

MANAGEMENT ACCOUNTING

PGDM 220

2 Credits

COURSE OBJECTIVE

This course provides an introduction to the fundamental concepts of managerial accounting. The focus of the course will be on the accounting function internal to organizations. Managerial accounting is concerned with the analysis of and accounting for costs, managerial planning, decision making and control. The nature and behavior of costs and the usefulness and limitations of accounting data for these purposes are studied. Managerial accounting, while providing some data for financial statements prepared for external users, has as its primary purpose the development and presentation of information useful to internal management for decision making, planning and control.

LEARNING OBJECTIVES

This course covers basic materials on terminology and ideas on cost behavior, cost-volume profit relationships, activity-based costing, , income effect of direct costing versus absorption costing, and simple non-routine decision making.

In this course, we want to help you develop a basic understanding of the

- 1) Cash flow and fund flow statement, ratio analysis.
 - 2) Managerial accounting concepts and reports that help managers make planning decisions,
 - 3) Decision facilitating and decision enhancing roles of accounting information,
- More importantly, we want to help you develop problem-solving skills, whereby
- 4) You will be able to apply your understanding of managerial accounting concepts to solve business problems in the real world.

This course will help all students (whether or not you are aiming for an accounting career)

UNIT- 1 ANALYSIS IN MANAGEMENT ACCOUNTING (2 Hrs)**Level of Knowledge – Working Knowledge**

Analysis of Financial Statement

Trend Analysis

Comparative and common size statement

Ration Analysis

UNIT – 2 FINANCIAL STATEMENT ANALYSIS AND INTERPRETATION**Level of Knowledge – Working Knowledge (10 Hrs)**

Financial statement analysis and Interpretation

Types of ratios and its importance

Fund flow analysis

Cash flow analysis

UNIT – 3 BUDGETS AND BUDETORY CONTROL**Level of Knowledge – Working Knowledge (6 Hrs)**

Concepts of Budget and its advantages

Functional, Master and Cash Budget

Flexible and Zero based Budgeting

Responsibility Accounting

Performance Budgeting

UNIT – 4 CVP and BREAK EVEN ANALYSIS (10 Hrs)**Level of Knowledge – Working Knowledge**

Marginal and Differential costing

Special cost for management decision making

Various management decisions such as...
Make or Buy, Shut down or continue, pricing decision.

UNIT – 5 SPECIAL TOPICS

(4 Hrs)

Level of Knowledge – Working Knowledge

Cost Reduction and Cost control
Management Reporting and Strategic Cost management
Activity Based Costing, Target Costing
Life Cycle Costing

[Total 30 hours]

Skill Development

1. Group presentation on various management accounting topics with detailed description of decision making, purpose, features, scope and analysis on the parameters of return, cost and tax benefit.
2. Practical problems on Cash budget, Flexible budget, Cash flow and Fund flow.
3. Case studies
4. Presentations on Management Accounting news update
5. Presentation on various management Accounting topic

Prescribed Text

Arora M.N, Vikash Publications, 2010
Khan and Jain, Management Accounting, Tata McGraw Hills Publications, 2010

Reference Books

1. Khan M. Y. and Jain P. K., Management Accounting – Text, Problems and Cases, Tata McGraw-Hill Company Ltd Publications, 4th Edition
2. Dr. Maheshwari S., Elements of Management Accounting, Sultan Chand & Sons Publications
3. Reddy P., & Appannaiah H .R., Essentials of Management Accounting, Himalaya Publishing House
4. Chandra Prasanna, Managers' Guide to Finance and Accounting, Tata McGraw-Hill Company Ltd Publications
5. Dr. Maheshwari S., Principles of Management Accounting, Sultan Chand and Sons Publications, (2010)
6. Raman B. S., Methods and Techniques of Cost Accounting, United Publisher
7. Lal Jawaharlal and Srivastava Seema, Cost Accounting, Tata McGraw Hill Publications, (2010)
8. Jain and, Narang, Cost Accounting
9. Horngren Charles T., Datar Srikant M., foster George, Rajan Madhav V. & Ittner Christopher, Cost Accounting a Managerial Emphasis, Pearson Publications, 15th Edition 2010
10. Jawaharlal, Management Accounting, Himalaya Publishing House,(2007)
11. Lyrich, Accounting for Management, New Delhi: Tata McGraw Hill Publications, (2010).

External Experts

1. Prof. Shetty FCA
Department of Management
Dayanad Sagar Institute

2. CA Deepika R Kumar FCA
IIM BANGALORE

Bangalore

3. Prof Chaudhary Prasad
TAPMI
Manipal, Karnataka

4. Suresh Sharma CPA
Controller - MIDC
Bangalore

CURRICULUM

YEAR - I

Trimester – III

FINANCIAL MANAGEMENT

PGDM 311

2 Credits

DESCRIPTION

Financial management is a specific area of finance dealing with the financial decisions, corporations make and the tools analyses used to make these decisions. Finance is about money and market, but it is also people. The secret of success in financial management is to increase value. The course raises the awareness of the role, purpose, and centrality of the finance function in effective corporate governance within the new global marketplace. This course focuses on financial management from the perspective of inside the corporation or operating entity. It builds upon the concepts from the core finance courses, where topics covered objectives of finance, profit v/s wealth maximization. Time value of money, financial markets & institutions, measuring risk and return, cost of capital, capital budgeting decision, and optimal capital structure, long-term and short-term sources of funds, working capital management decision and derivatives market.

LEARNING OBJECTIVES

- To introduce concepts and objectives of corporate finance;
- To understand concept of time value of money in financial decisions;
- To study different techniques of investment decisions;
- To understand concept of cash & derivative market;
- To understand relationship between capital structure and the value of the firm;
- To explore the sources of long term finance & design financial strategies.

UNIT- I OVERVIEW OF CORPORATE FINANCE (2 Hrs)**Level of Knowledge – Conceptual and Basic**

Scope of finance, Finance functions
 Financial Manager's role, financial goal
 Profit Maximization vs. Wealth Maximization
 Organization of finance function.

UNIT – II TIME VALUE OF MONEY (4 Hrs)**Level of Knowledge – Working Knowledge**

Time preference for money;
 Future value of a single cash flow & Annuity
 Present value of a single cash flow of a single cash flow and Annuity
 Simple interest & Compound interest
 Capital recovery & loan amortization
 Stated vs. Effective rate of interest

UNIT – III COST OF CAPITAL (4 Hrs)**Level of Knowledge – Working Knowledge**

Objectives: Concept of opportunity cost of capital
 Method of calculating cost of capital- cost of debt, preference & equity capital
 CAPM model, Determination of Weighted Average Cost of Capital (WACC)
 Weighted Marginal Cost of Capital

UNIT – IV INVESTMENT DECISION (6 Hrs)**Level of Knowledge – Working Knowledge**

Objectives: Nature of Investment Decision, Type of investment decision
 Investment Evaluation criteria, Compare & Contrast NPV & IRR

Determining Cash Flows for investment analysis: Cash Flows v/s Profit
Incremental cash flows, components of cash flows
Complex investment decisions: Projects with different live
Investment timing and duration

UNIT – V WORKING CAPITAL MANAGEMENT (4 Hrs)

Level of Knowledge – Working Knowledge

Objectives: Needs for investing in current assets, Concept of working capital management
Approaches in working capital, Factors affecting working capital management
Estimation of working capital investment, Cash Management, Receivable Management
Inventory Management & Working capital finance decision.

UNIT – VI CAPITAL STRUCTURE AND DIVIDEND POLICY (6 Hrs)

Level of Knowledge – Working Knowledge

Introduction, planning the capital structure, capital structure theory (in brief), Factors in determining capital structure decisions.
Dividend Theories (Walter, Gordon, M&M), Dividend policies in practice, Bonus shares.

UNIT -VII SOURCES OF FINANCE (2 Hrs)

Sources of Long-term Finance: Shares, Debentures and Term loans; Raising long-term finance- Venture capital financing, IPO, Right Issue, Private placement etc. Assets Based Financing- Hire purchase vs. Lease financing, Project financing.

UNIT -VIII SPECIAL TOPICS (2 Hrs)

International finance – fundamental like derivative, forex market, types of rate & participants and risk management in forex.

[Total 30 hours]

Skill Development

1. Group presentation on various financial management topics with detailed description of long term investment decision, purpose, features, scope and analysis on the parameters of risk free return, cost of capital and tax benefit.
2. Practical problems on capital budgeting, working capital management, cost of capital, capital structure and dividend policy.
3. Case studies
4. Presentations on Financial news update
5. Presentation on various sources of finance.

Prescribed Text

Chandra Prasanna, Financial Management, Tata McGraw Hills Publications, 2010
Khan and Jain, Financial Management, Tata McGraw Hills Publications, 2010

Reference Books

1. Brealey and Myers, Principle of Corporate Finance, New York: McGraw Hill Publications
2. Pandey I.M, Financial Management, New Delhi: Vikash Publication House
3. Shah Paresh, Financial Management, New Delhi: Biztantra Publications

4. Banerjee A.S.K, Financial Management, New Delhi: S.Chand & Co.
5. Van Horn J.C., Financial Management and Policy, New Delhi: Prentice Hall of India Public.
6. Madhu Vij, Multinational Financial Management, New Delhi: Excell Books Publications.

External Experts

- | | |
|---|---|
| 1. Prof. Shetty FCA
Department of Management

Dayanad Sagar Institute
Bangalore | 2. Rattan Gupta CFA (USA)
Financial Consultant- WIPRO |
| 3. Prof Chaudhary Prasad

T A Pai Management Institute
Manipal Karnataka | 3. Dr Rajesh Kumar

Alliance Business School
Bangalore |

PGDM 312**2 Credits****DESCRIPTION**

This paper is offered as an elective in the fourth semester. It develops an understanding of various functions in an organization and its integrated approach. It also deals with the need for an organization to have an integrated software suite.

LEARNING OBJECTIVES

The course offers a fundamental framework for Enterprise Resource Planning (ERP) in an organization and making the students,

- It identifies the various Functional solutions for vertical and horizontal workflow of business operations.
- It provides an integrated approach to managers for a better decision making
- To orient the students towards understanding the business processes which can be integrated in a seamless chain through various Business Suits.

UNIT I- Concept and Benefits of ERP**(4Hrs)****Level of Knowledge – Conceptual and Basic**

Definition of ERP, ERP potential in Business transformation, Demand of ERP, Evolution, Modules ERP Modules, Benefits of ERP

UNIT II - Building Business cases for ERP**(6 Hrs)****Level of Knowledge – Working Knowledge**

Roles of ERP, Need for ERP, Gap analysis, Competitive Environment analysis, Strategic needs analysis, Feasibility analysis, ERP Project life Cycle, Cost elements

UNIT III -Comparative analysis of ERP Software.**(4 Hrs)****Level of Knowledge – Conceptual**

The ERP market, Introduction to SAP, Modules of SAP, SSA Global, BAAN, IFS, The ERP product life cycle, The magic quadrant, Functional and technical features comparison.

UNIT IV: ERP enabled Business Process re-engineering**(4 Hrs)****Level of Knowledge – Conceptual**

Is Re – Engineering Necessary? Business process re-engineering, Implementing BPR -BPR characteristics and steps, ERP and BPR, ERP modeling in BPR, Work flow management, Business case, Five stage AS-IS/TO- BE Analysis

UNIT V:- ERP implementation Project Management**(4 Hrs)****Level of Knowledge – working**

IT infrastructure Planning and methodology, ERP implementation lifecycle, ERP with respect to small and medium enterprises (Indian Perspective), Issues in ERP Project management

UNIT VI- Managing ERP-ES Enabled Change**(4 Hrs)****Level of Knowledge – working**

Introduction, planning for integration, Change management Strategies, transformation of IT Function

UNIT VII- ERP-ES enabled best Business Practices

(4 Hrs)

Level of Knowledge – working

Best business cases of Metal Industry, Assembly line Industry, Service Sector/Industry ERP enabled practices and actual benefits accrued.

[Total 30 hours]

Skill Development

The course is facilitated by

1. **Class lectures** concerned to relevant module topics
2. **Case studies** on Functional and Cross Functional Information Systems.
3. **Student presentation** and **classroom discussions** on use of an ERP solution for various managerial problems of an organization in, Operations, Marketing, Financial Accounting, Human Resources.

Prescribed Texts

1. Jaiswal Mahadev and Vanapalli Ganesh, Enterprise Resource Planning, Mac Millan Publications
2. Leon Alexis, ERP , *Tata Mc Graw Hills*

References:

1. Singhla Ashim Raj, ERP, Cengage Publications
2. Business process and re-engineering, Dr B.R Dey, Biztantra
3. Concepts in ERP, Monk and Wagner, Thomson publication
4. Enterprise Resource Planning, Mary Summer, Pearson

External Experts

1. Prof. B.Rajendran Thangadurai,
RB & Creations,
501 Block 18 Glitter,
Sun City Apartments
Outer ring Road,
Bangalore -34
2. Prof. A.R.Muthuswamy
Ex-ED-SAIL,
External Faculty,
Bangalore.

Objectives

This paper will create in the student an understanding of conducting the marketing processes of a business via the internet.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations.

UNIT I Concept of E-Business & Internet (5 Hrs)

Introduction to E- Commerce, advantages and limitations to E-Business,
Value chains and managerial implications of E-Business,
The internet and the worldwide web, the Internet Protocol Suite, Internet architecture,
Internet service providers
(Enabling technologies of the worldwide web)

UNIT II EDI (4 Hrs)

Inter organizational Commerce and EDI, EDI implementation, VANs, mobile Commerce

UNIT III E-Payment (4 Hrs)

Electronic payment systems and the issues involved, Security issues and encryption

UNIT IV E-CRM/SCM (4Hrs)

E-CRM, E-SCM, E-Strategy

UNIT V On line Services: Technology & Applications (5 Hrs)

Overview, Definition of online services, History of On-Line services, The On-Line Service Market: Trends, On-line Service Industry Makeup, Technology trends, Profiles of Major Online Service providers. (American Online, CompuServe Information Services, Prodigy, GEnie, Microsoft Network

UNIT VI Constructing and operating E- Business web portal (5 Hrs)

(Rave Kalakota-Pearson) (Albert Napier, Ollie Rivers-Thomson)

Trend driving E- Business architecture, problems with lack of integration, cross functional integrated applications Startup and operational challenges, E-payment methods, outsourcing operations, E- Business technologies. E-CRM, E-SCM, E-Strategy, Consumer oriented Electronic Commerce, Advertising and Marketing on the Internet, Consumer Search and Resource Discovery

UNIT VII E-Security & Legal (3 Hrs)

Legal and ethical issues, legal infrastructure for E-Business in India
(The Information Technology Act, 2000) E-Security

Essential Text:**Prescribed Books:-**

1. E-Business- Albert Napier, Ollie Rivers, Stuart Wagner & J.B Napier, *Thomson*
2. e_ business 2.0(Roadmap for success) Ravi Kalakota, Marcia Robinson, *Pearson Education Asia, 2001*

Reference Books

1. *Kalakota Ravi B. and Whinston Andrew B., Latest, Frontiers of Electronic Commerce, USA: Addison Wesley Publications*
2. *Laudon Kenneth C, Traver Carol Guercio, E-Business- Business. Technology. Society, India: Pearson Education, Fourth Edn*
3. *P T Joseph S J, , E-Business: An Indian Perspective, India: Prentice -Hall Of India Pvt. Ltd. Publications, Fourth Edn*
4. *Schneider Gary P., Electronic Commerce, USA: Thomson - Course Technology Publications, Fifth Edn*
5. *Bhasker Bharat, Electronic Commerce: Framework, Technologies and Applications, India: Tata-McGraw Hill Co. Ltd. Publications, Thrid Edn*
6. *Schneir Bruce and Ferguson Neils, Practical Cryptography, Wiley- Dreamtech India Private Ltd. Publications*
7. *Awad Elias M, Electronic Commerce”, From vision to fulfillment, PHI Publications*
Rayport Jeffrey F. and Jawoski Bernard J. - introduction to E-Business

CURRICULUM

YEAR - II

Trimester – IV

GERMANY

CURRICULUM

YEAR - II

Trimester – V

CONSUMER BEHAVIOUR**PGDM 521****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the fourth semester. It helps students understand the behavior of consumers before and after purchase. The paper helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioural studies influence the consumer in making purchase decisions. It also gives an insight to the students about the decision-making process and the growing significance of the consumer behavior study in various other areas of marketing.

LEARNING OBJECTIVES

- To examine the nature of Consumer behaviour
- To analyze the application of Consumer Behaviour with regard to formulation of - marketing strategy
- To provide students with an understanding of the wide range of social, cultural and economic factors which influence consumer behaviour.
- To analyze the decision making process of the consumer.

UNIT - I What is Consumer Behaviour**(4Hrs)****Level of Knowledge – Conceptual and Basic**

Role of Consumer Behaviour in Marketing -Development of Consumer Behaviour field, Consumer behavioural models - Howard-Sheth model of Buying Behaviour

UNIT - II Consumer as an Individual**(10 Hrs)****Level of Knowledge – Conceptual**

Consumer Needs and Motivation

Meaning of Motivation; Needs and Goals ; Dynamic Nature of Motivation; Types & Systems of Needs- Maslow's Hierarchy of needs-McClelland's Theory of Need Achievement-Vroom's Expectancy theory-Freud's Psychoanalytical theory

Personality & Consumer Behaviour

Meaning and nature of Personality ; Freudian & Trait theories of Personality; Self Concept - Self Images; Lifestyle and AIO inventories; Brand Personality

Consumer perception

Meaning and dynamics of Perception – Absolute and Differential threshold; Selective Perception; Consumer Imagery-Brand Image; Perception of Quality; Perception of risk; Perceptual Organization; Categorization, Inference.

Learning & Cognitive Process

Meaning of Learning; Behavioural Learning Theories-Classical and Operant Conditioning-Observational Learning; Cognitive Learning Theories; Memory, Schema, Brand Loyalty

Consumer Attitudes

Nature and function, Attitude formation; Structural Models of Attitude-Tricomponent and Multi-Attribute model-TORA, Attitude Change-Multiattribute and ELM and Cognitive Dissonance

UNIT - III Consumer in their Social and Cultural Setting (6 Hrs)
Level of Knowledge – Conceptual

Group dynamics & Reference groups, Meaning of reference groups; Influence of reference groups on consumer behaviour; Types of reference groups, Implications for Marketing

The Family

Concept and functions of family; Importance of family in Indian context, Family decision making; Role conflict and its resolution; Family Life Cycle, Consumer socialization, Role of children.

Social Class and Consumer Behaviour

Meaning and measurement of Social Class; Lifestyle profiles of social classes; Implications of social class on Consumer behaviour.

Culture and Consumer Behaviour

Meaning and characteristics of culture; Measurement of culture, Values-Terminal and Instrumental values; Rokeach - Indian core values; Impact of value on consumer behaviour; ACV Laddering,

UNIT - IV Consumer Decision Making Process (6Hrs)
Level of Knowledge – Working Knowledge

Personal influence & Opinion leadership Process - Meaning, dynamics and measurement of opinion leadership – A profile of the Opinion leader; Interpersonal flow of communication; Opinion leadership and firm's promotional strategy - Diffusion of Innovations; Types of Innovations; The Diffusion process-consumer and industrial; The adoption process; Product characteristics and consumer resistance; Diffusion enhancement strategies; A profile of the consumer innovator.

Consumer Decision making

A model of consumer decision making; Problem recognition and Information Search; Evaluations-Compensatory and non-compensatory; Conjunctive; Disjunctive and Lexicographic choice rules; Purchase-Store choice; Post purchase Process – Dissonance; Satisfaction/dissatisfaction; Attribution theory; Dis-satisfaction responses; Disposal behaviour.

UNIT - V Other dimensions of Consumer Behaviour (2 Hrs)
Level of Knowledge – Conceptual

Relationship Marketing - Meaning of relationship marketing, Implications, Consumerism and Public Policy Meaning, Rights of Consumers; Institutions and their role; Ethical, Safety and environmental issues; Consumer protection acts, Consumer Behaviour and E-business, On line buyer behaviour; Consumer decision making process on the Net.

Consumer Research with special reference to syndicated research

UNIT VI - Role of Research in consumer Behaviour (2 Hrs)
 Motivational research, Attitude measurement; Satisfaction measures

[Total 30 hours]

Skill Development

1. Group presentations on various topics related to the subject, both conceptual and practical
2. Classroom discussions
3. Case studies –Analysis and discussion
4. Analytical skills through assignments

Prescribed Texts

Assel Henry, Consumer Buying Behavior, Cengage learning India, Third Indian reprint 2009

Reference Books

1. *Schiffman L. G., and Kanuk L. L., Consumer Behavior, Prentice-Hall Publications & Pearson Education Publications (Low Price Edition 2003), (1999) 7th Edition*
2. *Assael Henry, Consumer Behaviour & Marketing Action, Thomson Learning Publications, (2001) 6th Edition*
3. *Engel James F., Blackwell, Roger D., & Miniard, Paul W., Consumer Behaviour, Thomson Learning Publications, (2001)*
4. *Solomon M.R., Consumer Behaviour- Buying, Having & Being, Prentice-Hall Publications, (1998) 4th Edition*
5. *Hawkins D. I., and Best, R. J Irwin, Consumer Behavior: Implications for Marketing Strategy, (2002) 8th Edition*
6. *Loudon and Bitta Della, Consumer Behaviour-Concepts and Applications, Tata McGraw Hill Publications, (2002) 4th Edition*
7. *Hawkins D.I, Best and Cooney, Consumer behavior - Building marketing strategy, Tata McGraw Hill Publications*
8. *Batra Satish & Kazmi, Consumer behavior, Excel books Publications, 2005*

DESCRIPTION

This paper is offered as a finance elective for the MBA programme. It develops an investment attitude and prepares students for careers in the areas of finance and investment. Students opting for finance specialization would find this course to be important as its applications can be seen while understanding financial markets.

LEARNING OBJECTIVES

- To provide students with a conceptual and analytical framework of evaluating a security.
- To provide students with working knowledge framework of different financial instruments, their risk and returns and their usefulness while constructing portfolios.
- To familiarize students with portfolio construction and management techniques and strategies.

UNIT - I INTRODUCTION- THE INVESTMENT BACKGROUND (5 Hrs)**Level of Knowledge – Conceptual and Working**

Organization and Functioning of Securities Markets - What is a Market?; Primary Capital Markets; Secondary Financial Markets.

Security Market Indexes - Stock Market Indexes; Bond Market Indexes.

The investment setting - What is an investment? Measures of Return and risk.

The Asset Allocation decision - Individual Investor Life Cycle; The need for a policy statement; Input to the Policy statement; Constructing the policy statement; the importance of asset allocation.

UNIT - II MACRO ANALYSIS AND MICRO-VALUATION OF STOCK MARKET (10 Hrs)**Level of Knowledge – Conceptual and Working**

Macro market Analysis – Economic Activity and Security Markets, Economic series and Stock prices; the cyclical Indicator approach etc.

Industry Analysis – Why do Industry Analysis? The business cycle and Industry sectors; Structural Economic changes; Evaluating the Industry Life Cycle.

Company Analysis and Stock Valuation – Company analysis versus valuation of stock; Company analysis; Estimating intrinsic value; Additional measures of relative value; Analysis of Growth companies; Valuation of Alternative Investments).

Technical Analysis – Advantages of Technical analysis; Technical Trading rules and indicators

Efficient Capital Markets – Why should capital markets be efficient? Alternative Efficient Market Hypotheses; Tests and results of EMH; Implications of Efficient Capital Markets

UNIT - III PORTFOLIO MANAGEMENT THEORY (6 Hrs)**Level of Knowledge – Conceptual and Working**

An introduction to Portfolio Management - Some background assumptions; Markowitz Portfolio Theory;

An introduction to Asset Pricing Models – Capital Market Theory: An overview; The Capital Asset Pricing Model: Expected Return and Risk; Relationship between Systematic Risk and Return; The Market Portfolio: Theory Vs Practice

Multifactor Models of Risk and Return – Arbitrage Pricing Theory

UNIT – IV PORTFOLIO MANAGEMENT STRATEGIES (3 Hrs)
Level of Knowledge – Conceptual and Working

Equity Portfolio Management Strategies – Passive Vs Active Management; Overview of Passive Equity Portfolio Management Strategies; Overview of Active Equity Portfolio Management Strategies; An overview of style analysis; Asset allocation strategies

UNIT – V BOND VALUATION AND BOND PORTFOLIO MANAGEMENT STRATEGIES (3Hrs)
Level of Knowledge – Conceptual and Working

The Analysis and Valuation of Bonds – The fundamentals of Bond Valuation; computing bond yields

Bond Portfolio Management strategies – Alternative Bond Portfolio Strategies – Passive Management Strategies; Active Management Strategies

UNIT – VI EVALUATION OF PORTFOLIO PERFORMANCE (3 Hrs)
Level of Knowledge – Conceptual and Working

Evaluation of Portfolio performance – Composite Portfolio Performance measures; Application of Portfolio performance measures; Evaluation of bond portfolio performance

[Total 30 Hours]

Skill Development

1. Practical valuation of shares and bonds.
2. Solving Case studies
3. Understanding and follow up with day-to-day financial news updates.
4. Portfolio construction using excel.
5. Doing Industry analysis.

Prescribed Texts

- 1 Reilly & Brown, Investment Analysis & Portfolio Management , New Delhi: Thomson Publications, 2009 8th Edition
- 2 Chandra Prasanna, Investment Analysis and Portfolio Management, New Delhi: Tata McGraw – Hill Publications, (2008)

Reference Books

1. Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hall Publications
2. Bhalla V. K., Investment Management, S. Chand & Co Publications
3. Kevin S., Security Analysis & Portfolio Management ,New Delhi: PHI Learning Pvt Ltd Publications, 2008
4. Bodie / Kane / Marcus / Mohanty, Investments, Tata McGraw Hill Publications, 6th Edition
5. Brealey and Myers, Principles of Corporate Finance, Tata McGraw Hill Publications, 7th Edition

DESCRIPTION

This paper is offered as a marketing elective in the fourth trimester. It prepares students for careers in the areas of marketing of industrial products & services, industrial projects & consultancy.

LEARNING OBJECTIVES

- To enhance the ability of the students to understand the nature of B-2-B marketing, & the process involved in practice.
- Development of B-2-B Strategies and their implementation.

UNIT I (A Business Marketing Perspective) (2 Hrs)**Level of Knowledge – Conceptual and Basic**

Introduction to Business-to-Business Marketing, Business and Consumer marketing-A contrast, The value chain, Trends and changes in Business marketing.

UNIT II (Perspectives on the Organizational Buyer) (4 Hrs)**Level of Knowledge – Conceptual & Basic**

Classifying Customers, Organizations, and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets.

UNIT III (Organizational Buying Behaviour) (4 Hrs)**Level of Knowledge - Working**

Organizational Buying and Buying behavior: The nature of buying, organizational buying process- A process flow model.

UNIT IV (Customer Relationship Management) (3 Hrs)**Level of Knowledge – Conceptual & Basic**

Customer relationship Management Strategies for Business Markets. Buyer seller connector, Managing Buyer seller relationships, Gaining a customer relationship advantages.

UNIT V (Segmenting the Business Market) (4 Hrs)**Level of Knowledge - Working**

Segmenting, Targeting and Positioning. Value based segmentation. A model for segmenting the organizational Market.

UNIT VI (Organizational Demand Analysis) (2 Hrs)**Level of Knowledge- Working**

Organizational Demand analysis, Determining Market and Sales potential, Sales Forecasting methods.

UNIT VII (3 Hrs)**Managing Innovation and new industrial product development****Pricing Strategy for business markets****Level of Knowledge – Conceptual & Basic**

Marketing mix - Managing Innovation and New product development process. Pricing in Business-to-Business Marketing. Pricing basis, Managing price as part of Marketing Strategy, Managing pricing tactics, Pricing implementation-Case of negotiated pricing.

UNIT VIII (4 Hrs)

Managing Business Marketing Channel**Business Marketing Communications****Level of Knowledge – Conceptual & Basic**

Direct & Indirect Channels, Distributors & Manufacturers Rep, Channel Objectives & Design, Selection & Motivation of Channel Members. B-2-B Advertising, Trade Shows, Personal Selling, Key Account Management

UNIT IX (Managing Services for Business Markets)**(2 Hrs)****Level of Knowledge – Conceptual & Basic**

Marketing mix for Business service Firms - Segmentation, Service packages, Service Promotion and Distribution.

UNIT X (Strategic Perspectives in Business Marketing Planning)**(2 Hrs)****Level of Knowledge - Working**

Business Marketing Strategies.

[Total 30 hours]**Skill Development**

1. Group presentations on organizational buying behavior & practices in purchase of raw materials, capital & facilitating goods in Indian Co's & MNC's operating in India.
2. Segmentation & Positioning of B-2-B Products.
3. Forecasting Techniques for demand of Industrial Products
4. Preparation of quotation.
5. Case studies

Prescribed Texts

1. Michael D Hutt, Thomas W Speh, "Business Marketing Management" Cengage Learning
2. Reeder Robert R, Brierty Edward G, Reeder Betty H, Industrial Marketing, Analysis, planning and Control, PHI publication
3. Milind T Phadtare, Industrial Marketing, PHI Publication

References

1. Vitale and Giglierano, Business-to-Business Marketing, Analysis and Practice in a Dynamic Environment, Thomson Press Publications
2. Anderson, Business Market Management, Pearson Publications

External Experts

1. Mr Rajshekhar,
Head - Business Development
Keane India

PGDM 524**2 Credits****DESCRIPTION**

This course is offered as a finance elective in the MBA programme. It familiarizes the students about the Indian Financial System. Within the financial system, the focus of study would be the financial products, financial institutions and the money and capital markets.

LEARNING OBJECTIVES

- To provide knowledge to the students about Indian Financial System, including the major financing institutions apart from Banks, financial products and money and capital markets functioning.

UNIT I OVERVIEW OF INDIAN FINANCIAL SYSTEM AND SERVICES**(2 Hrs)****Level of Knowledge – Working knowledge**

Financial System – An Overview, Indian Financial System, Global Financial System, Financial Services – An Overview

UNIT II MONEY MARKETS**(4 Hrs)****Level of Knowledge – Working Knowledge**

Role and Responsibilities of RBI with respect to Money Market, RBI Monetary Policy and its relevance to Money Market

Money Market, Call Money Market, Commercial Paper Market, Commercial Bill Market, Certificate of Deposit (CD), Treasury Bills, Govt. Securities Market

UNIT III CAPITAL MARKETS – PRIMARY MARKET**(5 Hrs)****Level of Knowledge – Conceptual and Working**

Capital Markets – An Overview, Capital Market Instruments, Capital Market Reforms, New Issues Market – A Conceptual Framework, New Issues Market – An evaluation, Prospectus, Global Depository Receipts

UNIT IV CAPITAL MARKETS - SECONDARY**(5 Hrs)****Level of Knowledge – Conceptual and Working**

Stock Exchange – An Overview, Stock Exchange Trading, Stock Exchange – Regulatory Framework, Indian Stock Exchanges – A Profile, Insider Trading, Listing, Delisting, SEBI – Functions and Working, Restructuring of Indian Stock Exchanges – Major issues

UNIT V FINANCIAL INSTITUTIONS**(6 Hrs)****Level of Knowledge – Conceptual and Working**

Clearing Corporation of India Limited (CCIL), Credit Information Bureau of India Limited (CIBIL), Discount and Finance House of India Limited (DFHI), Over-the-Counter Exchange of India Limited (OTCEI), National Securities Depository Limited (NSDL), National Housing Bank (NHB), Export Import Bank of India (EXIM)

UNIT VI FINANCIAL SERVICES

(8 Hrs)

Level of Knowledge – Conceptual and Working

Credit Rating, Hire Purchase Finance, Factoring and Forfeiting, Leasing- An Overview, Lease evaluation, Mutual Funds, Securitization, Venture Capital and Private Equity Funds

[TOTAL 30 Hours]

Skill Development

1. Understanding and follow up of day-to-day developments in the area of Financial Services Industry.
2. Familiarization of financial system including products.

Prescribed Text

1. Dr. Gurusamy S, Financial Markets and Institutions, Tata McGraw Hill, 2nd Edition
2. Dr. Gurusamy S, Indian Financial System, Tata McGraw Hill

References

1. Khan M Y, Financial Services, Tata McGraw Hill Publications, 5th Edition
2. Bhalla V.K., Management Of Financial Services, New Delhi: Anmol Publications Pvt. Ltd., First Edition
3. Srivastava R.M., Financial Management, Himalaya Publishing
4. Subramaniam P, Investment Banking
5. Bhole, , Financial Institution and Markets, Tata McGraw Hill Publications, 3rd Edition

DESCRIPTION

This paper is offered as a marketing elective in the fourth semester. It helps students understand long term strategic issues confronting marketing managers and prepares them for a career in product management. Students opting for this elective specialize in the various aspects of strategic marketing – environment and internal analysis, strategies for market share growth, segmentation, targeting, positioning, branding, pricing, distribution, communication and relationship development strategies, implementation and control of strategic plans etc

LEARNING OBJECTIVES

- To help in students understand analytical models / frameworks that can be used for environmental and internal analysis.
- To help students understand strategic marketing decisions including products to offer, market segments to target, and competitive positioning, pricing and distribution strategies.
- To help students understand ways to grow market shares and create long term sustainable competitive advantage.
- To help students understand the process of implementation and monitoring of marketing strategy.

UNIT - I STRATEGIC ANALYSIS (9 Hrs)**Level of Knowledge – Conceptual and Basic**

Introduction to corporate strategy and its marketing implications – external environmental analysis frameworks, internal environmental analysis frameworks –PEST model, Porter’s five forces model. Porter’s value chain model, SWOT/ Tows matrix. Strategic analysis of select companies in India.

UNIT - 2 STRATEGY FORMULATION (3 Hrs)**Level of Knowledge – Conceptual**

Directional strategies of growth, stability and downsizing, Porter’s generic strategies of cost leadership, differentiation and focus, Ansoff’s product - market expansion grid, BCG matrix. Market share growth strategies for market leaders, followers and the smaller companies.

UNIT - 3 STRATEGY CHOICE (15 Hrs)**Level of Knowledge – Working Knowledge**

Market segmentation for Indian markets, measuring market opportunities and effectiveness of target segmentation, differentiation and positioning, brand management, pricing and distribution options, new product development process and marketing communication overview. Services marketing and branding of services. Discussion on strategic options for market share growth of select companies in India.

UNIT - 4 STRATEGY IMPLEMENTATION AND CONTROL (3 Hrs)**Level of Knowledge – Working Knowledge**

Organizing and planning for effective implementation, managing competitive advantage as a process, measuring success of strategy implementation.

[Total 30 hours]

Skill Development

1. Group presentations on environmental and internal analysis of specific Indian companies.
2. Group presentations on strategic initiatives for growth of specific Indian companies.
3. Case studies
4. Discussions with Industry executives

Prescribed Texts

4. Walker, Boyd, Mullins and Larreche, 'Marketing Strategy', . Tata McGraw –Hill, 4th edition, 2003

References

1. Al Ries and Jack Trout., 'Marketing warfare'. 1997, McGraw - Hill
2. Douglas West, John Ford and Essam Ibrahim., 'Strategic marketing – Creating competitive advantage'. Oxford University Press, 2nd edition 2010.

External Experts

1. Mr.Milind Chalisgaonkar
Ex CEO of H&R Johnson and Mphasis BPO
2. Mr. Vasanth Kumar
Director – Max Retail

DESCRIPTION

This paper is offered as a finance elective in the fourth semester. It prepares students for careers in Banking and Finance industry. Students opting for this elective understand the various aspects related to management of Banks and Financial Institutions.

LEARNING OBJECTIVES

- To gain foundation in the key issues confronting bank managers today.
- To gain familiarization with the basic financial models that is used to formulate decisions and an understanding of the strengths and weakness of data analysis.
- To recognize the trade-offs involved in making financial decisions and to develop the logical thought processes needed to reach reasonable conclusions.

UNIT – I OVERVIEW OF THE BANKING INDUSTRY & REGULATION (2 Hrs)**Level of Knowledge – Working knowledge**

Information related to bank management and current banking trends.

Role of competition in forcing change in banking, expanded product and service offerings, across geographic markets and the impact on banking industry consolidation.

Organizational structure of local area banks and large banking holding companies.

Banking regulatory environment.

Impact of key banking legislation.

UNIT II - EVALUATING BANK PERFORMANCE (4Hrs)**Level of Knowledge – Working knowledge**

Basic risk and return features of commercial banks.

Bank financial statements.

DuPont model for evaluating bank performance.

How banks make a profit?

Trade-offs involved in balancing credit risk, liquidity risk, market risk, operational risk, reputational risk, legal risk and solvency risk.

Strategies and trends in controlling non-interest expense relative to non-interest income to help meet efficiency objectives.

UNIT III - MANAGING INTEREST RATE RISK (8 Hrs)**Level of Knowledge – Working knowledge**

How banks measure and manage interest rate risk?

Pricing of securities, total return analysis to investors and the determinants of interest rates.

GAP analysis and the use of sensitivity analysis to assess the potential impact of interest rate and balance sheet changes on net interest income.

Duration gap analysis and the use of sensitivity analysis to assess the potential impact of interest rate and balance sheet changes on the economic value of stockholders' equity.

Impact of embedded options and the necessity behind incorporating sensitivity analysis to assess the impact of such options on profits and risk. Basic features of financial futures, forward contracts, interest rate swaps and interest rate caps and floors and how banks use them to both hedge and speculate. Understanding the models, data output and strategies to improve performance.

UNIT IV - MANAGING COST OF FUNDS, BANK CAPITAL & LIQUIDITY (8 Hrs)

Level of Knowledge – Working knowledge

Features of bank liabilities.

Regulatory capital requirements.

Overall liquidity analysis.

Estimating the marginal cost of funds for taking investment decisions and pricing assets.

How banks meet legal reserve requirements and manage cash assets?

A model to estimate liquidity needs and plan for temporary cash deficiencies and longer-term liquidity needs. The new Basel II capital requirements.

UNIT V - EXTENDING CREDIT TO BUSINESSES AND INDIVIDUALS (4 Hrs)**Level of Knowledge – Working knowledge**

How banks manage credit risk?

Basic credit analysis principles and the characteristics of different types of loans.

Procedure for estimating a business borrower's cash flow from operations.

Basic credit scoring models applied to individual borrowers.

Interpreting financial statements and generating cash flow estimates to determine repayment prospects. Customer profitability analysis the basic framework used to assess whether a bank is profiting from a customer's total relationship.

UNIT VI-MANAGING INVESTMENT PORTFOLIO & SPECIAL TOPICS (4 Hrs)**Level of Knowledge – Working knowledge**

Role of fixed income securities in helping a bank meet profit and risk objectives.

Basic objectives a bank's investment portfolio and the nature of investment policy guidelines.

Basic features of taxable and tax-exempt securities that banks buy.

Various strategies related to choosing security maturities, the composition between taxable and tax-exempt securities and purchases or sales timed to take advantage of the business cycle.

Impact of embedded options on security pricing and the risk-return trade-off to investors of callable bonds and mortgage-backed securities with significant prepayment risk.

Recent trends in global banking activities.

Management of foreign exchange risk.

[Total 30 hours]

Skill Development

1. Practical assignments related to learning after individual unit.
2. Case studies
3. Presentations on Financial news updates.

Prescribed Text

1. Management of Indian Financial Institutions – By: [R M Shrivastava](#) & [Dr Divya Nigam](#) (Authors) – 2009, 8th edition - Publisher: Himalaya Publications

References

1. MacDonald Scott S. / Koch Timothy W. Management of Banking , Cengage learning, 6th Edition [Indian]
2. Gup Bentone / Kolari James W. Commercial Banking - The Management of Risk , Wiley India edition, 3rd Edition
3. Hull John C, Risk Management and Financial Institutions, Pearson.
4. Dun & Bradstreet, Financial Risk Management, Tata McGraw Hill.
5. General Bank Management – IIBF Books for CAIIB Exam – Macmillan Publications.
6. Risk Management – IIBF Books for CAIIB Exam – Macmillan Publications.
7. Vivek / Asthana P.N., Financial Risk Management, Himalaya Publishing House.
8. Bhattacharya Hrishikesh, Banking Strategy- Credit Appraisal and Lending Strategies - A Risk-Return Framework, Oxford University Publications
9. Mukherjee D.D. ,Credit Appraisal, Risk Analysis and Decision Making, Snow White Publications, 4th enlarged and revised edition
10. Tannan M.L., Tannan's Banking Law and Practice in India , Jain Book Agency

PGDM 527**2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the fourth semester. It develops a rural marketing perspective and prepares students for careers in the areas of rural marketing. Students opting for this elective specialize in the various aspects of rural marketing – the rural environment, scope, consumer behavior, marketing process, activities and strategies.

LEARNING OBJECTIVES

- To increase students in-depth understanding of the dynamic process of interaction between rural and urban markets.
- To enhance students understanding of how and why the marketing of consumer durables is different from that of FMCGs
- To familiarize students towards different marketing strategies that can be adopted by companies / banks for effectively tapping rural market potential

UNIT I INTRODUCTION**(3 Hrs)****Level of Knowledge – Basic & Conceptual**

Marketing Management perspective in relation to Rural Market, Rural market environment

UNIT II RURAL-URBAN COMPARISON**(3 Hrs)****Level of Knowledge – Conceptual**

Rural-urban disparities, Diagnosis of failure, Policy inventions, the rural economic structure- Farm and non farm sector.

UNIT III NATURE AND ATTRACTIVENESS OF RURAL MARKETS**(4 Hrs)****Level of Knowledge – Conceptual**

Concept, scope and nature of rural market, taxonomy of rural market, attractiveness of rural market, value added rural marketing

UNIT IV RURAL CONSUMER BEHAVIOUR**(5 Hrs)****Level of Knowledge – Conceptual & Working Knowledge**

Consumer behaviour, models, buyer's characteristics, buying decision process, buying behaviour patterns, buying evaluation procedure, brand loyalty, innovation adoption.

UNIT V RURAL MARKET RESEARCH**(4Hrs)****Level of Knowledge – Application & Concept**

MIS: Concepts, significance, internal reporting system, Market research system, decision support system, new research tools, Urban Vs rural market research, rural research business.

UNIT VI SEGMENTATION, TARGETING AND POSITIONING (3 Hrs)**Level of Knowledge – Concept & Working Knowledge**

Segmentation, degree of segmentation, base of segmentation, targeting and positioning

UNIT VII STRATEGIES (5Hrs)**Level of Knowledge – Application & Concept**

Strategies: Product, pricing, promotion and distribution.

UNIT VII FUTURE OF RURAL MARKETING (3Hrs)**Level of Knowledge – Concept**

The future of Rural Marketing:

Introduction, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize

Rural Marketing, Public-Private Partnership, e-Rural Marketing

(Total 30 Hrs)

Skill Development

The course will use a combination of approaches such as-

- 1.Lectures,
- 2.Case studies,
- 3.Marketing games & simulations.
- 4.Participatory approach from students will facilitate active learning through class presentations and exercises.

Prescribed Text

1. Kashyap Pradeep, Raut Siddhartha, The Rural Marketing - Biztantra Edition, 2008

References

- 1.Krishnamacharyulu GSK, Rural Marketing – Text and Cases, Pearson Education, 2007
- 2.Velayudhan Sanal Kumar, Rural Marketing, New Delhi, Sage Publications , 2008
- 3.Dogra Balram, Ghuman Karminder, Rural Marketing- Concepts and Practices, New Delhi, Tata Mc Graw Hill, 2008
4. Swamy T.P.Gopal, Rural Marketing, Vikas Publishing House , 2nd edition

PGDM 528**2 credits****DESCRIPTION**

This course is designed to provide exposure on how a project deal can be organized from Industrial, Legal and Financial standpoints and the alternatives for funding it.

LEARNING OBJECTIVES

- To familiarize students with issues related to the design, organization, and funding of complex projects.

UNIT I INTRODUCTION TO THE THEORY AND PRACTICE OF PROJECT FINANCE**Level of knowledge: Conceptual and basic (2 Hrs)**

Meaning of the term project finance; Why project finance is used by sponsoring firms; Main categories of project sponsors; Basic terminology of project finance; Theory of project finance.

UNIT II THE MARKET FOR PROJECT FINANCE: APPLICATIONS AND SECTORS**Level of knowledge: Conceptual and basic (2 Hrs)**

Evolution of project finance and market segments; The global project finance market; The domestic project finance market.

UNIT III PROJECT CHARACTERISTICS, RISK ANALYSIS AND RISK MANAGEMENT**Level of knowledge: Conceptual and working (4 Hrs)**

Identifying project risks; Risk allocation with contracts stipulated by the SPV; Summary of the Risk management process.

UNIT IV THE ROLE OF ADVISORS IN A PROJECT FINANCE DEAL**Level of knowledge: Working (4 Hrs)**

The role of Legal advisors in project finance deals; The role of Independent Engineer in project finance deals; Role of Insurance Advisors and Insurance Companies in project finance deals.

UNIT V VALUING THE PROJECT AND PROJECT CASH FLOW ANALYSIS**Level of knowledge: Conceptual and working (6 Hrs)**

Analysis of operating cash flows and their behavior in different project life-cycle phases; Defining the optimal capital structure for the deal; Financial viability and the Cover ratios used to measure it; Sensitivity Analysis and Scenario Analysis.

UNIT VI FINANCING THE DEAL**Level of knowledge: Working (4 Hrs)**

Financial intermediaries involved in project finance; Funding options: Equity; Mezzanine financing, Subordinated debt and Senior debt; Project leasing; Project bonds.

UNIT VII LEGAL ASPECTS OF PROJECT FINANCE**Level of knowledge: Conceptual and working (4 Hrs)**

Special characteristics of a project company; Contract structure of the deal.

UNIT VIII THE BASEL CAPITAL ACCORD

Level of knowledge: Conceptual**(4 Hrs)**

The Basel committee's position on Structured finance transactions (Specialized lending - SL);
Basel committee's position on risk relating to SL

[Total 30 Hours]**Skill Development**

1. Practical understanding of issues related to funding large projects
2. Solving Case studies
3. Understanding the various implications of large on-going projects.

Prescribed Text:

Project Finance in Theory and Practice - Designing, Structuring and Financing Private and Public Projects - Edition 2008 (Indian) - Stefano Gatti - Academic Press - An imprint of Elsevier.

Reference Books:

1. Fabozzi, F., and Nevitt, P.K (2006) Project financing (7th edition). London: Euromoney
2. Yescombe, E.r. (2002). *Principles of project finance*. San Diego, CA: Academic Press, 2002
3. Scott Hoffman (2007) The Law and Business of International Project Finance - 3rd Edition - Cambridge Univ. Press
4. D P Sarda – Govind Prakashan Handbook on Project appraisal and follow-up - A practical guide
5. Prasanna Chandra, Projects - Planning, Analysis, Selection, Financing, Implementation and Review – CFM -TMH Professional series in finance

CUSTOMER RELATIONSHIP MANAGEMENT**PGDM 529****1 Credit****DESCRIPTION**

This paper is offered as a marketing elective in the fifth trimester. It develops a customer focused attitude and prepares students for careers in the areas of customer relationship management. Students opting for this elective specialize in the various aspects of customer relationships – customer relationship philosophies, relationship process, models on providing value and satisfaction etc. It stresses the importance of understanding, in an empathic way, the needs, expectations and aspirations of customers as a basis for building a relationship, which adds value to the customer whilst being at least potentially profitable to the services supplier.

LEARNING OBJECTIVES

- To develop in students a customer relationship attitude and prepare them for careers in the areas of customer facing solutions.
- To enable the students acquire an understanding of the concept and meaning of customer relationship, the relationship process and various models of value and satisfaction.
- To enhance students skills and knowledge in dealing effectively with a portfolio of services customers in either a retail or business setting.
- To develop knowledge of IT enabled CRM package.

UNIT I Concepts and Context of CRM**(3 Hrs)****Level of Knowledge – Conceptual and Basic**

What is CRM: Definition and Concepts. The importance of effective CRM strategies as an integral part of effective services marketing strategies for retail and business customers.

CRM as part of a customer service quality strategy. The business environment of CRM: legal, ethical, economic, competitive and social. CRM in other business sectors e.g. retailing (home shopping, loyalty card)

UNIT II Understanding Customers**(3 Hrs)****Level of Knowledge – Conceptual & Practical**

Creating a customer profile, Understanding segmentation tools : Recency, Frequency, Monetary. Life Time Value, Retail and business customer profiling. Relationship life cycles.

UNIT III Information Gathering Collation, Analysis and Evaluation**(2 Hrs)****Level of Knowledge – Conceptual & Practical**

Using internal information sources: Using customer data , Data warehousing and data mining, Identifying cost effective external information sources: ♦ Published data ♦ Using the Internet ♦ Market research,

Analysis and evaluation of information: Identifying business opportunities. Preparing proposals for customers. Evaluating portfolio profitability and setting priorities.

UNIT IV Managing Customer Relationships**(4 Hrs)****Level of Knowledge – Conceptual & Practical**

Understanding and managing customer expectations. Developing customer confidence. Building relationships by adding value to customers cost effectively. Planning and making persuasive presentations. Managing customer contact strategies: Dealing with difficult situations: ♦ Imparting bad news ♦ Closing accounts ♦ Exit strategies

UNIT V Developing CRM strategy

(3 Hrs)

Level of Knowledge – Conceptual & Practical

The role of CRM in business strategy. Understanding service quality: ♦ Technical quality: product knowledge ♦ Functional quality ♦ Determinants of service quality, Managing customer communications. Planning and managing CRM projects. Target setting.

5.6 Measuring performance CRM: Setting standards ♦ Customer satisfaction ♦ Portfolio profitability

[Total 15 Hours]

Skill Development

Group presentations on various CRM initiatives from diverse business sector

Case studies

Presentations on CRM news updates

Prescribed Text:

Buttle Francis, Customer Relationship Management, Concepts & Tools, Elsevier Publications 2009

Reference Book:

1. Wincaid Judith, Customer relationship management, Pearson Education Publications
2. Sheth Jagdish N. & Shainesh G. , Customer relationship management - Emerging concepts, tools & Applications, Tata McGraw Hill Publications
3. Freeland John G., The Ultimate CRM Handbook, Tata McGraw Hill Publications
4. Kumar Alok, Sinha Chabbi, Sharma Rakesh, Customer relationship management - concepts & Applications, Biztantra Publications
5. Knox Simon, Maklan Stan, Payne Adrian, Customer relationship management - perspectives from the market place, Butterworth- Heineman Publications

INTERNET SITE

www.crmguru.com

www.crmtutorial.com

www.crm2day.com

Blog

crmblogger.com crmblog.org

PGDM 529**1 Credit****DESCRIPTION**

This paper is offered as a marketing elective in the fifth trimester. Successful Innovation management is the key to competitive growth and profit rests on disciplined management of the innovative process. Course allows, students to uncover visionary new business opportunities by applying innovative thinking to the organizations business model, not restricted to its products or inventions. Course to cover various phases from discovery team, to the exploration of new insights and the creation of a new strategic road map.

LEARNING OBJECTIVES

- . To develop application of innovation concepts, process to real-life problems.
- . To emphasize the link between new ideas, economic justification and continued profits.
- . Focus on importance of planning innovation (strategy, R&D management) and implementation for successful exploitation of Innovation.

UNIT I Concepts and Context of Innovation**(3 Hrs)****Level of Knowledge – Conceptual and Basic**

Innovation : Introduction, Types of Innovation, Technological change

UNIT II: Components of Innovation**(2 Hrs)****Level of Knowledge – Conceptual**

Theories of Innovation, Sources of Innovation, The process of innovation, Intellectual property.

UNIT III: Managing Innovation**(4 Hrs)****Level of Knowledge – Conceptual & Application**

Technology strategy, Funding Innovation, Four S factors, Cash curves and Return on Innovation (ROI), Organizing for Innovation.

UNIT IV: Fostering Innovation**(3 Hrs)****Level of Knowledge – Conceptual & Application**

Innovation Policy & Innovation Clusters

UNIT V: National Innovation Systems**(3 Hrs)****Level of Knowledge – Conceptual**

The public nature of Innovation, Governance, Institutions

[Total 15 Hours]**Skill Development**

1. Group presentations on various Innovation initiatives from diverse business sector
2. Case studies
3. Presentations on Innovation news updates

Prescribed Text:

Afuah Allan, Innovation Management, Oxford Publications

Ettlie, Managing Innovation, Elsevier Publications

Reference Book

1. Prahalad CK, The new age of Innovation, Tata-McGraw-Hill Publications

2. Shlomo and Dr Sheshadri, Innovation Management, Response Books

3. Johnston Robert E., The power of Strategy Innovation, PHI Publications

Websites: www.historyhouse.com, www.guardian.co.uk, www.cio.co.au, www.themeit.com,

PGDM 530**2 Credits****DESCRIPTION**

This course is offered as a finance elective in the 5th semester. Business managers, financial analysts, M&A and business strategy consultants have one thing in common: they should be able to understand the fundamental concepts of finance and accounting to undertake sophisticated business transactions. The mission of this course is to survey the drivers of success in mergers and acquisitions (M&A) and develop your skills in the design and evaluation of these transactions—thereby the course complements a number of other courses in the Darden curriculum and supports Darden's mission to —better society by developing leaders in the world of practical affairs. While the main focus will be on M&A transactions, the course will also look into situations of financial distress, restructuring, and bankruptcy. The course integrates finance with financial statement analysis to teach students to apply the knowledge from both areas in situations that involve complex business transactions like mergers and acquisitions.

LEARNING OBJECTIVES

- To expose the students to the criticality of emerging field of Mergers, Acquisitions and Corporate restructuring through
 - Master the language and processes of M&A
 - Identify M&A issues worth attention.
 - Analyze an M&A transaction rigorously.
 - Develop a concept, design a deal, and present a proposal for an M&A transaction.
 - Form an opinion about a proposed deal.
- To provide the students with orientation of modalities to procedural perspectives of the M&A issues including the regulatory compliances, RBI and SEBI guidelines, other legal aspects, accounting and the financial aspects.
- To provide be followed by cohesive and coherent understating of the HR and the Strategy issues based on Case study methodology.
- To provide students with opportunity (ies) of interacting with experts in the area for soliciting solutions to their present and potential business concerns.
- To provide a platform to the entrepreneurs, corporate managers to think and exchange.

UNIT -I OVERVIEW OF CORPORATE RESTRUCTURING**(4 Hrs)****Level of Knowledge –Conceptual and Basic**

Introduction Forms of Corporate Restructuring Expansion Mergers and Acquisitions Tender Offers - Joint Ventures -Sell Offs - Spinoffs - Split offs - Split ups - Divestitures -Equity Carve outs – MLP – Esops - Corporate Control Premium - Buybacks Standstill Agreements Leveraged Buyout - Going Private Issue Raised by Restructuring - History of Merger Movements.

UNIT – II OVERVIEW OF MERGERS AND ACQUISITION**(4 Hrs)****Level of Knowledge –Conceptual and Basic**

Merger Process: Five-stage model - Economic Rationale for Major Types of Mergers- Horizontal Mergers - Vertical Mergers - Conglomerate Mergers - Concentric Mergers - Framework for Analysis of Mergers Organization Learning and Organization Capital - The Role of Industry Life Cycle Product Life Cycle and Merger Types.

UNIT – III COST AND BENEFIT OF MERGER (4 Hrs)

Level of Knowledge –Working Knowledge

Cost and benefit analysis of merger (mergers as a capital budgeting decision) - share exchange ratio - Problems of Calculating Pre and Post merger performances.

UNIT – IV THEORIES OF MERGERS (4 Hrs)

Level of Knowledge –Conceptual and Working Knowledge

Theories of merger : Efficiency Theories - Differential Efficiency - Inefficient Management - Operating Synergy - Pure Diversification - Financial Synergy - Strategic Realignment to Changing Environments – Undervaluation - Information and Signaling - Agency Problems and Managerialism - Hubris Hypothesis

UNIT – V VALUATION (14 Hrs)

Level of Knowledge –Conceptual & Working Knowledge

Valuation – valuation approaches –discounted cash flow valuation – relative valuation Capital Budgeting Definition and Measurement of Cash Flows Capital Budgeting Basis for Firm Valuation Definitions for Valuation Analysis Application of Capital Budgeting Basis to

Four Period Case Free Cash Flow Basis for Valuation The No Growth Case Constant Growth Supernormal Growth followed by No Growth Supernormal Growth followed by Constant Growth Dividend Growth Valuation Model Comparisons of Valuation Models.

UNIT – VI LEGAL AND CULTURAL ASPECTS IN MERGER (6 Hrs)

Level of Knowledge –Conceptual

Organizational and human aspects –managerial challenges of M & A - - Legal and regulatory frame work of M & A – provisions of company’s act 1956 - Indian Income Tax act 1961 - SEBI takeover code

UNIT – VII TAKE OVER DEFENSES (4 Hrs)

Level of Knowledge –Conceptual &Working Knowledge

Take over defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense

[Total 40 hours]

Skill Development

1. Group presentations on various options of merger financing.
2. Practical problems in appraisal techniques
3. Case studies
4. Presentations on merger news updates.

Prescribed Texts

1. Mergers & Acquisitions Weston, Fred. McGraw Hill 2001
2. The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A

Integration at Every Level, 2 nd edition Galpin, Timothy J. / Herndon, Mark. JosseyBass 2007

3. Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change, 1st edition Feldman, Mark L / Spratt, Michael Frederick. New York: Harper Business 1999

References

1. Harvard business review on mergers and acquisitions Boston: Harvard Business School Press 2001
2. Barbarians at The Gate: The Fall of RJR Nabisco, 1 st e Burrough, Bryan / Helyar, John. New York: Harper & Row; 1990. xvi, 528 p., 32 p of plates ISBN: 0060161728. Collins Business 2008
3. MergersWhat Can Go Wrong and How to Prevent it, 1st edition Gaughan, Patrick A. Wiley Finance 2010
4. Damodaran on Valuation, 2 nd e Damodaran, Ashwath. John Wiley 2009
5. M&A and Corporate Restructuring, Gaughan, Patrick A. Wiley 2009

List of Case Study:

1. Oracle's Acquisition of Peoplesoft
2. The Adidas Reebok Merger
3. eBay's Acquisition of Skype: Will the 'Gamble' Work?
4. HP Compaq: A Failed Merger?
5. The Gucci LVMH Battle
6. The Polaris Orbitech Merger
7. Valuing Sify's Acquisition of Indiaworld
8. Holcim's Acquisitions in 2005
9. The Morgan Stanley Dean Witter Merger
10. Disney's Acquisition of Pixar
11. News Corp in 2005: Consolidating The DirecTV Acquisition
12. Tata Tetley: Managing the Tetley Acquisition
13. AT&T in 2005: Merging With SBC
14. RightNow Technologies (Harvard Business School Case)
15. Jet Airways' Attempted Acquisition of Air Sahara

M7- INTEGRATED MARKETING COMMUNICATION**PGDM 531****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the fifth trimester. It gives an insight into marketing communications and prepares students for careers in areas of advertising, branding, etc. Students opting for this elective specialize in the various aspects of marketing communications; –events, sponsorships, sales promotions, direct marketing, etc.

LEARNING OBJECTIVES

- To deliver to students an insight about the creative field in marketing communications and prepare them for careers in the areas of marketing communications
- To enable the students acquire an understanding of the concepts and meanings of marketing communication strategies
- To enable students get a feel of the creative industry and how it must be balanced by adequate marketing support

UNIT I THE FIELD OF ADVERTISING MANAGEMENT**(3 Hrs)**

The advertiser-Facilitating Institutions-Perspectives on Advertising.

Advertising Agencies

Functions, Types of Agencies, Agency-Client relationship-selection-Agency remuneration-Indian Ad Agencies

UNIT II ADVERTISING PLANNING & DECISION MAKING**(9 Hrs)**

Marketing Strategy-The marketing plan-The advertising plan- Social, legal, global factors
Objective setting

Integrated Marketing Communications

Advertising and non-advertising elements of communication mix-meaning and organizing for IMC

Setting goals and objectives

Sales as an objective-Operational objectives-Advertising response variables-the DAGMAR approach

Determinants of Advertising Strategy

Advertising & Consumer Behaviour

Segmentation and Target Market

Developing segmentation Strategy, Target market selection, determining the positioning strategy, Brand positioning, Repositioning -Consumer decision making process, Advertising Strategy research

UNIT III MESSAGE STRATEGY**(10 Hrs)**

Attention and comprehension :Attention – Recall – Interpretation - Comprehension

Understanding benefit based attitudes Attitude levels-Identifying important attributes or benefits- Segmentation using attitude structure

Associating feelings with the Brand Importance and intensity of feelings Transformational advertising, Rossiter Percy Grid, Attitude toward the advertisement.

Brand Equity, Image and Personality :Brand equity, Brand Image, Brand personality associations- Implementation of Personality strategy.

Group influence and Word of mouth Advertising

Nature and influence of reference groups-Information and Normative influences

Message Tactics- Creative Approaches

Rational and Emotional Approaches-Usage of an Endorser-Distraction Effects, Creative Concept research

The Art of Copywriting

The creative process – copywriting- Illustrating-Layout, Creative styles-Execution and Content Audio-Visual creative execution

Developing concept for commercials, Formats for Radio and TV, Mechanics of production

Advertising Copy testing and Diagnosis--Copy testing strategy-Diagnostic Copy tests-

Selection of copy test

Media Strategy & Tactics-

Media Planning -

Advertising Budgeting Decision, Media Class decisions- Print, Electronic and others, Reach and Frequency, Media vehicles decision-Media option decisions, scheduling and timing decisions.

Indian Media Scene

Media options, Readership and Circulation Data.

Internet advertising

Overview, Nature and concept of Internet Advertising, Web site-its establishment, Measuring results

UNIT IV

(4 Hrs)

EVENTS, SPONSORSHIPS, POP & ADVERTISING

Objectives and Concepts, Planning and Budgeting, Implementation and Evaluation-benefits and drawbacks - Packaging and Labeling

Sales Promotion

Importance and Purpose, Major Sales promotional tools and techniques- Sales promotions directed at Consumers, Manufacturers' Promotions and Retailers' Promotions, Evaluation, Risks, Regulation

Direct Marketing

Role of Direct Marketing, Concepts of Direct marketing; Techniques of DM- Database marketing, Direct Mail, Telemarketing, Direct Response advertising, Infomercials

Public Relations, Corporate Advertising and Publicity

Objectives for Public relations, Strategies and Tools of Public relations, Scope, objectives and types of corporate advertising

UNIT V

(2 Hrs)

EFFECTS OF ADVERTISING

Tracking Advertising Results-Approaches-Intermediate and direct measurers

UNIT VI**(2 Hrs)****REGULATION OF ADVERTISING**

Need and nature of Regulation, Government and non government regulation, The socio, cultural and ethical aspects

[Total 30 hours]**Skill Development**

1. Analysis of Integrated Marketing Communications campaigns through the use of video and other IMC material, Case studies
2. Presentations on advertisement news updates.
3. To develop an understanding of the different elements of integrated marketing communication and their integration
4. To develop sensitivity towards legal and ethical considerations in the formulation and implementation of communication strategies.

Prescribed Text

O'Guin, Advertising & Integrated Brand Promotion, Cengage Publications

References

1. O' Guinn, Allen, Semenik, , Advertising and Integrated Brand Promotion, New Delhi: Thomson Learning Publications,(2005)
2. Belch & Belch, Advertising Management, Tata McGraw-Hill Publications, (2002)
3. Batra Rajeev, Myers John G, Aaker David A, Advertising Management, New Delhi: PHI Publications, (2001)
4. Rossister and Percy, Advertising Communications & Promotion Management, New Delhi: McGraw Hill International Publications, (1998)
5. Mohan Manendra, , Advertising Management, New Delhi :Tata McGraw- Hill International Publications, 17th Edition (2002)
6. Semenik, Promotion and Integrated Marketing Promotion, Thomson Learning Publications.

WEALTH MANAGEMENT**PGDM 532****2 credits****Objectives**

To provide students with a conceptual and analytical framework of evaluating a security.
To provide students with a conceptual and analytical framework of different financial instruments, their risk and returns and strategies in managing funds.
To familiarize students with portfolio management techniques that challenge a financial manager.

Pedagogy:

Class room lectures, Role play, Case study, Problem solving, Web exercises and Project work

UNIT I Financial planning and wealth management (5 Hrs)

Introduction to financial planning, Life cycle analysis, Financial planning process, Introduction to Investments, Investment management process, Planning for future – College funding, Systematic investments, Retirement planning and Estate planning, Structuring financial plans, Introduction to Wealth management - Basics – Role of banks – Importance of wealth advisory - Role of private banker – HNWI – Drivers of wealth – Global perspective – Indian perspective – Wealth management process – Wealth creation cycle – Critical issues, Introduction to Asset class, Computation of Risk and Return.

UNIT II Relationship management (3 Hrs)

Basics – Process – Client segmentation – Profile – Expose – Strategize – Execute – Monitor – Review – Strategic value formula – Effective communication and Negotiation

UNIT III Financial products (7 Hrs)

Common stock and preferred stock, Money market securities, Bonds - Treasury, Government, Mortgage backed securities, Corporate and municipal bonds, Convertible and Zero coupon Bonds, Insurance cum investment products, Mutual funds – ETF and REIT and Derivative products – Options and Futures.

Valuation of common stocks, Preferred stocks, Debt instruments and Derivatives

UNIT IV. Asset allocation and strategies (5 Hrs)

Asset allocation decision, Equity portfolio strategies – Active vs Passive, Management strategies, Value vs growth investing, Asset allocation strategies, Derivative strategies – Using Index options, Stock options, Index Futures and stock futures in Hedging, speculation and Arbitrage, Bond portfolio management strategies – Passive – Buy and hold, Indexing – Active – interest rate anticipation, Valuation analysis, Credit analysis, Yield spread analysis and Bond swaps – Core plus management strategy – Immunization strategies.

UNIT V. Alternative investments (5 Hrs)

Hedge funds – Private Equity funds – Venture capital funds – Real estate – Precious metals - Art

UNIT VI. Evaluation and Investment philosophies (5 Hrs)

Composite equity portfolio performance measures – Treynor's ratio, Sharpe's ratio, Jensen's measure and Fama's measure, Components of investment performance – Selectivity,

Diversification and risk, Asset class distribution analysis, Evaluation of bond portfolio performance.

Benjamin Graham, Warren Buffet and Peter Lynch – Investment Philosophy.

[Total 30 hours]

Reference Books

1. *Ashiya Manish, Wealth Management, ICFAI Press*
2. *Robert A Jaeger, All about Hedge Funds Tata McGraw – Hill Publications*
3. *Facrber Esme, All about Investing, Tata McGraw – Hill Publications*
4. *Wystup Uwe, Fx options and structured products , John Wiley & Sons Ltd Publications*
5. *Beirman Harold fr, Private Equity, John Wiley & Sons Ltd Publications*
6. *Introduction to financial planning by Indian Institute of Banking & Finance Taxmann Publications P Ltd*
7. *Dun & Bradstreet, Wealth Management, New Delhi: Tata McGraw Hills Publications, 2009*
8. *Kapoor Jack R, Dlabay L R, Huges R J, Personal Finance, New Delhi: Tata Mc-Graw Hills Publications, 2008*
9. *Brown Reilly, Investment Analysis & Portfolio Management, New Delhi: Cengage Learning Publications, 2009 (India 8th Edition)*

RETAILING MANAGEMENT**PGDM 533****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the sixth trimester. It gives a complete insight on the knowledge of retailing and prepares students for careers in the area of organized retailing. Students opting for this elective specialize in the various aspects of retailing; – multichannel retailing, retailing strategy, customer relationship management, information systems and supply chain management, managing merchandise, store management etc.

LEARNING OBJECTIVES

- To enhance the knowledge of retailing and prepare them for careers in the area of retailing.
- To enable the students acquire an understanding of the concept and meaning of multichannel retailing, types of retailers, customer buying behavior.
- To enable the students to assess and understand the retail market strategy, retail location importance, HRM, information systems and supply chain management, customer relationship management.
- To develop knowledge of merchandise planning and assortment, pricing, retail communication mix, store management, store layout design and visual merchandising.

UNIT - I The World of Retailing**(5 Hrs)****Level of Knowledge – Conceptual and Basic**

Introduction to world of Retailing: its economic significance and opportunities. Types of retailers: trends in retailing, retailer characteristics, food and general merchandise retailers, nonstore retail formats, services retailing and types of ownership. Multichannel retailing: retail channels, electronic retail, shopping in future. Customer buying behavior: types of buying decisions, buying process, market segmentation.

UNIT -II Retailing Strategy**(5 Hrs)****Level of Knowledge – Conceptual and practical knowledge(mini project)**

Retail market strategy: Planning and development, target market and retail formats, building sustainable competitive advantage, strategic retail planning process, business operations and financial developments: the structure of business, investment decisions, financial evaluation, strategic profit model.

UNIT - III Retail Location and SCM**(4 Hrs)****Level of Knowledge – Conceptual and mini project**

Retail locations and site selection: shopping centers, city or town location, free standing sites. Information systems and distribution: supply chain management, physical distribution, inventory and warehouse management. Customer relationship management process and developing CRM programs.

UNIT - IV Merchandise Management**(7 Hrs)****Level of Knowledge – Conceptual and mini project**

Merchandise planning: category management, sales forecasting, assortment planning process. Buying merchandise: branding strategies, sourcing decision, vendor development and management. Pricing strategies: objectives, pricing calculations and approaches, price

adjustments. Retail communication mix: develop brand loyalty and image, selecting promotional mix, planning retail communication process.

UNIT - V Store Management**(5 Hrs)****Level of Knowledge – Conceptual and mini project**

Managing the store: recruiting and selecting store employees, socializing and training, motivation and evaluating employees, gaining competitive advantage, compensation and reward system, controlling cost by building employee commitment, trends in human resource. Store layout, design and visual merchandising: objectives of good store design, space planning, merchandise presentation techniques, importance of atmospherics.

UNIT - VI Customer Service and International retailing**(4 Hrs)**

Customer service strategies, customer evaluation of service quality, Gap model for improving retail service quality, service standards, service recovery. Internationalization of retailing: shopping at world stores, internationalization process, culture, business and international management.

[Total 30 hours]**Skill Development**

1. Group presentations on various retailing topics.
2. Group discussions on current trends in retailing.
3. Case studies
4. Presentations on new retail formats.
5. Videos on the importance and significance of store layout, design and visual merchandise for the retail success.
6. Miniprojects on Units 2,3,4 and 5.

Prescribed Texts

1. Berman Barry, Evans Joel R, *Retail Management-A Strategic approach*, Prentice Hall India.
2. Levy, Michael and Weitz, Barton A, *Retailing Management*, Tata McGraw-Hill Publishing Limited, New Delhi.
3. Newman, Andrew J. and Cullen, Peter., *Retailing: Environment and Operations*, Thomson India Edition.
4. Chetan Bajaj, Tuli Rajnish and Nidhi V Srivastava, *Retail Management*, Oxford University Press, India.
5. Gilbert David, *Retail Marketing Management*, Pearson Education, India.

STRATEGIC FINANCIAL MANAGEMENT**PGDM 534****2 Credits****DESCRIPTION**

This paper is offered as a finance elective for the MBA programme. It develops an insight into the strategic aspects to investments. It goes beyond the conventional valuation metrics and focuses on value creation from investors perspective. The importance of managerial compensation, agency problems and ethics are learnt in this course.

LEARNING OBJECTIVES

- To provide students with a conceptual and analytical framework of strategic financial management.
- To enable the students to build further on the concepts which were learnt through traditional valuation techniques.

UNIT I INTRODUCTION**(2 Hrs)****Level of Knowledge – Conceptual**

Introduction to Strategic Financial Management

SFM, Interface of Financial Policy and Strategic Policy, the relevance, importance and the constituents.

UNIT II STRATEGIC ASPECTS**(2 Hrs)****Level of Knowledge – Conceptual**

Strategic aspects of Investment Policies, Strategic Aspects of Financing & Dividend Policies, Strategic Cost Management, Stock refunding.

UNIT III VALUATION APPROACHES**(3 Hrs)****Level of Knowledge – Conceptual and Working**

Adjusted book value approach, stock & approach, Direct comparison approach, discounted Cash Flow (DCF) approach DCF 2 stage & 3 stage models, Inflation and asset valuation, valuation of Intangible and knowledge assets.

Value Based Management & Value Metrics**(5 Hrs)**

Shareholder value creation, Traditional approaches, New approaches Value drivers, Marabon approach, Alcar approach, Mckinse approach, EVA approach, BCG approach, Executive compensation and value creation, stock options & Indexed stock options.

UNIT IV VALUATION METRICS**(10 Hrs)****Level of Knowledge – Conceptual and Working**

Traditional measures of EPS, RDI, EBIT, ROCE etc. New metrics of : Market to Book Ratio (MBR), Total shareholder Return (TSR), Total Business Return (TBR), EBITDA. Market Value Added (MVA), Economic Project, Economic Value Added (EVA), Return on Net Assets (RONA), Future Growth Value (FGV), Cash Value Added (CVA), Cash Flow Return on Investment (CFROI) and the Balanced Score Card (BSC).

UNIT V MERGERS, ACQUISITIONS AND RESTRUCTURING (4 Hrs)**Level of Knowledge – Conceptual and Working**

Mergers, forms of Mergers, Reasons for Mergers, Process of Mergers, Legal procedures Tax aspects, Accounting aspects, Evaluation of Mergers using DCF techniques, Stock Vs cash payments, Basis for Exchange & shares, Take-overs, Purchase & Division/ plant, regulation of mergers and takeovers. Anti-takeovers Defenses, Joint ventures, Management of Acquisitions and take-overs, Leveraged Brogats (LBOs), Portfolio restructuring, Demergers, financial Restructuring organizational Restructuring Disinvestment of PSV's

UNIT VI ETHICS (4 Hrs)**Level of Knowledge – Conceptual and Working**

Ethical aspects of strategic financial management, ethics and finance manager, ethical and economical combinations, ethical brand equity and long term results, assessment of ethical financial performance.

Ethical dilemmas, ethical ratios for owners and top management, ethical ratios for the managers and supervisors, ethical ratio's for the workers and other junior employees, accounting disclosures for ethical financial management.

[Total 30 Hours]

Skill Development

- Working out Value metrics for companies using 'Prowess' data base and using excel.

Prescribed Text

- Chandra Prasanna, , Financial Management - Part IX - Corporate Valuation, Restructuring and Value Creation, Tata McGraw Hill Publications, 7th Edition

References

1. Jakhotiya G. P., Strategic Financial Management, Vikas Publishing House
2. Weston Fred and Brigham E.F, Managerial Finance, Dryden Press
3. Allen, An Introduction to Strategic Financial Management, Kogam Page
4. Coplan Etal, Valuation Measuring and Managers – The Values of Companies, John Wiley Publications
5. Mathew P.K. Corporate Restructuring an Indian, Perspective, Macmillan Publications
6. Sudarsanam P. S. The Essence of Mergers and Acquisitions, Prentice Hall of India.
7. Young S David and O'Byrne Stephen F, EVA and Value Based Management - a practical guide to implementation, Tata McGraw Hill Publications, 1st Edition

CURRICULUM

YEAR - II

Trimester – VI

SALES AND DISTRIBUTION MANAGEMENT**PGDM 621****2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the fifth semester. It aims to expose the students to development of sales and distribution strategy, principles of sales force management and the management of marketing channels. The course also will give hands on exposure to students to a selling scenario.

LEARNING OBJECTIVES

- To develop in students an appreciation of selling skills and
- To enable the students acquire an understanding of the concept and meaning of investment, the investment process and various investment schemes.
- To enable the students to assess and understand the risk associated with investments, valuation of different securities, security analysis process, derivatives markets and portfolio management process.
- To develop knowledge of systematic savings for tax-planning and investment planning.

UNIT - I SALES MANAGEMENT (3 Hrs)**Level of Knowledge – Conceptual and Basic**

Nature of sales management – types of personal selling – difference between selling and marketing. Methods for forecasting market demand. Sales organization design principles

UNIT - II MANAGEMENT OF SALES FORCE (9 Hrs)**Level of Knowledge – Working Knowledge**

Planning the sales organization, recruitment of sales team, training the sales team, allocation of territory for the sales team, time management and routing and scheduling, sales quota and compensation for the sales team, controlling and evaluating the sales team with respect to costs, profitability and productivity.

UNIT - III PERSONAL SELLING PROCESS (9 Hrs)**Level of Knowledge – Working Knowledge**

The different approaches - benefit selling, relationship selling.

The various stages of selling process - prospecting pre-approach, Approach, presentation, trial close, handling objections, close, follow-up. Experience of actual selling situation for each student.

UNIT - IV CHANNEL STRUCTURE AND MANAGEMENT (9 Hrs)**Level of Knowledge – Working Knowledge**

Importance of channels, designing channels based on customer requirements, logistics planning, inventory management and transportation planning, managing channel member behavior, overview of retail management.

[Total 30 hours]**Skill Development**

1. Individual selling experience on field for 3 hours.
2. Case studies
3. Experience sharing by sales professional from Industry

Prescribed Texts

5. Rosann L Spiro, William J Stanton and Gregory A Rich., 'Management of sales force' 12th edition, McGraw Hill Irwin 2007
6. Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei-Ansari., 'marketing channels, 7th Edition, Prentice Hall, 2006.

References

1. Tapan K Panda and Sunil Sahadev., 'Sales and Distribution Management'. 2005. Oxford University Press
2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales management, Prentice hall of India

External Experts

1. Ms. Sangita Giri
Regional Head –South
IBM India
2. Mr. Krishna Kumar.
Head -Services sales –India and ME
Wipro Infotech

PGDM 622**2 Credits****DESCRIPTION**

This is a finance elective course offered in Fifth Trimester for 2 credit hours. The course gives a basic knowledge about the uniqueness of the Insurance business. It enables the participants to understand the multi disciplinary functions of an Insurance organization. The course creates the interest among the participants in the emerging areas like Underwriting, Actuarial, Legal and Loss assessment.

LEARNING OBJECTIVES

Multiple pedagogies and active course participants should make this course as useful foundation for continued professional development in the area of Insurance Sector.

- To sensitize the students to various aspects of risk management through the vehicle of insurance.
- To study the structure of insurance products
- To enable the participants to learn the distinction between risk management, general management from insurance management.
- To understand paid-up values, surrender values , loan values & non-forfeiture regulations.
- To describe the evidences that indicates intense competitions in the insurance industry.
- To outline the most likely changes in the future environment of insurance industry.

UNIT I**(3 Hrs)****Level of Knowledge – Conceptual and Basic**

General risk like risk arising out of fire, marine, commercial, earthquake, strike and riot and life risk and management of such risks.- Historical development of R.M, ORM Model of R.M

UNIT II**(3 Hrs)****Level of Knowledge – – Conceptual and Basic**

Risk - Definition – basic categories – types of pure risk – handling risk – insurable risk – types of insurance - Risk Management - Objectives – steps –

UNIT III**(7 Hrs)****Level of Knowledge – Conceptual and Working**

(Overview of Insurance - Place in financial system – concept & role – purpose & need – social security – role in economic development – regulations - Fundamental Principles - life - Indemnity – insurable interest – subrogation – utmost good faith – contracts - Contract conditions – insurable interest – assignment – limitations – contribution – proximate cause

UNIT IV**(4 Hrs)****Level of Knowledge – Conceptual and Working**

Life Insurance Products –Term – endowment – money back – unit linked – whole life – annuities - Options – riders – guarantees – group – pension – rural – social

UNIT V (3 Hrs)

Level of Knowledge – Conceptual and Working

General insurance products – Fire – marine- Motor – personal accident

UNIT VI (2 Hrs)

Level of Knowledge –Practical Working

Documents & Premiums - Proposal – policy – renewals – claims – endorsements – premium calculations - benefits - Underwriting - Rating risk – premium fixing

UNIT VII (3 Hrs)

Level of Knowledge – Conceptual and Working

Processes - Structure – prospecting – sales – proposal – queries – underwriting – policy renewals – claims - benefits - Sales & Marketing - Channels – advertising – strategies – competition

UNIT VIII (2 Hrs)

Level of Knowledge – Conceptual and Working

Financial Planning - Needs analysis – life cycle planning – asset allocation – risk covers – taxation

UNIT IX (3 Hrs)

Level of Knowledge – Conceptual and Working

Regulations - Insurance acts – code of conduct – agents – agency law – commission structure - Advisors - Role – function – requirements – sales – key success factors

Reference Books

Life Insurance – IC 33 – Insurance Institute of India

General Insurance – IC 34 - Insurance Institute of India – select chapters

Websites: Insurance companies in India, and financial services

Fundamentals of Risk & Insurance - Emmett J. Vaughan – Therese Vaughan

Wiley Student Edition.

PGDM 623**2 Credits****DESCRIPTION**

This paper is offered as a marketing elective in the Sixth trimester. It prepares students for careers in the booming service sector of India with an orientation mix of both conceptual & working knowledge in service marketing concepts.

LEARNING OBJECTIVES

- To impart knowledge needed to implement quality service and service strategies across service industries, such as banks, hotels, hospitals, educational institutions, professional services and other goods industries that depend on service excellence for competitive advantages.
- To inculcate a service culture among students interested in a career in service sector.

UNIT I (Perspectives on Marketing in the Service Economy) (2 Hrs)**Level of Knowledge – Conceptual and Basic**

Introduction to Services, importance & role in new economy, distinguishing characteristics from physical products posing marketing challenges, Expanded marketing mix.

UNIT II (Customer Behaviour in Service Encounters) (2 Hrs)**Level of Knowledge – Conceptual & Basic**

Customer Decision making: The 3 stage model of service consumption, understanding service encounters, defining moments of truth, Customer expectation and Perception of Services

UNIT III (Segmenting & Positioning services in Competitive Markets) (3 Hrs)**Level of Knowledge - Working**

Segmentation variables, Focussed and Unfocussed strategies, Search for competitive advantage to distinguish a brand from competitors, Using perceptual Maps

UNIT IV (Developing Service Concepts) (2 Hrs)**Level of Knowledge – Conceptual & Basic**

Defining the Core and Supplementary elements of a service, The Flower of Service, Planning and branding service products, Development of new services.

UNIT V (Distributing Services) (2 Hrs)**Level of Knowledge – Conceptual & Basic**

Determining the type of contact: Options for service delivery, Place and Time decisions, The role of Intermediaries, Distributing Services Internationally.

UNIT VI (Pricing and Revenue Management) (3 Hrs)

Level of Knowledge- Working

Tripod strategy of Pricing,Activity based costing,Demand Elasticity based on pricing & Customer segments,Yield management to maximize revenues

UNIT VII (Services marketing communication)**(2 Hrs)****Level of Knowledge – Conceptual & Basic**

Setting Communication objectives,Challenges(intangibles)and opportunities in communicating services,Marketing communications mix,Using Internet.

UNIT VIII (Designing and managing service processes)**(2 Hrs)****Level of Knowledge – Conceptual & Basic**

Blueprinting service operations to create valued experiences,Service Process Redesign,The customer as co-producer.

UNIT IX (Balancing Demand & Productive Capacity)**(2 Hrs)****Level of Knowledge – Conceptual & Basic**

Patterns & Determinants of demand, managing demand levels,overcoming capacity constraint, Inventory demand through waiting lines & reservations

UNIT X (Crafting the Service Environment)**(2 Hrs)****Level of Knowledge – Conceptual & Basic**

Understanding consumer responses to service environments,Dimensions of the service environment.

UNIT XI (Managing People for Service Environment)**(2Hrs)****Level of Knowledge – Conceptual & Basic**

Importance of Service Employees,Frontline & back office,Cycles of failure,mediocrity and success,Human resource management,Service Leadership & Culture

UNIT XII (Managing relationships & building loyalty)**(2 Hrs)****Level of Knowledge – Working**

Customer loyalty,The Wheel of Loyalty,Creating loyalty bonds,Strategies for reducing customer defections,CRM

UNIT XIII (Achieving Service Recovery)**(2Hrs)****Level of Knowledge - Conceptual**

Customer Complaining behaviour,Principles of effective service recovery systems,Service Guarantees,discouraging abuse and opportunistic behavior,learning from customer feedback

UNIT XIV (Improving Service Quality and Productivity)**(2Hrs)****Level of Knowledge – Working**

Integrating service quality and productivity strategies,What is service quality?The GAPS Model- A conceptual tool to identify and correct service quality problems,Measuring and improving service quality,Improving service productivity

[Total 30 hours]

Skill Development

1. Group presentations on service sectors in India with emphasis on BFSI & Infrastructure services.
2. Segmentation & Positioning of Service Businesses.
3. Revenue Management Models
4. CRM Techniques
5. Measurement of Service Quality
6. Case studies

Prescribed Texts

7. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, Pearson Prentice Hall
8. Valarie A. Zeithml and Mary Jo Bitner, Services Marketing, Tata- McGraw- Hill Edition

References

1. Ravi Shankar, Services Marketing, Excel Books
2. Govind Apte, Services Marketing, Oxford University Press

External Experts

1. Dr Doreswamy, Professor
Amrita Institute of Management
Bangalore

DESCRIPTION

This course is offered in 6th trimester as finance elective to provide the students an understanding of the emerging areas of Risk Management. This course equips the participants with the tools and techniques to manage the financial risk efficiently. It also enables the participants to learn powerful corporate governance and risk strategies to control both financial and non financial risks.

LEARNING OBJECTIVES

- Describe risk management contribution to the organization
- To create awareness of the regulatory frame works, best practices and accounting & legal issues.
- To Understand VAR and methods for measuring VAR
- To Understand the use of important financial ratios in risk management
- To Understand why total risk matters
- To relate concepts and practice of risk management through case studies from organizations which failed due to inadequate risk management practices.

UNIT I**(3 Hrs)****Level of Knowledge – Conceptual and Basic**

Concepts like systematic, non-systematic risks, total risk. Levels of uncertainty, risk and return

UNIT II**(5 Hrs)****Level of Knowledge – Analytical**

Risk exposures and their identification. Business risk-types of risk- measurement of risk, risk optimization- other business risks. Financial assets their characteristics, scope of FRM.

UNIT III**(6 Hrs)****Level of Knowledge – Analytical and practical**

Financial risks, Options, futures and derivative securities. Assessment of financial asset risks, interest rate & debt securities, value at risk. CAR, operational risks in banks, basel II committee recommendations

UNIT IV**(10 Hrs)****Level of Knowledge – Conceptual and Working**

Basic arbitrage ideas, introductions to arbitrage pricing theory, the binomial option pricing models, the Black-scholes analysis, American options and other instruments with early exercise features. Use of financial ratios in RM

UNIT V**(6 Hrs)****Level of Knowledge – Conceptual and Working**

Equity options, stochastic volatility, monte Carlo Simulations, introduction to interest rate sensitive securities, recent development and trends.

Instrument of trade credit (letter of credit) and other non-insurance risk financing forms. Solvency, margins, mismatch of liabilities and assets (ALM), norms for investments, IFRS

Reference Books

Financial Risk Management – By Dun & Bradstreet – Data Mcgrahill

The Essentials of Risk Management – Michel Crooney- Dan Galai – Robert Mark – Mcgrahill

Risk Management & Insurance – William Junior- Michel L Smith- Peter Young – Mcgrahill

Risk Management study course for CAIIB - IIB

PGDM 625**2 Credits****DESCRIPTION**

- This paper is offered as a marketing elective in the sixth trimester. This course aims to develop conceptual knowledge of branding as part of marketing decision making and to familiarize concepts of developing a brand, manage brand portfolios, brand lifecycles, brand extensions & rebranding decisions.

LEARNING OBJECTIVES

- To develop in students an understanding of brand management concepts and prepare them for careers in the areas of strategic brand management.
- To enable the students to be successful brand strategist & enable them to develop successful interfaces with sales, advertising & channel functions. acquire an understanding of the concept and meaning of customer relationship, the relationship process and various models of value and satisfaction.

UNIT I Brand definition and Success (4 Hrs)**Level of Knowledge – Conceptual and Basic**

Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition , General success and Brand success

UNIT II: Brand equity (6Hrs)**Level of Knowledge – Conceptual and Application**

Cost based methods Price based methods Customer based brand equity
Brand asset management strategy

UNIT III : Brand Identity (8 Hrs)**Level of Knowledge – Conceptual and Application**

Brand Identity, The Identity structure, Developing Brand Identity system
Clarifying & elaborating Brand identity system
A strategic process for Building Integrated brands, Brand Vision, Brand Objectives
Choosing brand Elements, Designing & Implementing Branding Strategies
Leveraging Secondary brand knowledge

UNIT IV : Brand extension & Brand Portfolio strategy (6 Hrs)**Level of Knowledge – Conceptual and Application**

Types of brand extension, Need for brand extension Pros & Cons of brand extension
Category of related extensions & unrelated extensions
Brand Portfolio Strategy. Creating relevance, differentiation, leverage & clarity

UNIT VI Brand Personality & Brand Repositioning (6 Hrs)**Level of Knowledge – Conceptual and Application**

Importance of Brand Personality Emotion centered definitions Brand image
Brand Image and country of origin, celebrity, user status,
Positioning and repositioning Relevance to consumers Search for a viable position
Making the brand serious, contemporary Brand as a differentiator

Skill Development

1. Group presentations on various Branding initiatives from diverse business sector
2. Case studies
3. Presentations on Branding news updates

Prescribed Text:

Lane Kevin Keller, Strategic Brand Management, Pearson education 2006

Reference Books:

1. *Richard Elliott, Larry Percy, Strategic Brand Management, Oxford University press 2007*
2. *Simon David A. Aaker & Shcuster, Building Strong Brands*
3. *kapferer Jean Noel, The New Strategic Brand management, Kogan page, 2007*

Internet Sites

www.brandingasia.com

www.brandchannel.com

Blogs

Thebrandingblog.com

DESCRIPTION

This paper is offered as a finance elective for the MBA programme. The course provides a comprehensive knowledge to the students about the functioning of global and domestic commodity markets with a practical approach and also kindles sufficient interest in them to consider this area for their career growth.

LEARNING OBJECTIVES

- To provide students with a conceptual and practical framework of the functioning of Commodity Markets.
- To provide students with working knowledge about hedging, arbitraging and speculating in Commodity Markets
- To provide students with the knowledge of Commodity Markets as an asset class for investment.

UNIT I INTRODUCTION & STOCK EXCHANGES**(7 Hrs)****Level of Knowledge – Conceptual and Working Knowledge**

Introduction to Commodity Futures Markets

Meaning of Commodity

Types of commodities

Agricultural

Metals – Base & Precious metals

Energy

Others

Structure and evolution of Agri markets in India

Commodity Markets : a perspective

Cash markets, Forwards and Futures

Brief history of development of Commodity Markets

Global scenario

Indian scenario

Relevance and potential of commodity markets in India

Regulatory framework of commodity derivatives markets

FCRA, FMC

Kabra Committee report

Benefits of Trading in Commodities

Benefits to investors, producers, consumers and manufacturers

Benefits to economy

Commodity stock exchanges

Indian National / Regional Commodity Stock exchanges

Global Commodity Stock exchanges

UNIT II WAREHOUSES**(3 Hrs)****Level of Knowledge – Working Knowledge**

Role of ware houses and collateral managers in Commodities Markets

Warehousing, warehouse-receipts etc

Role and functions of collateral managers

Role of assayers and Quality of underlying assets

Role of Registrar and Transfer agents

UNIT III TRADING, CLEARING & SETTLEMENT**(4 Hrs)****Level of Knowledge – Working Knowledge**

Clearing and Settlement

Role of clearing exchanges and its functions
 Professional Clearing Member
 Trading and Clearing Member
 Trading Member
 Role of clearing members
 Contracts specifications in commodity futures
 Calendar and settlement schedule
 Margining
 Initial margin
 Daily Mark to Market
 Delivery Margin
 Special / additional margin
 Open Interest Limits
 Types of Orders
 Final settlement
 Cash settlement
 Physical settlement
 quality issues- premium / discount on contract price
 delivery conditions etc

UNIT IV FUNDAMENTAL & TECHNICAL ANALYSIS (7 Hrs)

Level of Knowledge – Conceptual and Working Knowledge

Fundamental and Technical Analysis in Commodity Markets

Fundamental Analysis

Global and domestic demand supply dynamics, Closing stock positions

Cropping and growth patterns, price trends and factors that influence prices

Technical Analysis

Trading strategies in Commodities using technical analysis

UNIT V HEDGING, ARBITRAGING & SPECULATING (7 Hrs)

Level of Knowledge – Conceptual and Working Knowledge

Using Commodity Derivatives

Pricing of commodity derivatives

Backwardation / Contango markets

Hedging

Rolling the hedge

Tailing the hedge

Optimal hedge ratio

Hedging effectiveness

Cross hedge

Basis risk

iii. Arbitraging

Cash and Carry arbitrage

Reverse cash and carry arbitrage

Convenience yield

Implied returns

Full carry, Net carry

iv. Speculating

UNIT VI TAXATION (2 Hrs)

Level of Knowledge – Conceptual and Working Knowledge

Taxation issues governing commodity markets

Speculative Transactions, Set off rules, Transaction costs, Sales tax issues

[Total 30 hours]

Skill Development

1. To practically understand and follow day-to-day developments in the Commodity markets.
2. To develop the skill of using Commodity markets as one of the asset classes for investments.
3. To develop technical analysis skills.

Prescribed Text:

Indian Institute of Banking and Finance, Commodity Derivatives, Macmillan Publications, 1st Edition

Reference Texts:

1. Parameswaran Sunil K, , Futures Markets- Made easy with 250 Q & A, Tata McGraw Hill Publications, 1st Edition
2. Varma Jayanth Rama, Derivatives and Risk Management, Tata McGraw Hill Publications, 1st Edition
3. Niti Nandini Chatnani, Commodity Markets – Operations, Instruments and Applications, Tata McGraw Hill Publications, 1st Edition
4. National Stock Exchange, Commodity Markets (NCFM) ,1st Edition