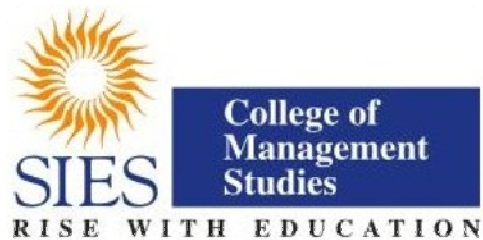


# PGDM SYLLABUS

## (2016-2018)



*(Compiled by Dr. Nishi Kaul)*

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# SEMESTER

# 1

Course: PGDM

Subject Code: PG101

Subject Title: Financial and Cost Accounting

Semester: 1

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

I-Financial Accounting

- a. Understand the concepts, principles of financial accounting from theoretical and empirical perspectives.
- b. Learn the process, format of preparation of financial statement like Profit and Loss account, Balance sheet, Cash flow and fund flow statements and their relevance.
- c. Understand the requirements relating to Accounting Standards ,GAAP and IFRS

II-Cost Accounting

- a. Understand the concepts and principles of Cost Accounting from theoretical and empirical perspectives
- b. Learn the elements, composition and classification of costs
- c. Understand the preparation and relevance of cost sheets
- d. Understand the preparation of Budgets and significance of budgetary control.
- e. Learn the significance and use of Marginal Costing technique.

**2) Skills**

I-Financial Accounting

- a. Ability to apply the concepts and principles of financial accounting in practice
- b. Broadly understand, interpret and analyze financial statements
- c. Ability to assess the compliance of Accounting Standards, GAAP and IFRS

II-Cost Accounting

- a. Ability to apply the concept and principles of Cost Accounting in practice
- b. Use of cost sheets for cost reduction and cost control in business
- c. Use of budget and budgetary control in business
- d. Ability to apply Marginal Costing technique for decision making

**3) Attitude**

- a. Use the tools and techniques of financial and cost accounting in an ethical and responsible manner to promote transparency in business
- b. Provide timely, meaningful and relevant financial and cost information to the stakeholders and for the betterment of community at large



## SIES College of Management Studies – Syllabus (2016-18)

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**Content:**

Sr. No	Scope of topics to be covered	Teaching hours
1	Introduction to Accounting: <ul style="list-style-type: none"> <li>• Concept and necessity of Accounting</li> <li>• An Overview of Income Statement and Balance Sheet.</li> </ul>	2
2	Accounting Mechanics: <ul style="list-style-type: none"> <li>• Process leading to preparation of Trial Balance and Financial Statements;</li> <li>• Preparation of Financial Statements with Adjustment Entries.</li> </ul>	4
3	Revenue Recognition and Measurement: <ul style="list-style-type: none"> <li>• Capital and Revenue Items</li> <li>• Preproduction Cost,</li> <li>• Deferred Revenue Expenditure etc.</li> </ul>	2
4	Fixed Assets and Depreciation Accounting <ul style="list-style-type: none"> <li>• Definition</li> <li>• Methods of depreciation</li> <li>• Accounting procedures and maintenance</li> </ul>	2
5	Preparation and Complete Understanding of <ul style="list-style-type: none"> <li>• Corporate Financial Statements:</li> <li>• ‘T’ Form and</li> <li>• Vertical Form of Financial Statements</li> </ul>	3
6	Accounting Standards & GAAP <ul style="list-style-type: none"> <li>• Indian Accounting Standards</li> <li>• GAAP</li> </ul>	3
7	IFRS –International Financial Reporting Standards <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Application of IFRS</li> </ul>	2
8	Basics of Cost Accounting <ul style="list-style-type: none"> <li>• Introduction,</li> <li>• Objectives of Cost Accounting,</li> <li>• Cost concepts and Cost classification,</li> <li>• Distinction between Financial Accounting and Management Accounting</li> </ul>	2
9	Elements of Cost:- 1 <ul style="list-style-type: none"> <li>• Material Cost :- Inventory Control, Minimum, Maximum and Reorder levels,</li> <li>• ABC analysis, Pricing of Receipts and Issues</li> <li>• Labor Cost :- Classification, Measurement of Labor efficiency and Productivity</li> <li>• Direct Expenses:- Nature, Collection and Classification and its treatment</li> <li>• Overheads:- Nature, Collection and Classification and its</li> </ul>	5

## SIES College of Management Studies – Syllabus (2016-18)

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	7treatment	
10	Budgetary Control:- <ul style="list-style-type: none"><li>• Preparation,</li><li>• Advantages and limitations</li></ul>	2
11	Marginal Costing and Breakeven Analysis <ul style="list-style-type: none"><li>• Introduction</li><li>• Application</li><li>• Decision making</li></ul>	3

### Reference Materials:

#### Books:

- 1) Tulsian P. C. (2009), Financial Accounting, S.Chand, New Delhi.
- 2) Sontakke Kaustubh (2010), Financial Accounting, Himalaya Publishing House, Mumbai
- 3) Dhamija Sanjay (2011), Financial Accounting for Managers, Pearson Education, New Delhi
- 4) Jawahar Lal (2012), Cost Accounting, Tata McGraw Hill, New Delhi.

#### Journals:

- a) Indian Journal of Finance
- b) Dalal Street Investment Journal
- c) ELK Asia Pacific Journal of Finance & Risk Management
- d) Journal of Financial Management & Analysis

#### Websites:

- [www.bloomberg.com](http://www.bloomberg.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG102**

**Subject Title: General Management**

**Semester: 1**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Understand the concept and need for Management.
- b. Insights into various theories of Management.
- c. In-depth understanding of various challenges in contemporary management.
- d. Learn about Managerial roles & responsibilities.
- e. Develop understanding of Leadership.
- f. Approach to Decision making & Problem solving.

**2) Skills**

- a. Applying the knowledge to comprehend problems and situations.
- b. Ability to evolve effective responses.
- c. Decision making.
- d. Analytical ability.

**3) Attitude**

- a. Comprehension.
- b. Willingness to serve the community at large.

**Content:**

Sr.No.	Scope of topics to be covered	Teaching hours
1	Introduction Management <ul style="list-style-type: none"><li>• Concept</li><li>• The need for management</li><li>• Constituents of Management</li><li>• Functions of a Manager</li></ul>	3
2	Evolution of Management thoughts & Principles <ul style="list-style-type: none"><li>• The Classical theory</li><li>• Behavioral theory</li><li>• Systems theory</li><li>• Contingency theory</li><li>• Management by objectives (MBO)</li></ul>	3
3	Functions of Management <ul style="list-style-type: none"><li>• Planning</li><li>• Organizing</li></ul>	3

## SIES College of Management Studies – Syllabus (2016-18)

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	<ul style="list-style-type: none"><li>• Staffing</li><li>• Directing</li><li>• Controlling</li></ul>	
4	Management Styles <ul style="list-style-type: none"><li>• Autocratic</li><li>• Paternalistic</li><li>• Democratic</li><li>• Laissez Faire</li></ul>	3
5	Leadership <ul style="list-style-type: none"><li>• Difference between a manager &amp; a leader</li><li>• Leadership styles</li></ul>	6
6	Decision Making & Problem Solving <ul style="list-style-type: none"><li>• Types of decisions (strategic, tactical, routine or operational)</li><li>• Problems in decision making</li><li>• Problem solving approaches</li></ul>	5
7	Management & Society <ul style="list-style-type: none"><li>• CSR</li><li>• Corporate governance</li><li>• Business ethics</li></ul>	5
8	Contemporary Issues in Management	5

### Reference Materials:

#### Books:

- 1) Koontz & Weirich II. (2009). Essentials of Management. McGraw Hill Publication. New Delhi
- 2) Robbins, S. P & Coulter, M. (2011). Management. Pearson Education, Asia
- 3) Prasad, L. M. (2009). Principles & Practices of Management. Sultanchand & Sons. New Delhi

#### Journals:

- a) Harvard Business Review
- b) Indian Journal of Management

#### Web Sites:

- [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu).

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG103

Subject Title: Legal Aspects of Business

Semester: 1

## Learning Objective:

At the end of the curriculum the students should be in position to develop the following attributes:

### 1) Knowledge

- a) Understand the salient provisions of Contract Act, Sale of goods act ,Negotiable instrument act
- b) Understand the forms of business organisation and their relative advantages and limitations

### 2) Skills

- a) Ability to analyse and interpret contracts and agreements
- b) Ability to understand the various terms and conditions of contract of sale and implications
- c) Ability to use effectively negotiable instruments
- d) Ability to protect the interest of the organisation against damage arising out of contracts/agreements
- e) To acquire negotiation skills and develop win-win approach for contracts/agreements

### 3) Attitude

- a) Law abiding approach by ensuring compliance in letter and spirit
- b) To look for issues indepth and in a comprehensive manner

## Contents:

Sr. No.	Scope of topic to be covered	Teaching hours
1	The Indian Contract Act-An Overview <ul style="list-style-type: none"><li>• Salient features of Agreements, contracts and types, Performance &amp; discharge of contracts, Quasi Contracts, Indemnity, Guarantee, Bailment, Pledge, Agency</li></ul>	5
2	The Sale of goods Act-An Overview <ul style="list-style-type: none"><li>• Definitions of goods, future goods, document of title to goods, essential elements of a contract of sale, difference between sale &amp; agreement to sell: Condition &amp; Warranty, passing of ownership, Rights of an unpaid seller, Auction sale, Hire Purchase &amp; instalment sale.</li></ul>	5
3	Forms of business organization <ul style="list-style-type: none"><li>• Sole proprietorship, partnership, Limited liability partnership and Company, difference between a Public &amp; Private Limited Company</li></ul>	3

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4	Negotiable Instruments Act & Information technology Act,2000 <ul style="list-style-type: none"><li>• Negotiable Instruments(Bills of Exchange, Promissory Note, cheque, endorsement, negotiation, holder and holder in due course, law on bouncing of cheques</li><li>• Objective of IT Act, documents covered by IT Act, digital signature</li></ul>	2
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### Reference Materials:

#### Books:

- a) Gulshan and Kapur (2011), Business and Company Law, , New Age International Publishers, New Delhi
- b) Bulchandani K.R (2006), Business Law for Management, Himalaya Publishing House, Mumbai
- c) Singh Avtar (2006), Mercantile Law, Eastern Book Company, Lucknow
- d) Goel P.K (2008), Business Law for Managers, Biztantra publications, New Delhi
- e) Akhileshwar Pathak (2008), Legal Aspects of Business, Tata McGraw Hill Publication Company Ltd, New Delhi

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

Course: PGDM

Subject Code: PG104

Subject Title: Managerial Communication-I

Semester: 1

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge:

- a. Learn the strategies and tools to practice effective communication.
- b. Understand the importance of adaption to successful communication.
- c. Develop understanding of the key factors that affect the types and amount of communicating that a business does.

### 2) Skills :

- a. Understand the importance of effective communication skills in business environment.
- b. Identify the causes for business conflicts arising due to mis-communication and various barriers of the communication and taking necessary remedial actions.
- c. Master problem solving with effective listening skills
- d. Develop sensitivity towards non-verbal communication – Kinesics, Proxemics, Chronemics and Paralanguage,
- e. Confidently speak in public– impromptu, extempore and presentations
- f. Adopt the use of technology in organisational communication
- g. Develop interpersonal skills – Socializing at work place, presenting self at work , giving and receiving feedback, building and maintaining relationships
- h. Master written business communication formats
- i. Actively participate in group discussions and interpersonal activities

### 3) Attitude:

- a. Confidence and congeniality
- b. ‘You’ attitude (problem solving) - Empathy
- c. Concern for positive interpersonal skills

## Contents:

Sr.No	Scope of topic to be covered	Teaching Hours
1	Introduction <ul style="list-style-type: none"><li>• Nature</li><li>• Functions</li><li>• Objectives of Communication</li></ul>	3
2	Barriers to Communication <ul style="list-style-type: none"><li>• Physical,</li><li>• Semantic</li></ul>	3

## SIES College of Management Studies – Syllabus (2016-18)

	<ul style="list-style-type: none"> <li>• Socio-psychological</li> <li>• Organisational and</li> <li>• Cross-cultural</li> </ul>	
3	<p>Organizational Communication- Dimensions/Directions of Communication</p> <ul style="list-style-type: none"> <li>• Downward Communication</li> <li>• Upward Communication</li> <li>• Lateral or Horizontal Communication</li> <li>• Diagonal or Crosswise Communication</li> </ul>	1.5
4	<p>Methods of Communication</p> <ul style="list-style-type: none"> <li>• Oral – Written</li> <li>• Verbal – Non-verbal</li> <li>• Formal – Informal</li> <li>• Modern Forms of Communication-Technology based</li> </ul>	1.5
5	<p>Public Presentation skills</p> <ul style="list-style-type: none"> <li>• Methods: Impromptu, Extempore and Group Presentations</li> <li>• Content</li> <li>• Design</li> <li>• Delivery</li> </ul>	9
6	<p>Non-verbal Communication</p> <ul style="list-style-type: none"> <li>• Kinesics</li> <li>• Proxemics</li> <li>• Chronemics</li> <li>• Paralanguage</li> <li>• Chromatics</li> </ul>	3
7	Principles of Business Writing & Formats	1.5
8	Application Letter and Resume	1.5
9	<p>Internal Written Communication –</p> <ul style="list-style-type: none"> <li>• Office Memo</li> <li>• Circulars</li> <li>• Office Notes</li> <li>• Office Order</li> </ul>	3
10	<p>Listening Skills</p> <ul style="list-style-type: none"> <li>• Approaches to Listening</li> <li>• Barriers to Listening</li> <li>• Tips for Effective Listening</li> </ul>	3

### Reference Materials:



## SIES College of Management Studies – Syllabus (2016-18)

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### Books:

- 1) Chaturvedi P.D and Chaturvedi Mukesh ,Business Communication Concepts, Cases & Application, Pearson Education ,Singapore (2009)
- 2) Raman Meenakshi, Singh Prakash, Business Communication, Oxford University Press (2011)
- 3) Geraldine E.Hynes, Managerial Communication –Strategies and Applications, , Tata McGraw-Hill (2010)
- 4) Sharma, R.C and Mohan Krishna, Business Correspondence and Report Writing: A practical approach to Business and Technical Communication, , Tata McGraw-Hill Publishing Co. Ltd.(2004)
- 5) Guffy .Mary Ellen, Business Communication: Process & Product, South Western College Publication, Cincinnati
- 6) Business Communication: Bhatia, R.C, Ane Books India, New Delhi.
- 7) Shirley Taylor, Gartside L, Model business Letters,E-mails & Other Business Documents, Pearson Education (2012)
- 8) Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, Effective Business Communication, (2012)
- 9) Bovee, Thill & Chaturvedi, Business Communication Today, Pearson Education (2011)
- 10) Krishna Mohan, Meera Banerji, Development Communication Skills, Macmilan Publishers India Ltd, (2012)

### Websites:

- [www.sfu.ca](http://www.sfu.ca)
- [www.johnsmurf.com](http://www.johnsmurf.com)
- [www.forbes.com](http://www.forbes.com)
- [www.a4esl.org](http://www.a4esl.org).
- [englishonline@uol.com.br](mailto:englishonline@uol.com.br) .
- [www.ego4u.com](http://www.ego4u.com).
- [www.english-4u.de](http://www.english-4u.de)
- [www.owl.english.purdue.edu](http://www.owl.english.purdue.edu)
- [www.vocabulary.co.il](http://www.vocabulary.co.il)

### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

**Course: PGDM**

**Subject Code: PG105**

**Subject Title: Managerial Economics**

**Semester: 1**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Understand how trade can be mutually beneficial by utilizing the concept of trade-offs people face among alternative goals.
- b. Understand use of the model of supply and demand to analyze competitive market.
- c. Analyze the elasticity of demand and supply to understand how some event or policy affects a market.
- d. Understand maximization of output and minimization of cost by using iso-quant and iso-cost.
- e. Analyze the profitable situation for a competitive firm to remain in the business.
- f. Understand how and why a monopoly does not have a supply curve.
- g. Analyze the position of a rule breaker in oligopoly market.
- h. Understand the importance of game theory in business decision making.

**2) Skills :**

- a. Apply managerial economic tools such as elasticity, opportunity cost, returns factor and scale, break-even analysis and game theory etc. for decisions related to business and management.
- b. Ability to measure and fulfill the objectives of organizations.

**3) Attitude**

- a. Ability to do the the allocation of resources in the micro sense for the betterment of society.

**Content:**

Sr. No.	Scope of topics to be covered	Teaching hours
1	Introduction to Managerial Economics: <ul style="list-style-type: none"><li>• What is Economics?</li><li>• Ten Principles of Economics</li><li>• Micro Vs. Macro Economics</li><li>• Scarcity and Optimal Choices, Themes of Micro Economics</li><li>• What is Managerial Economics?</li><li>• Features, Nature and Scope of Managerial Economics</li><li>• Role of Managerial Economist in Decision-Making</li><li>• Demand and Supply</li></ul>	3

## SIES College of Management Studies – Syllabus (2016-18)

	<ul style="list-style-type: none"> <li>• Problems and Applications</li> </ul>	
2	Elasticity <ul style="list-style-type: none"> <li>• Elasticity of demand and supply</li> <li>• Practical uses of elasticity</li> </ul>	3
3	Demand Forecasting <ul style="list-style-type: none"> <li>• Introduction to demand forecasting</li> <li>• Types and methods of demand forecasting</li> </ul>	3
4	Cost Structure and Revenue <ul style="list-style-type: none"> <li>• Concepts and types of cost, cost- output function, cost in the short and long run</li> <li>• Economics of scale, break even analysis, application of cost analysis</li> <li>• Cost theory for managers, structure of cost and its relevance in decision - making</li> </ul>	3
5	Production Theory <ul style="list-style-type: none"> <li>• Production function and its properties, law of variable proportion</li> <li>• Isoquants, marginal rate of technical substitution, producer equilibrium</li> <li>• Returns to scale</li> </ul>	3
6	Market Structure- Perfect Competition <ul style="list-style-type: none"> <li>• Various forms of market structures</li> <li>• Pricing and Output decisions under perfect competition in the short-run</li> <li>• Pricing and output decisions under perfect competition in the long run</li> </ul>	3
7	Market Structure- Monopoly and Monopolistic Competition <ul style="list-style-type: none"> <li>• Pricing and output decision under monopoly</li> <li>• Pricing and output decision under monopolistic competition in the short run</li> <li>• Pricing and output decision under monopolistic competition in the long run</li> </ul>	3
8	Market Structure- Oligopoly <ul style="list-style-type: none"> <li>• Sweezy’s Model of Kinded Demand Curve</li> <li>• Collusive and non-collusive Oligopoly</li> <li>• Non-price competition and game theory</li> </ul>	3
9	Capital Budgeting <ul style="list-style-type: none"> <li>• Meaning and Role of Capital Budgeting</li> <li>• Methods of Capital Budgeting</li> <li>• Problems related to Capital Budgeting</li> </ul>	3

## SIES College of Management Studies – Syllabus (2016-18)

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10	<p>Profit Analysis</p> <ul style="list-style-type: none"><li>• Meaning and assumption underlying cost- volume- profit analysis</li><li>• Features of cost-volume- profit analysis</li><li>• Break-even point</li><li>• Contribution of margin method</li></ul>	3
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### Reference Materials:

#### Books:

- 1) Gregory, M. (2010). Principles of Economics, South Western Educational Publication.
- 2) Peteren, C.H, Lewis, W &Jain, Sudhir (2010).Managerial Economics, Pearson Publication.
- 3) Dwivedi, W. (2010). Managerial Economics, Vikas Publishing House.
- 4) Mithani, D.M. (2010). Managerial Economics-Theory and Application, Himalaya Publication.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

**Course: PGDM**

**Subject Code: PG106**

**Subject Title: Marketing Management**

**Semester: 1**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Understand the key concepts of marketing management. Evolution of marketing & customer orientation.
- b. Learn to choose the value through environmental scanning and market research
- c. Understand the B2B & B2C market and buying behavior models
- d. Learn to identify market segments, selecting target market positioning, and differentiating platforms for the product
- e. Understand the elements of integrated marketing mix

**2) Skills**

- a. Able to apply the concepts of marketing to comprehend real life business scenarios
- b. To be able to gather and process relevant information with models like SPIRE approach, scenario building and PESTAL analysis
- c. Insight of buying behavior models like theory of evoked set to have a better insight into purchase behavior
- d. To choose correct target market segment and develop positioning strategies
- e. To shape market offerings through effective integrated marketing mix

**3) Attitude**

- a. Develop understanding of consumer psychology for better business decision making
- b. Develop willingness to create sustainable long term growth through ethical marketing practices

**Content:**

<b>Sr. No:</b>	<b>Scope of topics to be covered</b>	<b>Teaching hours</b>
1	Introduction to Marketing Management <ul style="list-style-type: none"><li>• Marketing as a fundamental business philosophy</li><li>• Key marketing concepts</li><li>• Marketing and social responsibility</li></ul>	3
2	The marketing environment <ul style="list-style-type: none"><li>• Dealing with micro and macro environment</li><li>• Monitoring and responding to environmental changes</li></ul>	3
3	Market research <ul style="list-style-type: none"><li>• Introduction and marketing research process</li></ul>	3

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	<ul style="list-style-type: none"> <li>• Qualitative vs. quantitative research</li> <li>• Primary vs. secondary research</li> </ul>	
4	Consumer buying behavior <ul style="list-style-type: none"> <li>• What influences consumer behavior</li> <li>• Key psychological process</li> <li>• The buying process – the five stage model</li> <li>• Other theories of consumer decision making</li> </ul>	3
5	Analyzing business markets <ul style="list-style-type: none"> <li>• What is organizational buying</li> <li>• Business buying process</li> <li>• Procurement process</li> </ul>	3
6	Segmentation Targeting & Positioning <ul style="list-style-type: none"> <li>• Levels of market segment</li> <li>• How to create market segments</li> <li>• Targeting strategies</li> <li>• Positioning strategies</li> </ul>	3
7	Marketing mix <ul style="list-style-type: none"> <li>• What is marketing mix</li> <li>• Introduction to marketing plan</li> </ul>	3
8	Product <ul style="list-style-type: none"> <li>• What is product</li> <li>• Levels of product, product mix , creating differentiation</li> <li>• Product life cycle , strategies for different stages</li> <li>• Packaging , labeling decisions</li> <li>• New product development</li> </ul>	3
9	Pricing <ul style="list-style-type: none"> <li>• Understanding the concept of pricing</li> <li>• Steps in setting prices</li> <li>• Adapting prices</li> <li>• Initiating and responding to price changes</li> </ul>	3
10	Promotion <ul style="list-style-type: none"> <li>• What is promotion mix</li> <li>• Tools of promotion mix</li> <li>• Managing mass communication</li> <li>• Deciding on media measurement and effectiveness</li> </ul>	3
11	Distribution <ul style="list-style-type: none"> <li>• Marketing channels and value network</li> <li>• Role of marketing channels</li> <li>• Channel design decisions</li> <li>• Channel management decisions</li> </ul>	3

## Reference Materials:

### Books:

- a) Kotler, P., Keller, K. & Koshy, A. (2000). Marketing Management, Pearson Education.
- b) Lehmann, A. & Winner, G. (2001). Product Management, Tata McGraw Hill.
- c) Ramaswamy, N. (2009). Marketing Management, Macmillan Publication.

### Journals:

- a. Indian Journal of Marketing

### Web Sites:

- [www.mitopencourseware.com](http://www.mitopencourseware.com)

### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

**Course: PGDM**

**Subject Code: PG107**

**Subject Title: Organizational Behaviour**

**Semester: 1**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. To understand the importance and levels of OB in relation with Human Resource Management.
- b. An understanding to discover about your own self through different theories of Personality, Perception, Attitude and learning thereby helping you to achieve your personal and development goals.
- c. An understanding of different roles played by individuals as managerial members of the organization and how they work when they are in teams.
- d. Understanding of how organizational structures have evolved over time and the power and politics in the organizations that are prevalent
- e. Understanding of how individuals take leadership roles and thereby perhaps progress in organizational hierarchies.
- f. Understanding the causes of stress and why employees resist change in the organization

**2) Skills**

- a. Ability to develop Interpersonal skills to work with and through people.
- b. Ability to develop Emotional Intelligence Skills as managers.
- c. Ability to be tactful and handle conflict and Negotiations in different situations
- d. Ability to handle and manage change and in a working environment.
- e. Ability to handle work politics and stress in organisations.

**3) Attitude**

- a. To develop positive attitude in themselves and others so as to create better employee engagement in the organization.
- b. To develop a sense of belongingness in themselves and others this would result higher commitment in the organization.

**Content:**

<b>Sr.No.</b>	<b>Scope of topics to be covered</b>	<b>Teaching hours</b>
1	Introduction to OB <ul style="list-style-type: none"><li>• Definition of OB</li><li>• Management functions</li><li>• Management roles</li><li>• Management skills</li><li>• Elton Mayo's contribution in OB</li><li>• Variables in OB</li></ul>	3



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	<ul style="list-style-type: none"> <li>• Contributing disciplines to the OB field</li> <li>• Challenges and opportunities for OB</li> </ul>	
2	<b>Personality and Emotions</b> <ul style="list-style-type: none"> <li>• Definition of personality</li> <li>• Personality determinants</li> <li>• Personality traits</li> <li>• Factors influencing personality</li> <li>• Achieving personality fit</li> <li>• Defining emotions</li> <li>• MBTI (definition, uses and evaluation)</li> <li>• 16 PF</li> <li>• Transactional Analysis–meaning, importance and uses</li> </ul>	3
3	<b>Perception and individual Decision Making</b> <ul style="list-style-type: none"> <li>• Definition of perception</li> <li>• Factors influencing perception</li> <li>• Making judgements about others</li> <li>• Steps in individual decision making</li> </ul>	3
4	<b>Learning and Ability</b> <ul style="list-style-type: none"> <li>• Types of ability</li> <li>• Definition of learning</li> <li>• Theories of learning (classical conditioning; operant conditioning and social learning theory)</li> </ul>	1.5
4	<b>Values, Attitudes and Job Satisfaction</b> <ul style="list-style-type: none"> <li>• Definition of values, attitudes and job satisfaction</li> <li>• Types of values</li> <li>• Types of attitudes</li> <li>• Measuring job satisfaction</li> </ul>	1.5
5	<b>Motivation</b> <ul style="list-style-type: none"> <li>• Definition of motivation</li> <li>• Theories of motivation (Theory X and theory Y; Maslow’s Theory; Two factor theory; ERG theory; Goal Setting theory; Reinforcement theory; Equity theory; Expectancy theory)</li> <li>• Motivation – from concepts to application</li> </ul>	3
6	<b>Foundations of Group Behaviour</b> <ul style="list-style-type: none"> <li>• Definition of group</li> <li>• Stages of group development</li> <li>• Group structure (roles; norms; status)</li> <li>• Group tasks and decision making</li> </ul> <b>Understanding Work Teams</b> <ul style="list-style-type: none"> <li>• Teams vs. groups</li> <li>• Types of teams</li> </ul>	3

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	<ul style="list-style-type: none"> <li>• Creating effective teams</li> <li>• Case analysis – ‘Divided we fall...’</li> </ul>	
7	<b>Power and Politics</b> <ul style="list-style-type: none"> <li>• Definition of power</li> <li>• Bases of power</li> <li>• Types of power</li> <li>• Power in groups</li> <li>• Types of political behaviour</li> </ul>	1.5
8	<b>Conflict &amp; Negotiations</b> <ul style="list-style-type: none"> <li>• Definition of conflict</li> <li>• Transitions in conflict thought</li> <li>• Functional and dysfunctional conflict</li> <li>• The conflict process</li> <li>• Negotiation process</li> <li>• Bargaining strategies</li> </ul>	3
9	<b>Organizational Culture</b> <ul style="list-style-type: none"> <li>• Definition of organization culture</li> <li>• Different types of culture</li> <li>• Functions of culture</li> <li>• Culture as a liability</li> <li>• Creating and sustaining culture</li> <li>• Learning organization culture</li> </ul>	1.5
9	<b>Organizational Change</b> <ul style="list-style-type: none"> <li>• Definition of change</li> <li>• Forces influencing changes</li> <li>• Resistance to change</li> <li>• Approaches to managing organizational change</li> </ul>	3
10	<b>Organizational Stress</b> <ul style="list-style-type: none"> <li>• Definition of stress</li> <li>• Understanding stress and its consequences</li> <li>• Sources of stress</li> <li>• Managing stress</li> </ul>	1.5

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11	Leadership in the organisation <ul style="list-style-type: none"><li>• Types, styles of leaders</li><li>• Leadership theories</li></ul>	3
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### Reference Materials:

#### Books:

- 1) Robbins, S. P. (2012). Organizational Behaviour, Pearson, India.
- 2) Nelson, D. & Quick, J. (2007). Organizational Behaviour, Thomson, India.

#### Websites:

- <http://search.ebscohost.com>
- [www.hr.com](http://www.hr.com)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

# SIES College of Management Studies – Syllabus (2016-18)

**Course: PGDM**

**Subject code: PG108**

**Subject Title: Research Methodology**

**Semester: 1**

## **Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

### **1) Knowledge**

- a. Understanding the concepts of research methodology.
- b. Learn the use of different data collection methods in research.
- c. Learn the difference between types of research
- d. Learn the ways of construction of questionnaires
- e. Understand sampling fundamentals

### **2) Skills**

- a. Apply the concepts of research to areas like consumer behavior.
- b. Utilize the concepts of research in making research papers.
- c. Ability to prepare data collection tools like questionnaire for administering in practical research.

### **3) Attitude**

- a. Inculcating research acumen so as to use it practically later.
- b. Develop confidence to analyse a research problem (Problem solving).

## **Content:**

<b>Sr. No.</b>	<b>Scope of topics to be covered</b>	<b>Teaching hours</b>
1	Introduction to research <ul style="list-style-type: none"><li>• Meaning</li><li>• Types of research-relevance</li><li>• Research design</li><li>• Exploratory, descriptive, experimental</li></ul>	3
2	Research design continued <ul style="list-style-type: none"><li>• Exploratory research</li><li>• Focus group</li><li>• Other methods like projective techniques</li></ul>	3
3	Data collection- secondary data collection <ul style="list-style-type: none"><li>• Descriptive research-data collection</li></ul>	3
4	Measurement scales <ul style="list-style-type: none"><li>• Importance in hypothesis testing</li></ul>	3

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	<ul style="list-style-type: none"><li>• Scale construction techniques</li></ul>	
5	Questionnaire design <ul style="list-style-type: none"><li>• Rules of questionnaire</li></ul>	3
6	Sampling Design <ul style="list-style-type: none"><li>• Experimental design-informal designs</li></ul>	1.5
7	Formal designs <ul style="list-style-type: none"><li>• Revision of Research Methodology</li></ul>	1.5

### Reference Materials:

#### Books:

- 1) Kothari, C. R. (2013). Research Methodology - Methods and Techniques, New Age International Publishing.
- 2) Chawla, D. & Sondhi, N. (2011). Research Methodology - Concepts & Cases, Vikas Publishing.
- 3) Cooper, D. & Schindler, P. (2010). Business Research Methods, Tata McGraw Hill.
- 4) Nargundkar, R. (2012). Marketing Research, Tata McGraw Hill.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG109

Subject Title: Statistics for Management

Semester: 1

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge

- Develop understanding of concepts of measures of central tendency and variation.
- Understand the various sampling methods for drawing a sample from the population.
- Learn how to frame the null and alternate hypothesis and use it for inferring about the population.

### 2) Skills

- Apply the concept of measures of variation to compare between different data.
- Apply the concepts of sampling to find the sample size for study on means and proportions.
- Application of Excel and SPSS to analyze the data.
- Apply appropriate tests of significance to test the hypothesis.

### 3) Attitude

- Understand a problem in terms of quantitative data available and using appropriate tools to get inferences.
- Develop the attitude of using devices like a scientific calculator and Excel for solving problems.

## Content:

Sr. No.	Scope of topics to be covered	Teaching Hours
1	Types of data, collection and presentation of data <ul style="list-style-type: none"><li>Raw data and grouped data: types of class intervals</li><li>Diagrammatic tools for presentation of data</li></ul>	3
2	Measures of central tendency <ul style="list-style-type: none"><li>Mean and weighted mean</li><li>Median, mode, quartiles, deciles and percentiles</li></ul>	3
3	Measures of variation <ul style="list-style-type: none"><li>Range, mean deviation, standard deviation</li><li>Coefficient of variation, quartile deviation</li></ul>	3
4	Probability <ul style="list-style-type: none"><li>Basic terms and use of addition theorem.</li><li>Use of Multiplication theorem and Bayes Theorem.</li></ul>	3
5	Normal Distribution <ul style="list-style-type: none"><li>Properties of symmetric data</li><li>Use of the Z tables for studying the relation between normal and standard normal distribution</li></ul>	3

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6	Sampling <ul style="list-style-type: none"><li>• Terms in sampling.</li><li>• Understanding different methods used to draw a sample from the population</li><li>• Determination of sample size</li></ul>	3
7	Correlation and regression <ul style="list-style-type: none"><li>• Use of scatter diagrams</li><li>• Finding the Karl Pearson's coefficient of correlation</li><li>• Finding the Spearman's coefficient of rank</li></ul> Correlation <ul style="list-style-type: none"><li>• Use of simple regression equation</li></ul>	3
8	Testing of hypothesis <ul style="list-style-type: none"><li>• Null and alternate hypothesis</li><li>• Errors in testing of hypothesis</li><li>• Use of the Z test</li></ul>	3
9	Use of t test <ul style="list-style-type: none"><li>• Paired t test</li><li>• Unpaired t test</li></ul>	2
10	Use of chi square test <ul style="list-style-type: none"><li>• Test of independence between attributes</li><li>• Test of goodness of fit</li></ul>	2
11	Use of Analysis of variance (ANOVA) <ul style="list-style-type: none"><li>• Use of F test to compare averages of more than two samples</li></ul>	2

### Reference Materials :

#### Books :

- 1) Hazarika, P. (2011). Business Statistics, S. Chand & Sons Publication.
- 2) Gupta, S.P. (2011). Statistical Methods, S. Chand & Sons Publication.
- 3) Bajpai, N. (2010). Business Statistics, Pearson Publication.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

# SIES College of Management Studies – Syllabus (2016-18)

**Course: PGDM**

**Subject Code: PG110**

**Subject Title: Taxation**

**Semester: 1**

## **Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

### **1) Knowledge**

- a. Understand the definition, basic terms, concepts and scope of Income Tax
- b. Understand the provisions relating to income from Salary, Business & Profession and Capital Gains
- c. Understand the provision relating to deductions from gross total income
- d. Understand the provisions relating to exemptions from income tax

### **2) Skills**

- a. Ability to compute taxable income from salary, business/profession and capital gains
- b. Ability to compute gross total income and taxable income

### **3) Attitude**

- a. To Comply law in letter and spirit and maintain high level of integrity and ethics

## **Contents:**

<b>Sr.No.</b>	<b>Scope of the topics to be covered</b>	<b>Teaching hours</b>
1	Introduction <ul style="list-style-type: none"><li>• Scope of Income Tax,</li><li>• Definition/ concepts taxable income.</li><li>• Residential Status</li><li>• Incidence of Tax</li></ul>	2
2	Income from Salary <ul style="list-style-type: none"><li>• Basic Provisions</li><li>• Definitions</li><li>• Computation</li></ul>	3
3	Income from Business and Profession <ul style="list-style-type: none"><li>• Basic Provisions</li><li>• Definitions</li><li>• Computation of taxable income</li></ul>	4
4	Capital Gains <ul style="list-style-type: none"><li>• Basic Provisions</li><li>• Definitions – Short-term and Long-term</li><li>• Computation of Capital Gain</li></ul>	2
5	Exclusions from Total Income (Exemption U/S 10 to 13 of Income Tax Act 1961) <ul style="list-style-type: none"><li>• Basic Provisions &amp; applications</li><li>• Claims of exemption / relief</li></ul>	2



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6	Deductions from Gross Total Income (Chapter VI A of Income Tax Act 1961) (Section 80C, 80CCC, 80D, 80E, 80G, 80U) <ul style="list-style-type: none"><li>• Basic provisions</li><li>• Computation</li></ul>	2
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**Reference Material:**

**Books:**

- 1) Singhanian V. K. (2013), Students Guide to Income Tax , Taxman Publication, New Delhi
- 2) Singhanian V. K. (2015), Income Tax Act, Taxman Publication, New Delhi

**Websites:**

- [www.incometaxindia.gov.in](http://www.incometaxindia.gov.in)
- [www.finmin.nic.in](http://www.finmin.nic.in)

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG111**

**Subject Title: Introduction to Operations Management**

**Semester: 1**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1. Knowledge :**

- a. To learn the introductory concept of Operations Management and its relevance in the entire business process.
- b. To understand product, process, location selection, layout decision, etc.
- c. To know the various areas of profitable business through the concept of optimization.
- d. To get insight into various aspects of Operations management like Production and Services Operations, selection of process, location, layout and the long term and short term effects of maintenance management.

**2. Skills:**

- a. This course will empower students with the skills to understand and address important aspects of business operations including Production and Services Operations, selection of process, location, and layout and the long term and short term effects of maintenance management.
- b. Develop an ability to understand and skillful implementation of the Strategies in Operations towards the professional growth of an organization.
- c. Develop the skill set to achieve productive output and business gains through competitive advantage and time based competition.

**3. Attitude :**

- a. Developing a positive attitude towards the O.M.
- b. Willingness to excel in the operations function of an organization.

**Content:**

<b>Sr.No</b>	<b>Scope of Topics to be covered</b>	<b>Teaching Hours</b>
1	<b>Introduction to Operations Management</b> <ul style="list-style-type: none"><li>• What is Operations Management?</li><li>• Role of Operation Management in the current business scenario</li><li>• Relevance of operations management in various manufacturing and services operations through optimization</li><li>• Role of an Operations Manager</li></ul>	3
2	<b>Introduction to Product / services Management</b> <ul style="list-style-type: none"><li>• Making a Product / Offering services.</li><li>• A production System Model</li><li>• Design aspects of product and services</li><li>• Tools, equipments, Machineries basic differences</li><li>• Concept of Accuracy and precision</li></ul>	3

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	<ul style="list-style-type: none"> <li>• Role of Accuracy and precision to achieve quality output.</li> </ul>	
3	<b>Introduction to Process Management</b> <ul style="list-style-type: none"> <li>• What is a Process?</li> <li>• Types of Process</li> <li>• Process Selection and its effect on economic output</li> <li>• Make-or-Buy decisions</li> <li>• Cost-benefit analysis</li> </ul>	3
4	<b>Introduction to Location and layout decision</b> <ul style="list-style-type: none"> <li>• Meaning of Location decision</li> <li>• Meaning of layout decision</li> <li>• Location and layout advantage over the other competitors</li> <li>• Impact on making price and profitability of the business</li> </ul>	3
5	<b>Introduction to Maintenance Management</b> <ul style="list-style-type: none"> <li>• What is Maintenance?</li> <li>• Areas of Maintenance</li> <li>• Types of Maintenance and effect of various maintenance on Operating expenses</li> <li>• Impact on making price and profitability of the business</li> </ul>	3

### Reference Materials:

#### Books:

- 1) Chary, S. N. (2013). Production & Operations Management, 5th edition, Mc Graw Hills, New Delhi.
- 2) Aswathappa, K. & Bhat, K. S. (2009). Production and Operations Management, 2nd edition, Himalaya Publishing House.
- 3) Jhamb, L.C. (2011). Production Operations Management, 20th edition, Everest Publishing House.
- 4) Norman, G. & Frazier, G. (2011). Operations Management, 9th edition, Cengage Learning.
- 5) Roberta, S. R. & Bernard, W. T. (2013). Operations Management, 7nd edition, Willy India, New Delhi.
- 6) Kanishka, B. (2013). Production & Operations Management, 3rd Edition, Oxford University Press, New Delhi.
- 7) Muhlemann. (2014). Production & Operations Management, 6th Edithin, Pearson Education, South Asia.
- 8) Bhattacharya, S.(2014). Operations Management, PHI Learning Private Limited
- 9) Gore, A. & Panizzolo, R.(2012). Operation Management, Cengage Learning
- 10) Krajewski,L. J. Malhotra, Ritzman, Srivastava, S. K. (2016). Operation Management: Process & Supply Chains, Pearson.

#### Journals:

- a) International Journal of Operations and Quantitative Management
- b) Udhog Pragati
- c) Harvard Business Review
- d) Indian Journal of Management

**Addendum:**

1. The course delivery would be through class room sessions supplemented with cases, audio visuals, guest lectures, corporate interaction series, alumni interaction sessions and other appropriate interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of Knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG112**

**Subject Title: Corporate Social Responsibility**

**Semester: 1**

**Learning Objectives:** At the end of the curriculum the student should be in a position to develop the following attributes and inculcate **Social Sensitivity** among them.

**1) Knowledge**

- a. Understand the concept and need for CSR
- b. Insights into various dimensions of CSR
- c. In-depth understanding of various challenges in CSR
- d. Learn about managerial roles & responsibilities towards social issues
- e. Develop understanding of the constraints in CSR
- f. Approach to social problem solving.

**2) Skills**

- a. Apply knowledge to comprehend problems and situations
- b. Ability to evolve effective responses
- d. develop analytical ability with lateral thinking on social responsibility

**3) Attitude**

- a. Willingness to serve the community at large.
- b. Balanced good personality

**Content:**

<b>Serial No:</b>	<b>Scope of topics to be covered</b>	<b>Teaching hours</b>
1	Introduction to CSR Concept <ul style="list-style-type: none"><li>• The need in management</li><li>• Constituents of management CSR</li><li>• Functional aspects of CSR</li></ul>	<b>1.5</b>
2	Social responsibility and ethics issues in today's world	<b>1.5</b>

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3	Corporate social responsibility, interface between business and society: various dimensions and challenges	<b>1.5</b>
4	Trends in CSR programs of the companies <ul style="list-style-type: none"><li>• An overview</li></ul>	<b>1.5</b>
5	<ul style="list-style-type: none"><li>• Operational issues of CSR, impact and benefits</li><li>• CSR rules, challenges</li><li>• Section 135 of Indian Companies Act, 2013 and its impact on CSR applications by large corporate</li></ul>	<b>1.5</b>
6	<ul style="list-style-type: none"><li>• Presentation on CSR initiatives by the corporate: a group activity</li></ul>	<b>2.5</b>

**Addendum:**

1. The course delivery would be through class room sessions supplemented with cases, audio visuals, guest lectures, corporate interaction series, alumni interaction sessions and other appropriate interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of Knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG201**

**Subject Title: Human Resources Management**

**Semester: 2**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Understand the evolution of HRM and the challenges faced today by the Human Resource Department.
- b. Understand the various functions that operate under the HR department.
- c. Understand the interface of the Human Resources function with other departments

**2) Skills**

- a. Ability to understand the skills required to be a good HR manager
- b. Ability to understand the Talent Management Function.
- c. Ability to design a good HR policy for the organisation
- d. Ability to understand the Performance Appraisal for the organisation
- e. Ability to understand the compensation Structure followed in the organisation today.
- f. Ability to be impartial, ethical and transparent.

**3) Attitude**

- a. Enhancing the appreciation of the Human Resources function.
- b. Developing a positive attitude towards the HRM.

**Content:**

Sr.No	Scope of topics to be covered	Teaching hours
1	Evolution of Management <ul style="list-style-type: none"><li>• Evolution of management and human resource</li><li>• Management - The entire growth story,</li><li>• Concept,</li><li>• Difference between HRM &amp; PMIR,</li><li>• why 'HRM',</li><li>• Competitive challenges &amp; HRM.</li><li>• Ethics in HRM</li></ul>	3
2	Human Resource Planning <ul style="list-style-type: none"><li>• Definition Of HRP, objectives, process, model of HRP</li><li>• Factors creating HR imbalance, job analysis &amp; concepts of job specification</li><li>• Job functions in job analysis</li><li>• Steps in job analysis</li><li>• Process of job</li></ul>	3

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	<ul style="list-style-type: none"> <li>• Analysis, purposes / uses of job analysis</li> <li>• Job evaluation &amp; its definition</li> <li>• Process &amp; methods</li> </ul>	
3	<b>Recruitment &amp; Selection</b> <ul style="list-style-type: none"> <li>• Definition, purpose &amp; importance of recruitment,</li> <li>• Recruiting within &amp; outside organization,</li> <li>• Recruitment process, factors affecting recruitment,</li> <li>• Selection &amp; its definition, purpose, selection</li> <li>• process &amp; factors affecting selection</li> </ul>	4.5
4	<b>Training &amp; Development</b> <ul style="list-style-type: none"> <li>• Definition of training, definition of development</li> <li>• Need for training &amp; development</li> <li>• Scope for training &amp; development</li> <li>• Distinction between training &amp; development,</li> <li>• Areas of training &amp; development</li> <li>• Methods of training &amp; development</li> <li>• Activities involved in training</li> </ul>	4.5
5	<b>Performance Appraisal</b> <ul style="list-style-type: none"> <li>• Objectives of performance appraisal</li> <li>• Process of performance appraisal</li> <li>• Methods of performance appraisal</li> <li>• Uses of performance appraisal</li> <li>• How to make Performance Appraisal more effective.</li> </ul>	6
6	<b>Career Planning &amp; Development</b> <ul style="list-style-type: none"> <li>• Definition of career planning</li> <li>• Definition of career development</li> <li>• Difference between organization career planning &amp; individual career planning</li> <li>• Need for career planning</li> <li>• Process of career planning</li> <li>• Career development, its steps to establish career development system</li> <li>• Process of career planning &amp; career development</li> <li>• Stages of career planning &amp; development</li> <li>• concept of Succession Planning,</li> <li>• Purpose of succession planning,</li> <li>• Internal &amp; external succession planning</li> <li>• Advantages and disadvantages of succession</li> </ul>	3



## SIES College of Management Studies – Syllabus (2016-18)

	planning	
7	<p>Compensation</p> <ul style="list-style-type: none"><li>• Definition of compensation</li><li>• Elements of compensation</li><li>• Linking compensation to individual &amp; organization goal expectancy</li><li>• Theory, challenges of compensation</li><li>• Internal &amp; external factors influencing compensation</li><li>• Benefits of compensation</li><li>• Laws governing compensation</li><li>• Steps in creating a compensation plan</li></ul>	3
8	<p>Trade Unions &amp; Collective Bargaining</p> <ul style="list-style-type: none"><li>• Meaning , characteristics &amp; functions union structure</li><li>• Problems of trade union's</li><li>• advantages &amp; disadvantages of trade union's</li><li>• Important trade unions of India</li><li>• Definition of collective bargaining, pre – requisites of collective bargaining,</li><li>• Process of collective bargaining, characteristics of collective bargaining, importance of CB</li><li>• Collective bargaining agreement</li><li>• Third party intervention &amp; arbitration advantages &amp; functions of collective bargaining</li></ul>	4.5

### Reference Materials:

#### Books:

- 1) Subha Rao, P. (2002). Human Resource Management, Himalaya publication, Mumbai.
- 2) Dessler, G. (2011). Human Resource Management, 12th ed. Prentice Hall, India.

#### Websites:

- <http://search.ebscohost.com>
- [www.hr.com](http://www.hr.com)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG202**

**Subject Title: Advanced Marketing Management**

**Semester: 2**

## **Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

### **1) Knowledge**

- a. Understand the corporate level, business level and functional level strategic planning. Assessing growth opportunities and developing growth strategies ( Ansoff Matrix)
- b. Learn to Allocate resources to strategic business units through portfolio analysis models like BCG and GE matrix
- c. Learn the components of Marketing Plan
- d. Learn the strategies and tools to create brand and product identities.
- e. Learn the application of marketing strategies and tools in different sectors
- f. Learn the concept and design of media and internet marketing. Strategies and tools of Direct marketing

### **2) Skills**

- a. Develop marketing strategies at different levels of organization.
- b. Critically analysing business portfolios and managing strategic business units
- c. Ability to develop a marketing plan
- d. Creating brand identity structures. Category, customer and competition analysis for better product decisions
- e. Designing effective marketing strategies for different sectors

### **3) Attitude**

- a. Adapt to changing business environment
- b. Practice the principles of marketing through ethical marketing practices.

## **Content:**

<b>Sr. No.</b>	<b>Scope of topic to be covered</b>	<b>Teaching hours</b>
1	Strategic Marketing Principles <ul style="list-style-type: none"><li>• Strategic planning process</li><li>• Porters competition model</li><li>• Ansoff growth strategies</li><li>• Portfolio analysis models</li><li>• Choosing the optimum marketing mix</li></ul>	3
2	Marketing Plan <ul style="list-style-type: none"><li>• Components of marketing plan ,Strategic , operational and tactical planning</li></ul>	3

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	<ul style="list-style-type: none"> <li>• How to prepare a marketing plan , evaluation and control of marketing plan</li> <li>• Marketing audit</li> </ul>	
3	<b>Product &amp; Brand Management</b> <ul style="list-style-type: none"> <li>• What is product management</li> <li>• Challenges and opportunities in product management</li> <li>• Customer , competition and cluster analysis</li> <li>• Product positioning strategies</li> <li>• What is brand management</li> <li>• Managing brand personalities, creating brand identity</li> <li>• Brand resonance, brand as a system</li> <li>• Brand equity</li> </ul>	3
4	<b>Rural Marketing</b> <ul style="list-style-type: none"> <li>• Environment of rural market</li> <li>• Rural demand and market index, problems in rural marketing, marketing of agricultural products</li> <li>• Channel management and communication in rural market</li> </ul>	3
5	<b>Services Marketing</b> <ul style="list-style-type: none"> <li>• Services marketing concepts, service quality model</li> <li>• Service process, service blueprinting</li> <li>• Importance of physical evidence in services marketing</li> <li>• Application of marketing mix in services</li> </ul>	3
6	<b>Retail Marketing</b> <ul style="list-style-type: none"> <li>• Functioning of retailing</li> <li>• Retail management strategy</li> <li>• Retailing scenario in India</li> <li>• Growth of highway retailing</li> </ul>	3
7	<b>Internet Marketing</b> <ul style="list-style-type: none"> <li>• Introduction to E- Marketing</li> <li>• Role of internet, evolution of the internet</li> <li>• Marketing mix in E- Marketing</li> </ul>	3
8	<b>Event and Media Marketing</b> <ul style="list-style-type: none"> <li>• Concept of marketing in events</li> <li>• Segmentation targeting and positioning in media marketing, promotion of events</li> <li>• Media marketing in India</li> </ul>	3
9	<b>Direct Marketing</b> <ul style="list-style-type: none"> <li>• Qualities of successful sales person</li> <li>• Steps in selling process</li> </ul>	3

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	<ul style="list-style-type: none"><li>• AIDA theory of selling , SPIN selling</li><li>• Sales force management</li></ul>	
10	Case studies and Discussion	3

### Reference Materials:

#### Books:

- 1) Kotler, P., Keller, K. & Koshy, A. (2000). Marketing Management, Pearson Education.
- 2) Lehmann, A. & Winner, G. (2001). Product Management, Tata McGraw Hill.
- 3) Ramaswamy, N. (2009). Marketing Management, Macmillan Publication.
- 4) Aekar, A. D. (1996). Building Strong Brands, New York: The Free Press.
- 5) Martin, P. & Erickson, T. (2011) . Social Media Marketing, Global Vision Publishing House.
- 6) Walker, B., Hooley. G. (2010). Marketing Strategy: Concepts and Cases (5<sup>th</sup> ed.). Prentice – Tata McGraw-Hill. New Delhi

#### Web Sites:

- [www.mitopencourseware.com](http://www.mitopencourseware.com)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG203**

**Subject Title: Decision Science**

**Semester: 2**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Understanding the allocation of jobs to people or machines.
- b. Understand how transportation cost can be optimized using different methods
- c. Understanding the concept of game theory

**2) Skills :**

- a. Apply the concept of assignment technique to minimize the total time or cost in allocation of jobs to machines.
- b. Apply the concept of transportation problems to minimize the cost involved in transporting goods from different sources to different destinations.
- c. Apply the concept of game theory to find the optimal strategies of two players.

**3) Attitude:**

- a. Understand an optimization problem from the point of view of cost minimization or profit maximization.

**Content:**

Sr. No.	Scope of topic to be covered	Teaching hours
1	Introduction to Operations research and Market research <ul style="list-style-type: none"><li>• Various techniques used in Operations Research</li><li>• Various techniques used in market research</li></ul>	3
2	Assignment Technique <ul style="list-style-type: none"><li>• Use of Hungarian algorithm</li><li>• Applying the algorithm for allocation of jobs to facilities</li><li>• Special cases in assignment technique</li></ul>	3
3	Linear Programming <ul style="list-style-type: none"><li>• Formulation of linear programming problem</li><li>• Use of graphical method to solve LPP</li></ul>	3
4	Linear programming <ul style="list-style-type: none"><li>• Use of Excel Solver for LPP</li><li>• Formulation of Dual of an LPP</li></ul>	3
5	Transportation problems <ul style="list-style-type: none"><li>• Use of North-west Corner Method</li><li>• Use of Least Cost Method</li></ul>	3

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	<ul style="list-style-type: none"><li>• Use of Vogel's Approximation method</li><li>• Use of Modified Distribution method</li></ul>	
6	Game theory <ul style="list-style-type: none"><li>• Pure game and Mixed game</li><li>• Finding the optimal strategies using arithmetic method, and dominance method.</li></ul>	3
7	Game theory <ul style="list-style-type: none"><li>• Use of graphical method.</li><li>• Replacement of machines.</li><li>• Finding the optimum time to replace a machine</li></ul>	3
8	Use of statistical tests <ul style="list-style-type: none"><li>• Hypothesis testing(t-test, ANOVA, Non Parametric tests)</li><li>• Correlation</li><li>• Regression, multiple regression</li></ul>	3
9	<ul style="list-style-type: none"><li>• Factor Analysis –Use in data reduction</li><li>• Cluster Analysis-use in segmentation</li></ul>	3
10	<ul style="list-style-type: none"><li>• Multidimensional scaling for positioning</li><li>• Conjoint analysis-product design</li><li>• Report writing</li></ul>	3

### Reference Materials:

#### Books:

- 1) Lieberman, G. J. & Hillier, F.S. (2005). Introduction to Operations Research, Tata McGraw Hill.
- 2) Natarajan, A.M., Balasubramani, P. & Tamilarasi, A. (2007). Operations Research, Second Impression, Pearson Education.
- 3) Chawla, D. & Sondhi, N. (2011). Research Methodology, Vikas Publishing.

#### Websites:

- [www.orsi.in](http://www.orsi.in)
- [www.marketresearch.com](http://www.marketresearch.com)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG204**

**Subject Title: Financial Management**

**Semester: 2**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

- a. Understand the nature and objective of financial management
- b. Understand the corporate environment and interface of finance function with other functional areas.
- c. Learn the concept of time value of money and the relevance of risk and return in decision making
- d. Understand the principles of valuation of securities
- e. Understand the theories of dividend policy, concept of capital budgeting and capital structure
- f. Understand the principles of working capital management

**2) Skills**

- a. Ability to measure risk and returns for a given situation
- b. Using valuation methods for securities and assets
- c. Appraising the dividend policy of a company
- d. Ability to apply investment appraisal methods like payback, DCF, NPV, IRR and MIRR in capital budgeting
- e. Ability to appraise the capital structure in the context of optimization
- f. Analysing and interpreting cash flow and fund flow statement of company
- g. Management of inventory, receivables and cash efficiently and effectively

**3) Attitude**

- a. Understand the importance of maximization of the shareholders' wealth and accordingly develop the financial management approach and decision making process in an organization.

**Contents:**

<b>Sr.No.</b>	<b>Scope of topic to be covered</b>	<b>Teaching hours</b>
1	Introduction to Financial Management: <ul style="list-style-type: none"><li>• Nature and objectives of Financial Management</li><li>• Role of the Finance Manager</li><li>• Interface of the Finance Function with other Functional Areas</li><li>• Environment of Corporate Finance</li></ul>	2
2	Time Value of Money: <ul style="list-style-type: none"><li>• The concept of Discounting and Compounding</li><li>• Present value and Future value; Annuity and Perpetuity</li><li>• Special considerations in Time value analysis</li><li>• The use of Present and Future Value Tables</li></ul>	3

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3	<p>Risk and Return:</p> <ul style="list-style-type: none"> <li>• The different kinds of risks and their influence on financial decision making</li> <li>• Measurement of Risk and Return through statistical techniques and the interpretation</li> <li>• Risk in a Portfolio context</li> <li>• Diversification and non diversification of Risk</li> </ul>	3
4	<p>Valuation of securities:</p> <ul style="list-style-type: none"> <li>• Valuation of Bond</li> <li>• Bond Price movements</li> <li>• Equity valuation</li> </ul>	3
5	<p>Dividend Policy:-</p> <ul style="list-style-type: none"> <li>• The Dividend decisions of firm</li> <li>• Models explaining relevance/ irrelevance of the Dividend Policy</li> </ul>	3
6	<p>Capital Budgeting:</p> <ul style="list-style-type: none"> <li>• The importance of Capital Expenditure Analysis</li> <li>• Techniques of capital budgeting</li> <li>• Payback period</li> <li>• Net present value</li> <li>• Internal rate return</li> </ul>	4
7	<p>Capital structure, Capital Structure Theories and Cost of capital:</p> <ul style="list-style-type: none"> <li>• Capital structure</li> <li>• Capital Structure Theories</li> <li>• Raising of Funds through various sources</li> <li>• Concept of Leverage – Operating</li> <li>• Financial and total leverage</li> <li>• Concept of weighted average cost of capital.</li> </ul>	4
8	<p>Importance and use of Fund Flow and Cash flow Statements</p>	4
9	<p>Working Capital Management:</p> <ul style="list-style-type: none"> <li>• Working Capital cycle and factors affecting the working capital</li> <li>• Determination of working capital requirements and their financing</li> <li>• Inventory Management</li> <li>• Receivable Management</li> <li>• Cash management</li> </ul>	4

**Reference Material:**

**Books:**

- 1) Brearley and Myers (2013), Principles of Corporate Finance , McGraw-Hill Education
- 2) Tulsian P. C. (2009), Financial Management, S.Chand, New Delhi.
- 3) Khan M.Y and Jain P.K. (2012), Financial Management, Tata McGraw Hill, New Delhi.
- 4) Reddy Sudarsana (2013), Financial Management, Himalaya Publishing House, Mumbai.
- 5) Prasanna Chandra (2008) Financial Management, Tata McGraw Hill, New Delhi



**Journals:**

- a) Indian Journal of Finance
- b) Dalal Street Investment Journal
- c) ELK Asia Pacific Journal of Finance & Risk Management
- d) Journal of Financial Management & Analysis

**Websites:**

- [www.bloomberg.com](http://www.bloomberg.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.nseindia.com](http://www.nseindia.com)
- [www.bseindia.com](http://www.bseindia.com)

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG205**

**Subject Title: Macro Economics**

**Semester: 2**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Understand nature of modern business and economy
- b. Understand use of circular flow of economic activity for effective macroeconomic operation
- c. Analyze the broad profile of Indian economy in order to understand its role in business
- d. Understand the relationship between inflation, depression and unemployment
- e. Analyze the importance of consumption function, investment function in business decision making.
- f. Understand monetary policy and fiscal policy of India and their implications on business.

**2) Skills :**

- a. Apply macroeconomic tools such as national income, per capita income, price index, consumption function, investment function, monetary policy, fiscal policy etc. to for decisions related to business and economy.
- b. Ability to measure and fulfill the objectives of macro economy.

**3) Attitude**

- a. Possess the visibility and allocation of resources in the macro sense for the betterment of society.

**Content:**

Sr. No	Scope of topic to be covered	Teaching hours
1	Business and its environment: <ul style="list-style-type: none"><li>• Meaning of business</li><li>• Nature of modern business</li><li>• Environment of business</li></ul> Economic environment of business from national point of view: <ul style="list-style-type: none"><li>• Economic system</li><li>• Scope &amp; subject matter of macroeconomics</li><li>• Financial system</li><li>• Economic policies, and new liberal profile of the economy.</li></ul>	3
2	Circular Flow of Economic Activity: <ul style="list-style-type: none"><li>• Circular flow in a closed economy</li><li>• Circular flow in a closed economy</li></ul>	1.5
3	National Income Measurement: <ul style="list-style-type: none"><li>• Concept of national income</li></ul>	1.5

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	<ul style="list-style-type: none"> <li>• Concept of per capita income</li> <li>• Measurement of national income</li> <li>• Problems in measuring national income</li> <li>• Inter-sectoral distribution of GNP</li> </ul>	
4	<p>Consumption Function:</p> <ul style="list-style-type: none"> <li>• Concept</li> <li>• Properties of consumption function</li> <li>• Factors affecting consumption</li> </ul>	1.5
5	<p>Investment Function:</p> <ul style="list-style-type: none"> <li>• Concept</li> <li>• Properties of investment function</li> <li>• Factors affecting investment</li> </ul>	1.5
6	<p>Business Cycle:</p> <ul style="list-style-type: none"> <li>• Phases of business cycle</li> <li>• Features of business cycles</li> <li>• Causes of business cycle</li> <li>• Keynes’s theory of business cycle</li> <li>• Samuelson’s model of business cycle</li> </ul>	1.5
7	<p>Inflation:</p> <ul style="list-style-type: none"> <li>• Meaning</li> <li>• Inflation as a pure monetary phenomenon</li> <li>• Inflation: Keynesian understanding</li> <li>• Features of inflationary economy</li> <li>• Types of inflation</li> <li>• Causes of inflation: demand pull vs. cost-push</li> <li>• Effects of inflation.</li> <li>• Inflation and unemployment</li> </ul>	1.5
8	<p>Price Index</p> <ul style="list-style-type: none"> <li>• Wholesale price index</li> <li>• Consumer price index</li> <li>• GDP –deflator</li> <li>• Producer price index</li> </ul>	1.5
9	<p>Monetary Policy</p> <ul style="list-style-type: none"> <li>• Scope and meaning of monetary policy</li> <li>• Objective of monetary policy</li> <li>• Instruments of monetary policy</li> </ul>	1.5
10	<p>Fiscal Policy</p> <ul style="list-style-type: none"> <li>• Meaning and objectives of fiscal policy</li> <li>• Instruments of fiscal policy</li> <li>• Crowding –out and crowding- in</li> </ul>	1.5
11	<p>Budget and the Economy</p> <ul style="list-style-type: none"> <li>• Basic of budget</li> </ul>	1.5

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	<ul style="list-style-type: none"><li>• Phases of budgetary cycle</li><li>• Structure of budget cycle</li><li>• Various types of budget</li></ul>	
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### Reference Materials:

#### Books:

- 1) Ahuja, H.L. (2010). Macro Economic Theory and Policy, S. Chand's Publication.
- 2) Paul, S. (2010). Macro Economics, McGraw Hill.
- 3) Economic Environment of Businesses Mishra & V.K Puri, HPH
- 4) Business Environment, Francis Cherulinam, HPH
- 5) Business Environment, K. Aswathappa, HPH

#### Website:

- [www.indiabudget.nic.in](http://www.indiabudget.nic.in)
- [www.worldbank.org](http://www.worldbank.org)
- [www.imf.org](http://www.imf.org)

#### Addendum:

1. The course delivery would be through class room sessions with newspaper reading, discussions on various relevant articles, debates and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG206

Subject Title: Management Accounting

Semester: 2

## Learning Objectives:

At the end of the curriculum the students should be in position to develop the following attributes:

### 1) Knowledge

- Understand the cost terminology, its nature and classification
- Understand the job costing, process costing, service costing methods
- Understand the distinction between financial accounting .cost accounting and management accounting
- Understand the principles and concepts of marginal costing
- Understand the significance Budget and Budgetary control

### 2) Skills

- Ability to apply various costing methods and preparation of cost sheet
- Ability to apply marginal cost technique for computation of BEP, make or buy decisions and profit optimization etc.
- Ability to develop requisite data for cost control and decision making

### 3) Attitude

- To provide relevant, accurate and timely inputs to management

## Contents:

Sr. No	Scope of topics to be covered	Teaching hours
1	Introduction <ul style="list-style-type: none"><li>Terminology of cost</li><li>Cost classification by elements,</li><li>variability,</li><li>cash flow etc.</li></ul>	2
2	Cost Statements <ul style="list-style-type: none"><li>Estimations about costs</li><li>Preparing Statement showing total cost and profit</li></ul>	4
3	Methods of costing <ul style="list-style-type: none"><li>Job costing,</li><li>Process costing,</li><li>Services costing</li></ul>	8
4	Interdisciplinary approach <ul style="list-style-type: none"><li>Distinction &amp; relationship among Financial Accounting,</li><li>Cost accounting</li><li>Management Accounting</li></ul>	2
5	Marginal Cost Analysis <ul style="list-style-type: none"><li>Marginal costing (Break – even analysis)</li><li>Computation of break – even point, margin of safety</li></ul>	6

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	<ul style="list-style-type: none"><li>• Applications of Break even analysis to export pricing profit planning, Make v/s buy,</li><li>• Operate v/s shut down.</li></ul>	
6	<p>Budgetary Control System</p> <ul style="list-style-type: none"><li>• Functional Budgets,</li><li>• Cash Budgets,</li><li>• Master Budgets</li><li>• Flexible Budgeting</li><li>• Zero based Budgeting</li><li>• Responsibility &amp; Performance Budgeting.</li></ul>	6

### Reference Material:

#### Books:

- 1) Khan M.Y and Jain P.K. (2006), Management Accounting, Tata McGraw Hill, New Delhi.
- 2) Jawaharlal (2012), Managerial Accounting, Himalaya Publishing House, Mumbai.
- 3) Arora M. N (2013), Management Accounting, Himalaya Publishing House, Mumbai.

#### Journals:

- a) Indian Journal of Finance
- b) Dalal Street Investment Journal
- c) ELK Asia Pacific Journal of Finance & Risk Management
- d) Journal of Financial Management & Analysis

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG207**

**Subject Title: Managerial Communication-II**

**Semester: 2**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Write documents that flow smoothly, through the use of a logical order helped by the transitional devices and in readable formats.
- b. Employ positive language in business correspondence to achieve goodwill and other desired effects.
- c. Learn the strategies and tools to practice effective group communication like meetings, conferences, seminars, symposium and workshops.
- d. Follow e-mail conventions and organize and write clear e-mail messages.
- e. Understand the importance of adaption to successful corporate communication.
- f. Develop understanding of the key factors in preparing Business Reports and Proposals collaboratively.

**2) Skills**

- a. Practice effectively in group communication activities like meetings, conferences, seminars, symposium and workshops with proper documentary evidences.
- b. Write business messages not only to inform but also to persuade.
- c. Master good corporate culture
- d. Communicate clearly across cultures
- e. Develop sensitivity towards non-verbal communication
- f. Actively and meaningfully participate in group discussions and interpersonal activities
- g. Acquire the ability to write business blogs
- h. Learn to manage Public Relations effectively and conduct press conferences, write press releases, etc.

**3) Attitude**

- a. To respect the significance of communication in an organization.
- b. Possess “You” attitude – Empathy.
- c. Desire to achieve persuasion through effective writing.
- d. Concern for positive inter-cultural managerial communication skills.

**Contents:**

<b>Sr.No.</b>	<b>Scope of topic to be covered</b>	<b>Teaching hours</b>
1	Group Communication Strategies <ul style="list-style-type: none"><li>• Meetings</li><li>• Seminar</li><li>• Symposium</li><li>• Workshop</li><li>• Conferences</li></ul>	3

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2	Inter Cultural Managerial Communications: <ul style="list-style-type: none"><li>• Culture, intercultural myths, ways we differ, and</li><li>• Managerial non-verbal sensitivity.</li></ul>	6
3	Business Correspondence : <ul style="list-style-type: none"><li>• E- mail form,</li><li>• Routine,</li><li>• Status enquiry-credit ,</li><li>• Negative messages</li><li>• Sales letters</li></ul>	9
4	Strategies for Successful Interpersonal Communication - Styles of Communication	3
5	Management Reports: <ul style="list-style-type: none"><li>• Précis writing,</li><li>• Types of reports,</li><li>• Effective report writing</li></ul>	3
6	Blogging	1.5
7	Corporate Communication : <ul style="list-style-type: none"><li>• Strategies of public relations</li><li>• Tools of PR,</li><li>• Writing press releases and</li><li>• Holding press conferences, crisis communication</li></ul>	1.5
8	Business Proposal Writing: <ul style="list-style-type: none"><li>• Kinds of proposals</li><li>• Parts of proposals</li><li>• Writing styles of proposals</li></ul>	3

### Reference Materials:

#### Books:

- 1) Chaturvedi, P.D. & Chaturvedi, M. (2009). Business Communication Concepts, Cases & Application, Pearson Education.
- 2) Raman, M & Singh, P. (2011). Business Communication, Oxford University Press.
- 3) Hynes, G. E. (2010). Managerial Communication –Strategies and Applications,, Tata McGraw-Hill Publishing Co. Ltd.
- 4) Sharma, R.C & Mohan, K. (2004). Business Correspondence and Report Writing: A Practical Approach to Business and Technical Communication, Tata McGraw-Hill Publishing Co. Ltd.
- 5) Bhatia, R.C. (2012). Business Communication, Ane Books India.
- 6) Shirley, T. & Gartside, L. (2012). Model business Letters, E-mails & Other Business Documents, Pearson Education.
- 7) Murphy, H.A., Hildebrandt, H.W & Thomas, J.P. (2012). Effective Business Communication, Tata McGraw-Hill Publishing Co. Ltd.



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- 8) Bovee, C., Thill, J. & Chaturvedi, M. (2011). Business Communication Today, Pearson Education.
- 9) Krishna, M. & Banerji, M. (2012). Developing Communication Skills, Macmillan Publishers.

### **Websites:**

- [www.sfu.ca](http://www.sfu.ca)
- [www.johnsmurf.com](http://www.johnsmurf.com)
- [www.forbes.com](http://www.forbes.com)
- [www.a4esl.org](http://www.a4esl.org).
- [englishonline@uol.com.br](mailto:englishonline@uol.com.br) .
- [www.ego4u.com](http://www.ego4u.com).
- [www.english-4u.de](http://www.english-4u.de)
- [www.owl.english.purdue.edu](http://www.owl.english.purdue.edu)
- [www.vocabulary.co.il](http://www.vocabulary.co.il)

### **Addendum:**

- 1) The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
- 2) The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course : PGDM**

**Subject Code: PG 208**

**Subject Title: Operations Management**

**Semester : 2**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Learn the concept of Operations Strategy to face the unique challenges in the domain of Operations Management.
- b. Understand the competitive advantage to excel in the business process operations.
- c. Study the time based competition by understanding inputs in the business operations
- d. Study the most ideal location and layout to contribute to productivity and profitability,
- e. Learn the process optimization methods while materials transformation.
- f. Develop an insight in to various theories of quality control, method study, work study, work measurement, value engineering and value analysis.

**2) Skills:**

- a. To develop the skills for a new product and process development.
- b. Ability to implementation skillfully the Operations Strategy towards productivity and profitability of the business.
- c. To implement various productivity techniques towards optimum utilization of the resources.
- d. Ability to implement total productive maintenance.

**3) Attitude:**

- a. To recognise the competitive advantages in the market place for effective execution of the production function.
- b. Develop a positive approach to look at a task/problem in Operations Management.

**Content:**

<b>Sr. No.</b>	<b>Scope of Topics to be covered</b>	<b>Teaching Hours</b>
1	Introduction to Operations: <ul style="list-style-type: none"><li>• Meaning of Production and Operations</li><li>• Nature of Production / Operations</li><li>• Production Function</li><li>• Objectives of Production / Operations management</li><li>• Decision Making in Production / Operations Management</li><li>• A production System Model</li><li>• Types of Production systems</li><li>• Factors affecting production / Operations management today</li></ul>	2

## SIES College of Management Studies – Syllabus (2016-18)

2	<p>Operations Strategy:</p> <ul style="list-style-type: none"> <li>• Productivity and its Measurement</li> <li>• Factors Affecting Productivity</li> <li>• Productivity Improvement Techniques</li> <li>• Competitiveness</li> <li>• Production / Operations strategy</li> <li>• Competitive Priorities</li> <li>• Building Production / Operations strategy on Competitive Priorities</li> <li>• Elements of Production / Operations strategy</li> <li>• Practical Problems on Operation Strategy</li> </ul>	3
3	<p>Product Planning and Development:</p> <ul style="list-style-type: none"> <li>• What is Product?</li> <li>• Product Planning and development</li> <li>• Role of Production Management in Product Development</li> <li>• New Product Development</li> <li>• Product Life Cycle</li> <li>• Product Design</li> <li>• Practical Example</li> </ul>	3
4	<p>Process Management:</p> <ul style="list-style-type: none"> <li>• What is a Process?</li> <li>• Types of Process</li> <li>• Process Planning</li> <li>• Framework for Process Design</li> <li>• Process Selection</li> <li>• Process Management and Major Process Decisions</li> <li>• Make-or-Buy decisions and Analysis</li> <li>• Process design</li> <li>• Practical Problems on Process Management</li> </ul>	3
5	<p>Facility Location:</p> <ul style="list-style-type: none"> <li>• What is facility/plant location?</li> <li>• Location Decisions</li> <li>• Methods of Evaluating Location Alternatives</li> <li>• Practical Problems on Facility Location</li> </ul>	3
6	<p>Plant Layout:</p> <ul style="list-style-type: none"> <li>• What is Layout Planning?</li> <li>• Layout Decisions</li> <li>• Principles of Plant Layout</li> <li>• Types of Layout</li> <li>• Plant Utilities</li> <li>• Practical Examples of Industry</li> </ul>	2

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7	<p>Statistical Quality Control:</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Quality and Quality Control</li> <li>• Statistical Quality Control</li> <li>• Control Charts for Variables</li> <li>• Control Chart for Attributes</li> <li>• Practical Problems on Statistical Quality Control</li> </ul>	3
8	<p>Capacity Management:</p> <ul style="list-style-type: none"> <li>• What is Capacity and Production Capacity?</li> <li>• Types of Capacity</li> <li>• Capacity Decisions</li> <li>• Capacity Planning and its types</li> <li>• Capacity Changes</li> <li>• Capacity Requirement Planning</li> <li>• Methods used for Analysis of Capacity and Facility Planning Decisions</li> <li>• Practical Problems on Capacity Planning</li> </ul>	3
9	<p>Aggregate Planning:</p> <ul style="list-style-type: none"> <li>• What is Aggregate Planning?</li> <li>• Operations Planning and Scheduling Systems</li> <li>• Aggregate Production Planning</li> <li>• Aggregate Capacity Planning</li> <li>• Aggregate Plans for Services</li> <li>• Master Production Scheduling</li> <li>• Practical Problems on Aggregate Planning</li> </ul>	2
10	<p>Design of Work Systems:</p> <ul style="list-style-type: none"> <li>• Work Study</li> <li>• Basic Work Study Procedure</li> <li>• Method Study</li> <li>• Motion Study</li> <li>• Work Measurement</li> <li>• Practical Problems</li> </ul>	3
11	<p>Maintenance Management:</p> <ul style="list-style-type: none"> <li>• What is Maintenance?</li> <li>• Areas of Maintenance</li> <li>• Types of Maintenance</li> <li>• Planning and Scheduling of Maintenance</li> <li>• Control of Maintenance</li> <li>• Total Productive Maintenance</li> <li>• Practical Problems</li> </ul>	3

### Reference Materials:

#### Books:

- 1) S. N. Chary. (2013). Production & Operations Management, 5<sup>th</sup> edition, Mc Graw Hills, New Delhi.
- 2) Aswathappa, K. & Bhat, K. S. (2009). Production and Operations Management, 2<sup>nd</sup> edition, Himalaya Publishing House.
- 3) Jhamb, L.C. (2011). Production Operations Management, 20<sup>th</sup> edition, Everest Publishing House.
- 4) Norman, G. & Frazier, G. (2011). Operations Management, 9<sup>th</sup> edition, Cengage Learning.
- 5) Roberta, S. R. & Bernard, W. T. (2013). Operations Management, 7<sup>nd</sup> edition, Willy India, New Delhi.
- 6) Kanishka, B. (2013). Production & Operations Management, 3<sup>rd</sup> Edition, Oxford University Press, New Delhi.
- 7) Muhlemann. (2014). Production & operations Management, 6<sup>th</sup> Edithin, Pearson Education, South Asia.

#### Journals:

- a) International Journal of Operations and Quantitative Management
- b) Udhog Pragati
- c) Harvard Business Review
- d) Indian Journal of Management

#### Websites:

- [www.apics.org](http://www.apics.org)
- [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu).

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG 209**

**Subject Title: Strategic Management**

**Semester: 2**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Understand the unique opportunities challenges in strategic thinking both global and local.
- b. Learn the strategies and tools to deal with these challenges and opportunities.
- c. Learn different strategic models to develop strategies.
- d. Formulate, implement, and monitor strategies in a competitive environment.

**2) Skills :**

- a. Ability to craft and administer elements of strategic concepts.
- b. Ability to manage businesses and various SBUs.
- c. Ability to work in collaboration with various departments.
- d. Ability to develop a visionary approach towards life as well as for organization.

**3) Attitude:**

- a. Ability to understand strategic mindset.
- b. Willingness to serve the organization and community at large.
- c. Apply the theoretical models of strategy through ethical approach.

**Contents:**

<b>Sr. No:</b>	<b>Scope of topic to be covered</b>	<b>Teaching hours</b>
1	Introductions and information about Course Evaluation <ul style="list-style-type: none"><li>• Why a course on “Strategic Management”?</li><li>• Genesis of Strategy from “WAR”</li><li>• Definition of Strategy</li><li>• Concept of Resources &amp; Resource Leverage</li><li>• Where “Tactics” come in?</li></ul>	3
2	Concept of Value <ul style="list-style-type: none"><li>• Value Spiral</li><li>• Value Drivers &amp; Cost Drivers</li></ul>	2
3	Vision, Goal Setting, & Mission <ul style="list-style-type: none"><li>• Goal Setting Theory</li><li>• Cascading of Objectives</li><li>• Strategic Intent</li></ul>	3

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4	<p>Schools of Thought</p> <ul style="list-style-type: none"> <li>• Introduction to Theory of the Firm &amp; Agency/Transaction Costs</li> <li>• I/O &amp; RBV Models</li> <li>• Secondary Schools of Thought</li> </ul>	2
5	<p>Understanding the term “Industry”</p> <ul style="list-style-type: none"> <li>• Predominant Features</li> <li>• PLC &amp; Porter’s 5 Forces Model</li> <li>• Types of Industries</li> <li>• Experience Curve Effects</li> </ul>	3
6	<p>Strategy Formulation Analytical Framework – EFE, CPM, IFE, SPACE, IE, GS and QSPM</p> <p>Outside In strategic approach:</p> <ul style="list-style-type: none"> <li>• PESTLE: Key factors of Environment</li> <li>• Driving Forces &amp; Typical responses</li> <li>• Concept of Strategic Groups</li> <li>• SWOT based Strategies</li> </ul>	4
7	<p>Inside Out Strategic Approach</p> <ul style="list-style-type: none"> <li>• Core Competence and Competitive Advantage, VIRO Analysis</li> <li>• Porter’s Value Chain Model</li> <li>• Organizational Capabilities</li> </ul>	3
8	<p>Levels of Strategy: Corporate, Business and Functional Strategies</p> <ul style="list-style-type: none"> <li>• Strategic Fit &amp; Stretch</li> <li>• Collaborations &amp; Partnerships, Mergers &amp; Acquisitions</li> <li>• Integration and Unbundling</li> <li>• Business Plans &amp; Business Models</li> <li>• Ansoff’s Matrix</li> <li>• Portfolio Analysis: BCG Matrix based Strategies</li> <li>• Generic Strategies</li> </ul>	4
9	<ul style="list-style-type: none"> <li>• Quantitative Strategic Planning Matrix (QSPM)</li> <li>• McKinsey’s 7S Model</li> <li>• Balanced Scorecard</li> </ul>	3
10	<p>Internationalization</p> <ul style="list-style-type: none"> <li>• WTO / GATT, Liberalization</li> <li>• Mega Trends</li> <li>• Types of Organization</li> <li>• HDI / Transparency Index</li> </ul>	3

### Reference Materials:

**Books:**

- 1) Thompson, S. (1999). Strategic Management: Concepts and Cases, Tata McGraw Hill.
- 2) Fred, D. (1996). Strategic Management: Concepts & Cases, Prentice Hall of India.

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.



# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG301

Subject Title: International Business

Semester: 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge:

- a. Understand the challenges, complexities and opportunities involved in International Business.
- b. Understand the International Business functional strategies.
- c. Recognize cultural differences in various global regions and their effect on the conduct of international business.
- d. Understand the benefits in engaging in international trade.
- e. Understand how to compete in international markets.

### 2) Skills:

- a. Develop the ability to pro-actively seek and commercially evaluate global business opportunities.
- b. Utilize gainfully the impact of world issues on an organization's international business opportunities.
- c. Learn to write and defend an international business plan for a company.

### 3) Attitude:

- a. Become responsible global citizen, and learn the global business aspects/outcomes of globalization.
- b. The ability to use conceptual and visionary skills to contribute to the development and evaluation of the internationalization strategy of a company.

## Content:

Sr. No.	Scope of topic to be covered	Teaching hours
1	Overview of International Business Process <ul style="list-style-type: none"><li>• Definition of International Business</li><li>• Emergence of developing nations in international business</li><li>• What is Global Manager?</li><li>• Global Strategy: A Review and Conceptual framework.</li><li>• Globalization Process in India: A Historical Perspective Since Independence, 1947</li></ul>	3
2	PEST factor affecting International Business Government influence on Trade <ul style="list-style-type: none"><li>• Framework of PEST. Responding to Conflicting Environmental Forces</li></ul>	3

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	<ul style="list-style-type: none"> <li>• Examine the pressures—mostly economic—that drive companies in many industries to integrate and coordinate their activities across national boundaries to capture scale economies or other sources of</li> <li>• Explore the forces—often social and political—that shape other industries and examine how they can drive MNEs to disaggregate their operations and activities to respond to national, regional, and local needs</li> <li>• Examine how, in information based, knowledge intensive economy, players in a growing number of industries must adapt to opportunities or threats wherever they occur in the world by developing innovative responses and initiatives that they diffuse rapidly and globally to capture knowledge based competitive advantage.</li> </ul>	
3	<p>International Trade Theories</p> <ul style="list-style-type: none"> <li>• The importance of trade theory</li> <li>• Basis for Trade</li> <li>• Implications for Business</li> </ul>	3
4	<p>Foreign Investment</p> <ul style="list-style-type: none"> <li>• Role &amp; Channels</li> <li>• National FDI Policy</li> <li>• Foreign Portfolio Investment, External Aid &amp; Commercial Debt Capital</li> <li>• Opportunities and Challenges</li> </ul>	3
5	<p>International Trade Agreements International Trade Organizations</p> <ul style="list-style-type: none"> <li>• Understanding of Trade Agreements &amp; impact on global business</li> <li>• Role of Trade Organizations</li> </ul>	3
6	<p>Country Evaluation and Selection</p> <ul style="list-style-type: none"> <li>• Motivations, Means, and Mentalities</li> <li>• What market opportunities, sourcing advantages, or strategic imperatives drive international expansion?</li> <li>• By what means expand to overseas presence—through exports, licensing, joint ventures, wholly owned subsidiaries, or some other means?</li> <li>• How will the attitudes, assumptions, and beliefs that they bring to their International ventures affect their chances of success?</li> </ul>	3
7	<p>Global Manufacturing &amp; SCM</p> <ul style="list-style-type: none"> <li>• Different dimensions of global manufacturing strategy</li> <li>• Elements of Global Supply Chain Management</li> <li>• Inventory Management key dimension in global supply</li> </ul>	3

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8	<p>International Marketing</p> <ul style="list-style-type: none"> <li>• Global Market and Global Market Research</li> <li>• Cultural Convergence and Divergence Country Selection</li> <li>• Global Product Development Innovation/Renovation Adaptation and Localization</li> <li>• Global Distribution Channel pricing Cross-Border Pricing</li> <li>• Branding Across Cultures</li> <li>• Price/Value Positioning “Value” Branding”</li> <li>• Global Advertising “Mobile Marketing” Global Opportunities</li> </ul>	3
9	<p>International Finance</p> <ul style="list-style-type: none"> <li>• Exchange Rate, International Currency Markets and the International Parity Conditions, Exchange Rate Behaviour, Efficiency and Forecasting</li> <li>• International Monetary System</li> <li>• Corporate Exposures to Exchange Rates,</li> <li>• Investing Internationally, Cost of Capital for International Projects and Capital Budgeting for International Projects</li> </ul>	3
10	<p>International H R Strategies</p> <ul style="list-style-type: none"> <li>• The Internationalization of Human Resource Management,</li> <li>• Strategic International Human Resource Management Design and Structure of the Multinational Enterprise International Mergers and Acquisition, Joint Ventures, and Alliances</li> <li>• International Human</li> <li>• Resource Management and Culture, International Employment Law, Labor Standards, and Ethics International Employee Relations</li> <li>• International Workforce Planning and Staffing, International Recruitment, Selection, and Repatriation, International Training and Management Development, International Compensation, Benefits, and Taxes</li> </ul>	3

### Reference Materials:

#### Books:

- 1) Daniels, J.D., Radebaugh, L.H., Sullivan, D.P. & Salwan, P. (2009). International Business, Pearson Education.
- 2) Bhalla, V.K. (2013). International Business, S.Chand.

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG311

Subject Title: B2B Marketing & CRM

Semester: 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge:

- a. Understanding the concept , need and applicability of B2B Marketing and CRM
- b. Gain insight of difference between B2B and B2C, B2B buying cycle and B2B related STP
- c. Develop knowledge of B2B Product , branding decisions , B2B Pricing and various challenges
- d. Gain insight on Customer engagement, Customer Satisfaction, Customer delight and customer loyalty

### 2) Skills :

- a. Apply the concepts of B2B marketing for devising focused marketing campaigns
- b. Conceive Positioning, Pricing, Branding and Channel strategies for B2B Markets
- c. Devise CRM loyalty programs and calculating Life Time Value (LTV) of the customer

### 3) Attitude:

- a. Develop the spirit of “partnership” with the customer
- b. Imbibe Service orientation

## Content:

Sr. No.	Scope of topic to be covered	Teaching hours
1	Introduction to Industrial Marketing <ul style="list-style-type: none"><li>• Concepts</li><li>• Differences between Industrial &amp; Consumer Marketing</li></ul>	3
2	B2B Environment <ul style="list-style-type: none"><li>• Types of customers</li><li>• Buying situation</li><li>• Segmentation , Targeting &amp; Positioning</li></ul>	3
3	Derived demand concepts, Industrial buying behaviour & Industrial Marketing research	3
4	Industrial Advertising & Promotions-Branding of: <ul style="list-style-type: none"><li>• Industrial</li><li>• High technology</li><li>• Commodities</li></ul>	3
5	B2B Product Decisions, New Product Development	3

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6	Industrial Pricing <ul style="list-style-type: none"><li>• Pricing Objectives</li><li>• Pricing Strategies</li></ul>	3
7	Role of after sales service in Industrial Marketing	3
8	Industrial Distribution <ul style="list-style-type: none"><li>• Types of Channels</li><li>• Channel Strategy</li><li>• Appointing Channel Partners</li></ul>	3
9	B2B Selling & Sales Management <ul style="list-style-type: none"><li>• Key account Management concepts</li><li>• Negotiated selling, Bidding for contracts</li><li>• Selling to Government customers</li></ul>	3
10	Introduction to Customer Relationship Management <ul style="list-style-type: none"><li>• Concept &amp; context of CRM</li><li>• CRM as an integral business strategy</li></ul>	3

### Reference Materials:

#### Books:

- 1) Havaldar, K. K. (2005). Industrial Marketing: Text & Cases, Tata McGraw-Hill Education.
- 2) Hutt, M. D. & Speh, T. W. (1981). Industrial Marketing Management: A Strategic View of Organizational Markets, Dryden Press.
- 3) Reeder, R. R., Brierty, E. G. & Reeder, B. H. (2001). Industrial Marketing: Analysis, Planning & Control, Prentice Hall of India.

#### Journals:

- a) International Journal of Industrial Marketing
- b) International Journal of Research in Commerce and Management

#### Websites:

- [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)
- <http://ijcrm.org.in>
- [Businessjournal.gallop.com](http://Businessjournal.gallop.com)
- [www.macrothink.org/ijim](http://www.macrothink.org/ijim)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG312**

**Subject Title: Brand Management**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Understand the concept of brand and brand identity.
- b. Learn the strategies and tools to create brand identities.
- c. Develop the understanding of managing brands as a system (brands and sub brands).
- d. Learn to measure brand equity, providing a value proposition and providing credibility to the brand.
- e. Learn to develop and maintain sustainable brand over a period of time.

**2) Skills:**

- a. Learn to apply marketing concepts in brand building.
- b. Ability to develop a brand identity structure.
- c. Learn to develop brand as a system.
- d. Measure brand equity across products and markets.
- e. Possess intra functional understanding to make brand decisions, leveraging brand equity.

**3) Attitude:**

- a. Ability to adapt organizations to changing environment for brand building.
- b. Ethical considerations in brand building.

**Content:**

Sr.No.	Scope of topic to be covered	Teaching Hours
1	Brand management <ul style="list-style-type: none"><li>• Introduction to brand management</li><li>• Brand Origin and Brand meaning</li><li>• Product and brand management</li></ul> Responsibilities and challenges	3
2	Anatomy of Brand <ul style="list-style-type: none"><li>• Tangible and intangible attributes</li><li>• Product and Emotion</li><li>• Attributes, Benefits and perception</li></ul>	3
3	Building a Brand <ul style="list-style-type: none"><li>• Brand management process</li><li>• Brand building tools and objectives</li><li>• Core Brand Values and Brand Mantras</li></ul>	3
4	Brand Pyramid <ul style="list-style-type: none"><li>• Building Blocks of brands</li></ul>	3

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	<ul style="list-style-type: none"> <li>• Brand Essence</li> <li>• Brand Resonance</li> </ul>	
5	Brand Identity and Brand Image <ul style="list-style-type: none"> <li>• Brand identity structure</li> <li>• Brand symbols</li> <li>• Brand identity Aker Model</li> <li>• Brand Identity Prism Kapferer</li> </ul>	3
6	Brand Equity <ul style="list-style-type: none"> <li>• Determinants of Consumer based brand equity</li> <li>• Sources of brand equity</li> <li>• Brand Knowledge</li> <li>• Brand Awareness</li> <li>• Associative memory network model</li> <li>• Brand Associations</li> </ul>	3
7	Brand Positioning <ul style="list-style-type: none"> <li>• Positioning strategies</li> <li>• Perceptual mapping</li> </ul>	3
8	Brand Elements <ul style="list-style-type: none"> <li>• Brand names</li> <li>• Logos</li> <li>• URLs, slogans</li> </ul>	3
9	Brand strategy <ul style="list-style-type: none"> <li>• Managing Brand system</li> <li>• Brand extensions.</li> <li>• Leveraging brands</li> </ul>	3
10	Measuring Brand Equity <ul style="list-style-type: none"> <li>• Brand Audit</li> <li>• BAV</li> </ul>	3

### Reference Materials

#### Books:

- 1) Aekar, A. D. (1996). Building Strong Brands, New York: The Free Press.
- 2) Lehmann, D. R. & Winer, R. S. (2001). Product Management, McGraw-Hill.
- 3) Sengupta, S. (2005). Brand Positioning: Strategies for Competitive Advantage, Tata McGraw-Hill.
- 4) Tybout, A. M. & Calkins, T. (2005). Kellogg on Branding: The Marketing Faculty of the Kellogg School of Management, John Wiley & Sons.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.



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2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG313

Subject Title: Integrated Marketing Communication

Semester: 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge:

- a. Understand the conceptual understanding of communication models for urban and rural along with concept of IMC
- b. Learn the concept of advertising and the functioning of advertising agency
- c. Understand the concept of DAGMAR
- d. Learn various aspects of IMC involves event management, promotions, personal selling, direct marketing, PR & CRM
- e. Understand the basics of Social Media Marketing, E-commerce and Internet marketing, Mobile marketing

### 2) Skills :

- a. Learn to apply the concept of IMC in line with the brand communication objective
- b. Ability to plan, implement and evaluate the process of marketing communications as per DAGMAR conceptual framework
- c. Determine the role of various promotional mix in the development of strategic / tactical marketing plans so as to understand how the marketing communication process influences consumer decision making.

### 3) Attitude:

- a. Understand effect of marketing communication on marketing strategy
- b. Ability to coordinate and understand functioning of various agencies (advertising and media) outside the company for proper execution of marketing communication

## Content:

Sr. No	Scope of topic to be covered	Teaching hours
1	<ul style="list-style-type: none"><li>• Communication Process – Communication models for urban and rural</li><li>• Communication, Integrated Market Communications</li></ul>	3
2	<ul style="list-style-type: none"><li>• Advertising – Organizational structure of advertising agency and its function.</li><li>• Evaluation of agency functioning</li></ul>	3
3	<ul style="list-style-type: none"><li>• Advertising objectives with specific reference to DAGMAR, Brand objectives,</li><li>• Consumer attitude and market structure</li></ul>	3
4	<ul style="list-style-type: none"><li>• Brand position and brand image strategy development.</li><li>• Persuasion and attitudinal change through appropriate copy development</li><li>• Creative decisions, Copy decision – Creation and production of the Copy</li></ul>	3

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5	<ul style="list-style-type: none"> <li>• Advertising Research</li> <li>• Advertising budget, Media planning and Media research</li> </ul>	3
6	<ul style="list-style-type: none"> <li>• Basics of Project Management Public relations &amp; Publicity campaigns</li> </ul>	3
7	<ul style="list-style-type: none"> <li>• Event management, Role of advertising manager in firms, advertising briefs, Agency coordination activities, managing advertising campaigns</li> </ul>	3
8	<ul style="list-style-type: none"> <li>• Promotions – Trade and Consumer Promotions. Strategies and tactics for effectiveness. With select case studies</li> <li>• Personal selling – Conventional selling practices and new trends – call centers, multi-level marketing, viral marketing</li> <li>• Direct marketing – the evolution from mail order selling to database marketing. The emerging trend towards CRM</li> <li>• PR and media management – profiling target audiences and crafting media exposure strategies. Building media relationships</li> <li>• Evaluating IMC Programs - using appropriate metrics, determining effectiveness levels, setting benchmarks.</li> </ul>	3
9	<ul style="list-style-type: none"> <li>• Understanding Social Media Marketing                             <ul style="list-style-type: none"> <li>○ Social Networking (Facebook, LinkedIn, Twitter, etc.)</li> <li>○ Social Media (Blogging, Video Sharing - Youtube, Photosharing – Instagram, Podcasts)</li> </ul> </li> </ul>	3
10	<ul style="list-style-type: none"> <li>• E-Commerce – Overview</li> <li>• Understanding Internet Marketing</li> <li>• Search Engine Optimisation</li> <li>• Search Engine Marketing</li> <li>• Email Marketing</li> <li>• Digital Display Marketing</li> </ul>	3
11	<ul style="list-style-type: none"> <li>• Introduction to New Age Media (Digital) Marketing</li> <li>• Internet Marketing – Overview</li> <li>• Social Media Marketing – Overview</li> <li>• Mobile Marketing – Overview</li> </ul>	3
12	<ul style="list-style-type: none"> <li>• Understanding Mobile Marketing</li> <li>• Mobile Application Ecosystem</li> <li>• SMS Marketing</li> <li>• Emerging Technologies - NFC</li> <li>• Web Analytics</li> <li>• Copy Writing – New Age Media</li> <li>• Planning Integrated Digital Marketing Campaigns</li> </ul>	3

### Reference Materials:

#### Books:

- 1) Saha, K & D'Souza, A. (2014). Advertising & Integrated Marketing Communications, 1/e, McGraw Hill.

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- 2) Belch, G & Belch, M. (2014). Advertising and Promotion: An Integrated Marketing Communications Perspective, 10/e, McGraw Hill.
- 3) Clow, K. (2014). Integrated Advertising, Promotion and Marketing Communications, 6/e, Pearson

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG314**

**Subject Title: Marketing Strategy**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Understand the opportunities and challenges in marketing strategic planning
- b. Learn the strategies and tools to deal with these challenges and opportunities namely portfolio analysis models and growth share matrix and porters generic strategies
- c. Learn different strategic models to develop marketing strategies for strategic business units
- d. Formulate, implement, and monitor strategies in a competitive environment.
- e. Formulate an effective branding strategy

**2) Skills :**

- a. Ability to conduct strategic marketing analysis of a company/industry
- b. Learn to create an effective integrated marketing mix strategy for different sectors
- c. Able to develop and execute an effective marketing plan
- d. Develop an effective brand plan

**3) Attitude:**

- a. Ability to adapt to changing business environment for better decision making
- b. To apply the theoretical models of marketing strategy through ethical marketing practices

**Content:**

Sr.No	Scope of topic to be covered	Teaching hours
1	Introduction to marketing strategy <ul style="list-style-type: none"><li>• What is Marketing Strategy</li><li>• Corporate strategies, Business level strategies &amp; its impact on Marketing strategies</li><li>• The process of formulating &amp; implementing marketing strategies</li></ul>	3
2	Segmentation targeting positioning and differentiation strategies <ul style="list-style-type: none"><li>• Different segmentation strategies,</li><li>• Prioritizing trend categories</li><li>• Choosing the correct target market</li><li>• Differentiation strategies</li><li>• Positioning strategies</li><li>• Designing perceptual map</li></ul>	3

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3	<p>Market situation strategy</p> <ul style="list-style-type: none"> <li>• Assessing market environment</li> <li>• Market Leader strategy</li> <li>• Market challenger strategy</li> <li>• Follower strategy</li> <li>• Market Nichers strategy</li> </ul>	3
4	<p>Competition analysis</p> <ul style="list-style-type: none"> <li>• Porters five forces model for competition analysis</li> <li>• Understanding competitive moves and response to competition</li> <li>• Competition bench marketing</li> <li>• Various competition strategies</li> </ul>	3
5	<p>Porter’s generic strategies for sustainable advantage</p> <ul style="list-style-type: none"> <li>• Porters generic strategy of cost leadership</li> <li>• Porters strategy of differentiation</li> <li>• Porters generic strategy of market focus</li> </ul>	3
6	<p>Portfolio analysis models</p> <ul style="list-style-type: none"> <li>• BCG Matrix</li> <li>• GE Matrix</li> <li>• Mc Kinsey matrix</li> </ul>	3
7	<p>New product strategies</p> <ul style="list-style-type: none"> <li>• Categories of new products</li> <li>• Challenges in new product development</li> <li>• Managing the development process from concept to strategy</li> <li>• Opportunities and risks in growth markets</li> <li>• Growth market strategies for market leaders</li> <li>• New market entry strategies</li> </ul>	3
9	<p>Communication strategy</p> <ul style="list-style-type: none"> <li>• Creating effective communication strategy</li> <li>• Strategies for managing mass communication</li> <li>• Media and channel decisions</li> </ul>	1.5
10	<p>Distribution strategy</p> <ul style="list-style-type: none"> <li>• Marketing channels and value network</li> <li>• Channel design decisions</li> <li>• Channel conflict and competition</li> <li>• Marketing logistics</li> </ul>	1.5
11	<p>Pricing strategy</p> <ul style="list-style-type: none"> <li>• How to set competitive price</li> <li>• Value pricing</li> <li>• Adapting pricing to meet changes in the business environment</li> <li>• Responding to competitor’s price change</li> </ul>	1.5

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12	Brand management <ul style="list-style-type: none"><li>• What is brand and how does branding work</li><li>• What is brand equity</li><li>• Developing an effective branding strategy</li></ul>	3
13	Marketing Planning <ul style="list-style-type: none"><li>• What is marketing plan</li><li>• Marketing plan in context of different stages of product life cycle</li><li>• Developing a marketing plan</li></ul>	1.5

### Reference Materials:

#### Books:

- 1) Walker, B., Hooley. G. (2010). Marketing Strategy: Concepts and Cases (5<sup>th</sup> ed.). Prentice – Tata McGraw-Hill. New Delhi
- 2) David, W., Nigel F., Alan. R & Andreasen. (2010). Marketing Strategy Text and Cases (Rev. ed. 8<sup>th</sup> ed.). Tata McGraw-Hill. New Delhi
- 3) Nag, A. (2009) Strategic Marketing (2<sup>nd</sup> ed.) Macmillan India Press. Chennai
- 4) Thompson, S. (1999). Strategic Management: Concepts and Cases, Tata McGraw Hill.
- 5) Fred, D. (1996). Strategic Management: Concepts & Cases, Prentice Hall of India.

#### Web Sites:

- [www.mitopencourseware.com](http://www.mitopencourseware.com)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG315

Subject Title: Quantitative Models in Marketing

Semester: 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge:

- a. Develop understanding of statistical models like decision making models
- b. Understand different models which are used in marketing like consumer behavior, product design, pricing and promotion.
- c. Ability to understand softwares like SPSS and marketing engineering software

### 2) Skills :

- a. Applying the concepts of models to decision making problems.
- b. Using software tools like SPSS and Marketing engineering software to solve marketing problems
- c. Solving problems by using logical thinking process.

### 3) Attitude:

- a. Problem solving attitude by applying concepts to problems
- b. Generate confidence to analyze marketing research problems using problem solving techniques.

## Content:

Sr. No.	Scope of topic to be covered	Teaching hours
1.	<ul style="list-style-type: none"><li>• The Place of Models in Marketing &amp; Decision making</li></ul>	3
2	<ul style="list-style-type: none"><li>• Decision Making Theories</li><li>• Bayesian Decision Theory</li></ul>	3
3	<ul style="list-style-type: none"><li>• Consumer Behavior Models:</li><li>• Attitude, Perception &amp; Brand Switch</li></ul>	1.5
4	<ul style="list-style-type: none"><li>• New Product Design Models</li><li>• Conjoint analysis</li></ul>	3
5	<ul style="list-style-type: none"><li>• Pricing Models</li><li>• Pricing a New Product</li><li>• Price-elasticity of Demand</li><li>• Cross-elasticity</li></ul>	3
6	<ul style="list-style-type: none"><li>• Distribution / Location Decision</li><li>• Communication Models: Objective Setting</li><li>• Promotion - mix</li><li>• Budget Allocation</li></ul>	3
7	<ul style="list-style-type: none"><li>• Media Models</li><li>• Models to Measure the Effects of Advertising</li><li>• Sales Force Models</li></ul>	1.5



### **Reference Materials:**

#### **Books:**

- 1) Lilien, G. L., Kotler, P. & Moorthy, K. S. (2003). Marketing Models, Prentice-Hall of India.
- 2) Lilien, G. L., Rangaswamy, A. & Bruyn, A. D. (2004). Principles of Marketing Engineering, Pennsylvania: Decision Pro, Inc. Pennsylvania
- 3) Scott, S. M. & Swinyard, W. R. (1988). Introduction to Marketing Models with Lotus 1-2-3 (Irwin Series in Marketing). (e book)

#### **Addendum:**

1. The course delivery would be through class room sessions supplemented with appropriate problems.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG316**

**Subject Title: Retail Management**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Learn the comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment.
- b. Gain insights into the major building blocks of retailing, such as site-selection , display analysis product assortment etc.
- c. Develop store image through communications with consumers and the dynamic relationship with the environment.

**2) Skills :**

- a. To apply the elements of marketing mix in retail marketing.
- b. Influencing retail shopping behaviour.
- c. Ability to use demographic and psychographic factors to influence buying behaviour.
- d. Ability to establish and maintain a retail image.
- e. Developing sound retail selling skills

**3) Attitude:**

- a. Develop Ability to understand consumer psyche / perception towards retail marketing.
- b. Gain Willingness to serve the community at large through ethical marketing practices.

**Content:**

<b>Sr. No</b>	<b>Scope of topic to be covered</b>	<b>Teaching Hours</b>
1	Introduction to Retailing <ul style="list-style-type: none"><li>• What is retailing</li><li>• Indian retail scenario</li><li>• Global retail framework</li></ul>	3
2	Trends in Modern Retail <ul style="list-style-type: none"><li>• Latest trends in retail market</li><li>• Unorganised and organised retail</li></ul>	3
3	Retail Merchandising <ul style="list-style-type: none"><li>• Visual merchandising</li><li>• Store displays</li><li>• Store layout</li></ul>	3
5	Managing people <ul style="list-style-type: none"><li>• Recruitment &amp; Motivation</li></ul>	3

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	<ul style="list-style-type: none"><li>• Correct deployment</li><li>• Performance appraisal</li></ul>	
6	Customer Service <ul style="list-style-type: none"><li>• Relationship marketing,</li><li>• Role of personal Selling</li></ul>	3
7	Retail Strategies <ul style="list-style-type: none"><li>• Marketing mix for retail market</li><li>• Short and long term strategies</li></ul>	3
8	Retail Marketing & Branding – <ul style="list-style-type: none"><li>• understanding consumers</li><li>• use of research</li><li>• Retail Advertising</li><li>• Store Promotions</li></ul>	3
9	Technology in Retail <ul style="list-style-type: none"><li>• Role of the internet</li><li>• Marketing mix in E- Retailing</li><li>• Limitations of E-Retailing</li></ul>	3
10	Inventory Control & Financial management <ul style="list-style-type: none"><li>• ABC accounting system</li><li>• Financial ratios</li><li>• Inventory control systems</li></ul>	3
12	Supply Chain Management <ul style="list-style-type: none"><li>• Supply chain in retail marketing</li><li>• Retail assortment</li></ul>	3

### Reference Materials:

#### Books:

- 1) Berman, B. & Evans, J. R. (2007). Retail Management: A Strategic Approach. Harlow: Pearson Education.
- 2) Levy, M. & Weitz, B. A. (2012). Retailing Management, Tata McGraw-Hill Publication.
- 3) Pradhan, S. (2006). Retailing Management: Text & Cases. Tata McGraw-Hill Publication.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG317**

**Subject Title: Rural Marketing**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Learn Rural Marketing management perspectives, challenges to Indian rural marketer, rural – urban disparities, policy interventions required for rural reforms.
- b. Understand Information system for rural marketing – concepts, significance, marketing research system, .
- c. Learn marketing mix strategy for rural markets.
- d. Learn the basics of Rural pricing and Rural distribution techniques.
- e. Learn how the effectiveness and reach of media campaigns and programmes has helped the markets

**2) Skills:**

- a. To apply the elements of marketing mix for rural marketing.
- b. Ability to develop new products for rural markets.
- c. Use consumer buying models to improve the understanding of rural consumers.
- d. Devise innovative communication skills for rural consumers.

**3) Attitude:**

- a. Ability to understand perception of rural consumer.
- b. Develop an inclination towards rural markets through ethical marketing practices.

**Content:**

Sr. No.	Scope of the topic to be covered	Teaching Hours
1	Rural markets <ul style="list-style-type: none"><li>• The reasons for the growth of the rural sector And its challenges</li><li>• Indian rural markets</li></ul>	3
2	Environment analysis <ul style="list-style-type: none"><li>• Analysis of the micro and macro- environment of the rural sector</li><li>• Tools to measure environment</li></ul>	3
3	Rural and urban market <ul style="list-style-type: none"><li>• What differentiates the rural market from the urban</li><li>• characteristics of the rural market</li><li>• 4 A's of rural Marketing</li></ul>	3
4	Customer perspective <ul style="list-style-type: none"><li>• Differences between rural consumer and the urban consumer and its development</li><li>• Customer profiling</li></ul>	1.5

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	<ul style="list-style-type: none"> <li>Ethical considerations in rural marketing</li> </ul>	
5	Buying behaviour <ul style="list-style-type: none"> <li>Consumer behaviour model</li> <li>applying to rural consumer Segmentation, Targeting and Positioning for the rural markets</li> <li>some recent developments</li> </ul>	1.5
6	<ul style="list-style-type: none"> <li>Importance of products to rural markets how important it is to have new products or new ways of 4P's implementation.</li> </ul>	1.5
7	<ul style="list-style-type: none"> <li>Pricing strategies</li> <li>promotion strategies for the rural sector in different segments'</li> </ul>	1.5
8	The Mahindra Group case study/ Hariyali Kissan Bazaar	1.5
9	Distribution decisions <ul style="list-style-type: none"> <li>Introduction: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems-</li> </ul>	3
10.	Distribution formats <ul style="list-style-type: none"> <li>Wholesaling,</li> <li>Rural Retail System,</li> <li>Vans, Rural Mobile Traders</li> <li>The last Mile Distribution, Haats/Shandies, Public Distribution System</li> </ul>	3
11.	Rural communication <ul style="list-style-type: none"> <li>Challenges in Rural Communication,</li> <li>A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives,</li> </ul>	3
12	Fake markets <ul style="list-style-type: none"> <li>The Fakes Market</li> <li>Strategy to counter fakes,</li> <li>Structure of competition in Rural India, Product warranty and After-sales service,</li> </ul>	1.5
13	Improvements in rural sector and the global BOP( Bottom of the pyramid)	3

### Reference Materials:

#### Books:

- Gopaldaswamy, T. P. (2009). Rural Marketing: Environment, Problems and Strategies, Vikas Publishing House.
- Krishnamacharyulu, C. S. G. & Ramakrishnan, L. (2011). Rural Marketing: Text and Cases, Pearson Education India.

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- 3) Prahalad, C. K. (2005). Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits, Pearson Education Inc.
- 4) Singh, S. (2001). Rural Marketing Management, Vikas Publishing House.

**Journals:**

- a) Indian Journal of rural Management

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG318**

**Subject Title: Services Marketing**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Understand the various concepts and models (Product-Service continuum Model, Gap Model, Service Triangle model, Servuction Model) of service sector from the theoretical and empirical perspectives.
- b. Gain insight into customer behavior that results into satisfied customer and the role played by various service sectors in the marketing in today's competitive scenario
- c. Develop knowledge of the key challenges involved in service marketing.

**2) Skills:**

- a. To be able to apply the elements of marketing mix in services marketing for devising effective marketing plans.
- b. Devise strategies for promoting service
- c. Design loyalty programs.

**3) Attitude:**

- a. Develop service orientation

**Content:**

Sr.No.	Scope of topic to be covered	Teaching hours
1	Introduction to service marketing <ul style="list-style-type: none"><li>• What is service marketing, service environment</li><li>• Service models, Indian service sector</li><li>• Difference between service marketing &amp; product marketing</li></ul>	3
2	Buying behavior of service consumer <ul style="list-style-type: none"><li>• 7"O" framework ,consumer buying behavior with respect to services</li><li>• Multi attribute model to study customer attitude</li></ul>	3
3	Service targeting and positioning <ul style="list-style-type: none"><li>• Target marketing in services, Service positioning</li><li>• Promoting service value proposition</li><li>• Segmentation strategies for services</li></ul>	3

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4	<p>Service product</p> <ul style="list-style-type: none"> <li>• Total product concept, Classification of service managing services life cycle</li> <li>• Service branding, new service development process</li> </ul>	3
5	<p>Pricing of services</p> <ul style="list-style-type: none"> <li>• Pricing of services, objective, strategies, pricing decisions in services</li> <li>• Demand estimation and price sensitivity, factors influencing pricing decisions</li> <li>• Ethical issues in service pricing</li> </ul>	3
6	<p>Promoting services</p> <ul style="list-style-type: none"> <li>• Role of marketing communication, communicating services challenges and opportunities</li> <li>• Setting communication objectives, marketing communication mix</li> <li>• Marketing communication through digital platform</li> </ul>	3
7	<p>Service channels and distribution</p> <ul style="list-style-type: none"> <li>• Distribution in service context, options for service delivery Place and time decisions, delivering services in cyberspace</li> <li>• The role of intermediaries, Distribution of services in local market</li> <li>• Distributing services internationally</li> </ul>	3
8	<p>Managing people</p> <ul style="list-style-type: none"> <li>• Managing internal customers</li> <li>• Managing the stress of frontline workforce</li> <li>• Human resource management</li> <li>• Developing services to serve the community at large</li> </ul>	1.5
9	<p>Service process and physical evidence</p> <ul style="list-style-type: none"> <li>• Service blueprinting</li> <li>• Service scapes, how to prepare service blueprint</li> <li>• Service delivery process in service institutions namely banks, Insurance companies, capital markets, airlines, hospitality sector etc.)</li> <li>• Managing jay customers</li> </ul>	3
10	<p>Managing relationships &amp; building loyalty</p> <ul style="list-style-type: none"> <li>• Relationship marketing, the wheel of loyalty How to create loyalty, Customer relationship management</li> <li>• Service quality model, life time value of customer, building loyalty programs</li> <li>• Targeting the right customer, building the customer loyalty</li> </ul>	3
11	<p>Service recovery</p>	1.5



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	<ul style="list-style-type: none"><li>• Customer grievances, effective system of service recovery</li><li>• Service guarantee, discouraging abusive customer</li><li>• Managing customer feedback</li></ul>	
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### Reference Materials:

#### Books:

- 1) Bhattacharjee, C. (2006). Services Marketing: concepts, planning and implementation, Excel Books.
- 2) Lovelock, C., Chatterjee, J. & Wirtz J. (2010). Services Marketing, Pearson Education.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course : PGDM

Subject Code: PG319

Subject Title: Logistics and Supply Chain Management

Semester : 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge

- To understand the unique challenges in sales & marketing in logistics and the SCM.
- To learn the forecasting, transportation strategies and tools used in logistics and SCM
- To develop an understanding of various application oriented activities connected with sales and marketing in the domain of Logistics and supply chain management.

### 2) Skills

- Ability to apply the elements of marketing and sales in new product development and activities associated with Logistics and supply chain management.
- Master the elements of corporate strategy in the area of Logistics and supply chain management.
- Ability to handle the challenges faced by sales and marketing in the domain of Logistics and supply chain management

### 3) Attitude

- Develop an inclination towards problems solving approach in the domain of logistics and supply chain with special reference to marketing and sales
- Develop an relationship network in the field of supply chain from the marketing perspective

## Content:

Sr.No.	Scope of topics to be covered	Teaching hours
1	Basics or Logistics	2
2	Forecasting	3
3.	Transportation	3
4	Warehousing	2
5	DRP/ MRP	3
6	Application of IT in LSCM	3
7	Inventory Planning / Inventory Control	3

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8	Logistics Organization Logistics Measurement	3
9	Logistic Costing (Activity Based Costing)	3
10	Basics of Supply Chain Management	2
11	Integrated Supply Chain Management Barriers to Integration Outsourcing	3

### Reference Materials:

#### Books:

- 1) Sahay B.S., 2011, Supply Chain Management: For Global Competitiveness, 2<sup>nd</sup> Edition, Macmillan, India Ltd.
- 2) Chopra Sunil & Meindl, Peter, 2013, Supply Chain Management: Strategy, Planning & Operation, 5th Edition, Pearson Education New Delhi.
- 3) L.C. Jhamb, 2008, Materials and Logistics Management, 10<sup>th</sup> Edition, Everest Publishing House, Pune.
- 4) Bowersox, Donald J, 2014, Supply Chain Logistics Management, 2<sup>nd</sup> Edition, McGraw Hills.
- 5) Copacino, William C, 1997, Supply Chain Management: The Basics & Beyond, ST. Lucie Press.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG3110**

**Subject Title: Consumer and Industrial Buying Behaviour**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Understand application of consumer behavior in the planning, development, and implementation of marketing strategies.
- b. Understand the impact of new media on consumer behavior and focus on the marketer's ability to learn more about customers' purchase pattern in order to implement a strategy with greater precision.
- c. Develop the understanding of the key concepts of Customer and organizational buying behavior.

**2) Skills:**

- a. Ability to apply marketing strategy to influence buying behavior.
- b. Demonstrate the mapping between changing buying behavior, market research.
- c. Analyze and develop customer decision model and ability to motivate consumer for buying products.
- d. Ability to influence market on consumer purchasing pattern and to adapt the different factors influencing buying pattern.

**3) Attitude:**

- a. Ability to understand service consumer perception.
- b. Develop ethical marketing practices.

**Content:**

Sr. No.	Scope of topic to be covered	Teaching Hours
1	Introduction: <ul style="list-style-type: none"><li>• Consumer Behaviour: Meeting Changes and Challenges</li><li>• Market Segmentation and Strategic Targeting</li></ul>	4
2	The Consumer as an Individual <ul style="list-style-type: none"><li>• Consumer Motivation</li><li>• Personality and Consumer Behaviour</li><li>• Consumer Perception</li><li>• Consumer Learning</li><li>• Consumer Attitude Formation and Change</li><li>• Communication and Consumer Behaviour</li></ul>	8
3	Consumers in their Social and Cultural Settings <ul style="list-style-type: none"><li>• The Family and Social Class</li><li>• Influence of Culture on Consumer Behaviour</li><li>• Cross-Cultural Consumer Behaviour: An International Perspective</li></ul>	6

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4	The Consumer's Decision-Making Process and Ethical Dimensions <ul style="list-style-type: none"><li>• Consumer Decision Making and Beyond</li><li>• Marketing Ethics and Social Responsibility</li></ul>	6
5	Organizational Buying <ul style="list-style-type: none"><li>• What is organisational buying</li><li>• Organizational buying process</li><li>• Procurement process</li></ul>	4
6	Stages in the buying process <ul style="list-style-type: none"><li>• Stages in organizational buying</li><li>• Method of assessing customer value</li><li>• Business relationship</li></ul>	2

### Reference Materials:

#### Books:

- 1) Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Consumer Behavior, Pearson Publication
- 2) Suja Nair, Consumer Behavior, Himalaya Publishing House
- 3) Srabanti Mukharjee. Consumer Behavior, Cengage Learning,

#### Web Sites:

- [www. Ebsco.in](http://www.Ebsco.in)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

Course: PGDM

Subject Code: PG3111

Subject Title: Sales and Distribution Management

Semester: 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge:

- a. Develop Understanding of unique challenges involved in sales management for sales planning, sales budgets ,territory management
- b. Develop strategies and tools to deal with these challenges of distribution management.
- c. Gain the understanding of the key concepts of customer experience, service quality, customer satisfaction and customer loyalty.

### 2) Skills :

- a. Develop Selling skills for products and services
- b. Learn to develop loyal customer database.

### 3) Attitude:

- a. Developing a positive attitude towards sales
- b. Develop a customer centric perspective to solve issues

## Content:

Sr.No	Scope of topic to be covered	Teaching hours
1	Introduction to Sales Management, Sales Function and Policy	3
2	Sales Planning, Sales Budgets	3
3	Organizing and Directing Sales effort-Time and Territory Management, Compensating Sales Personnel, Motivating, Leading and Evaluating Sales Force Performance	3
4	Distribution Management-Marketing Logistics	3
5	Marketing Channels	3
6	Designing Channel System	3
7	Channel Integration and Management	3
8	Evaluating channel performances and Managing Channel	3
9	Wholesaling, Retailing	3

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10	Ethical and Social issues in Sales Distribution	3
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### Reference Material:

#### Books:

- 1) Havaladar, K. K. & Cavale, V. M. (2007). Sales and Distribution Management: Text & Cases, Tata McGraw-Hill.
- 2) Gupta, S.L. (2005). Sales and Distribution Management: Text and Cases – An Indian Perspective, Excel Books.
- 3) Still, R. R., Cundiff, E. W. & Govoni, N. A. P. (1998). Sales Management: Decision, Strategies and Cases, Dorling Kindersley.

#### Website:

- [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG 3112**

**Subject Title: Banking, Insurance and Wealth Management (Finance Minor)**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Develop an understanding of Banking and Insurance sector in India
- b. Learn the marketing strategies to market financial products
- c. Understand what is wealth management and how financial planning is done
- d. Understand different types of Insurance and strategies to market insurance products
- e. Insight into Customer Relationship Management

**2) Skills**

- a. Designing marketing strategies to market financial products
- b. Building investment portfolios to match different customer requirement
- c. Developing the skills required for marketing of insurance products
- d. Designing effective process of insurance from policy to claim

**3) Attitude**

- a. Insight into customer needs for better financial planning
- b. Applying the theoretical models to practice through ethical practices

**Content:**

Sr.No:	Scope of topic to be covered	Teaching hours
1	Banking in India <ul style="list-style-type: none"> <li>• Structure of banking industry in India</li> <li>• growth and development of banking in India</li> <li>• Private and Public participation in Indian banking scenario</li> <li>• What is Bank Marketing</li> <li>• What are the various functions in Banks</li> <li>• Segmenting the banking market</li> <li>• Target market selection</li> <li>• Positioning strategies of Banks</li> </ul>	2
2	Product & Promotion strategy in Banks <ul style="list-style-type: none"> <li>• Product and services mix in Banks</li> <li>• The objective of Marketing plan in Branch Network</li> <li>• Strategies to market financial product and services</li> <li>• Returns , benefits and risks of promoting financial products &amp; services</li> </ul>	2



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	<ul style="list-style-type: none"> <li>• Role of advertising in financial service market place</li> <li>• Role of financial advisors in terms of the choice of the product by the consumer</li> <li>• Integrated communication mix</li> <li>• Managing the selling process in Banks</li> </ul>	
3	<p>Distribution and Pricing strategy</p> <ul style="list-style-type: none"> <li>• Distribution of financial products in India</li> <li>• Multiple delivery channels/ATM, EFT, CMS, POS and Banc assurance.</li> <li>• What is a branch network</li> <li>• Business development through various channels</li> <li>• Intermediaries in banking industry</li> <li>• How is price regulated in Financial Market</li> <li>• Introduction of Regulatory authorities</li> <li>• Non price competition in Financial market</li> </ul>	2
4	<p>Customer Service &amp; Relationship Marketing in Banks</p> <ul style="list-style-type: none"> <li>• What is relationship marketing in banks</li> <li>• What is scope of customer service in terms of marketing of banking services and products</li> <li>• Benefits of relationship marketing</li> <li>• The process of relationship development and strategies involved</li> <li>• Ladder of customer loyalty, Service quality model</li> <li>• Linkage between quality, customer service and marketing</li> </ul>	2
5	<p>Introduction to Wealth Management</p> <ul style="list-style-type: none"> <li>• Understanding the concept of wealth management</li> <li>• Explains the process of wealth management</li> <li>• Describes the various phases in Wealth Management</li> <li>• Explains the role of financial advisor in wealth management</li> </ul>	2
6	<p>Understanding Client Goals and Constraints</p> <ul style="list-style-type: none"> <li>• Explains the need and importance of client profiling</li> <li>• Explains the process of setting goals and discuss different types of client goals such as intermediate goals and lifetime goals</li> <li>• Describes different risk tolerance models</li> </ul>	2
8	<p>Types of Portfolio and Policies</p> <ul style="list-style-type: none"> <li>• Explains the objectives of Investment</li> </ul>	2

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	<ul style="list-style-type: none"> <li>• Explains the concept of Investment Time Horizon established at the time of goal-setting process and the necessity of determining time frame for each its goals</li> <li>• Explain the concept of expected risks and return</li> <li>• Explain the concept and process of financial and</li> </ul>	
9	<p>Insurance sector in India</p> <ul style="list-style-type: none"> <li>• Introduction to what is insurance</li> <li>• Origin development and scope of insurance</li> <li>• Principals of insurance</li> <li>• Concept and classification of risk</li> <li>• Elements of insurable risk</li> <li>• Functions of insurance</li> <li>• Kinds of insurance</li> <li>• Role of IRDA in India</li> <li>• Various private players and public sector players in Insurance market in India</li> </ul>	2
10	<p>Process of Insurance</p> <ul style="list-style-type: none"> <li>• Life insurance and its procedure ( from proposal to policy)</li> <li>• General Insurance and its procedure ( From proposal to policy)</li> </ul>	2
11	<p>Risk &amp; Underwriting of risk</p> <ul style="list-style-type: none"> <li>• Meaning and definition of risk</li> <li>• Classification of hazards in insurance</li> <li>• Characteristics of speculative risks</li> <li>• Methods of handling risk</li> <li>• Underwriting of risk</li> <li>• Need &amp; importance of underwriting</li> <li>• Who acts as an underwriter</li> <li>• Underwriting process</li> </ul>	2
12	<p>General insurance</p> <ul style="list-style-type: none"> <li>• What is general insurance</li> <li>• Types of general insurance</li> <li>• Fire insurance</li> <li>• Marine insurance</li> <li>• Employee state insurance</li> <li>• Automobile insurance</li> <li>• Health insurance</li> <li>• Other miscellaneous insurance</li> </ul>	2

## SIES College of Management Studies – Syllabus (2016-18)

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13	Role of insurance advisor <ul style="list-style-type: none"><li>• Who is insurance agent or advisor</li><li>• Roles of insurance advisor</li><li>• Position of insurance agents / advisors in India</li><li>• Kinds of insurance agents</li><li>• Working system of insurance agent</li></ul>	2
14	Selling of insurance products <ul style="list-style-type: none"><li>• Training / Certifications of insurance advisors</li><li>• Cross selling of insurance process</li><li>• Renewing of insurance policies</li><li>• Commission of insurance advisors</li></ul>	2
15	Future of Insurance sector in India <ul style="list-style-type: none"><li>• Creating an effective distribution model</li><li>• Redesigning the business model</li><li>• Development of alternative channels</li><li>• Entry of foreign players in the market</li></ul>	2

### Reference Material:

#### Books:

- 1) Khan, M.Y. & Jain, P.K. (2012). Financial Services, Tata McGraw Hill.
- 2) Aghashe, A. (2010). Financial Services, Markets and Regulations, Himalaya Publishing House.
- 3) Jha, S.M., (2003) “Bank Marketing”, Himalaya Publication House
- 4) Mathew, M. J. (2005) Insurance principals and practices, RBSA Publication House

#### Journals:

- a) Indian Journal of Finance
- b) ELK Asia Pacific Journal of Finance & Risk Management
- c) Journal of Financial Management & Analysis

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

Course: PGDM

Subject Code: PG 3113

Subject Title: IT Applications and Business Analytics (IT Minor)

Semester: 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge:

- a. Understand the dynamics and importance of Business Analytics.
- b. Understand what is data warehousing, data visualization and business process re-engineering
- c. Learn what is balanced scorecard, dashboards and performance indicators and linking them to business analytics

### 2) Skills :

- a. Learn the usage of tools in Data Warehousing and Business Intelligence
- b. Develop skills towards requirement gathering and the business analytics quiz
- c. Develop skills towards visualizing an IT Solution

### 3) Attitude:

- a. Willingness to serve the organization and community at large
- b. Applying the theoretical models to practice through ethical practices

## Content:

Sr. No:	Scope of topic to be covered	Teaching hours
1	<ul style="list-style-type: none"><li>• Introduction to Business Analytics.</li><li>• Quiz to determine Quantitative and Statistical Aptitude</li><li>• Case Study: Competing on Business Analytics</li></ul>	4.5
2	<ul style="list-style-type: none"><li>• Data Warehousing Case Study</li></ul>	3
3	<ul style="list-style-type: none"><li>• Requirement Gathering and the Role of a BA Quiz</li></ul>	3
4	<ul style="list-style-type: none"><li>• Business Analytics and Data Visualization</li><li>• Balanced Scorecard, Dashboards, Performance Indicators</li></ul>	4.5
5	<ul style="list-style-type: none"><li>• Text and Web Mining</li></ul>	3
6	<ul style="list-style-type: none"><li>• Introduction to BPR, driving a BPR</li></ul>	3
7	<ul style="list-style-type: none"><li>• Usage of Tools in Data Warehousing and Business Intelligence</li></ul>	3
8	<ul style="list-style-type: none"><li>• Visualizing an IT Solution</li></ul>	3

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9	• Cases Study Discussion	3
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### Reference Materials:

#### Books:

- 1) Thomas H. Davenport, Jeanne G. Harris and Robert Morison (2010) Analytics at Work, Smarter Decisions - Better Results, HBR Publication
- 2) E. Turban, R. Sharda, J. Aronson, and D. King. (2010) 2<sup>nd</sup> ed.. Business Intelligence: A Managerial Approach, Prentice Hall

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

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Course: PGDM

Subject Code: PG321

Subject Title: Advanced Financial Management

Semester: 3

## Learning Objectives:

At the end of the curriculum the students should be in position to develop the following attributes:

### 1) Knowledge

- a. Understand basic concepts of finance like time value of money.
- b. Understand valuation of securities and related concepts and calculation.
- c. Understand financing and investment decisions through techniques like cost of capital, capital budgeting, etc.
- d. Analysis of risk and returns mechanism and investment strategies.
- e. Overview of modern financing methods.
- f. Understand global perspective of financing methods and related issues.

### 2) Skills

- a. To learn and apply calculations and interpretations of various financial parameters, techniques and tools like time value of money, security valuations, cost of capital, capex appraisal, etc. for business decision making.
- b. To learn and apply calculations and interpretations of various techniques of risk, returns, investment modifications, etc. for successful and profitable business management.

### 3) Attitude

- a. Develop analytical and numerical approach while addressing business issues.

## Contents:

Sr. No	Scope of topic to be covered	Teaching hours
1	Review of Basics <ul style="list-style-type: none"><li>• A review- Time value of Money</li><li>• Return, profit/ wealth maximisation,</li><li>• Time preference, single cash flow,</li><li>• Differential cash flow and present value,</li><li>• Measuring issues in income statements and balance sheet</li></ul>	1
2	Valuation of Bonds / Shares <ul style="list-style-type: none"><li>• Valuation of Bonds / Shares-</li><li>• Concepts of value, features of bond</li><li>• Debt papers, bond values and yields,</li><li>• Term structure of interest,</li><li>• Valuation of preference shares, ordinary shares,</li><li>• Linkages of share price,</li><li>• Earnings, dividends ,</li><li>• Myths about EPS and P/E ratio</li></ul>	2
3	Capital Budgeting decisions <ul style="list-style-type: none"><li>• Capital Budgeting –investment decisions,</li></ul>	3

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	<ul style="list-style-type: none"> <li>• Investment evaluation, ,</li> <li>• NPV, IRR, MIRR, discounted pay back, profitability index</li> </ul>	
4	Cost of capital & decision making <ul style="list-style-type: none"> <li>• Cost of capital,</li> <li>• Cost of debt,</li> <li>• Weighted cost,</li> <li>• Flootation costs,</li> <li>• Divisional and project cost of capital</li> <li>• Cost of capital and investment analysis</li> </ul>	3
5	Cash flows in decision making <ul style="list-style-type: none"> <li>• Cash flows for investment analysis,</li> <li>• Cash flows Vs profit,</li> <li>• Incremental cash flows,</li> <li>• Components of cash flow,</li> <li>• Investment decisions under inflation, financing effect in investment evaluation</li> </ul>	3
6	Investment decisions <ul style="list-style-type: none"> <li>• Complex investment decisions ,</li> <li>• Projects with different lives,</li> <li>• Investment timing, duration, replacement of existing assets,</li> <li>• Capital rationing</li> </ul>	3
7	Risk analysis in projects <ul style="list-style-type: none"> <li>• Sensitivity analysis</li> <li>• Risk analysis in capital budgeting , Scenario analysis,</li> <li>• Simulation analysis,</li> <li>• Decision trees for sequential investment decisions ,</li> <li>• Utility theory</li> </ul>	3
8	Investment strategies <ul style="list-style-type: none"> <li>• Real options and investment strategy and process,</li> <li>• Capital investment planning and control, strategic real options</li> </ul>	3
9	Capital structure <ul style="list-style-type: none"> <li>• Financial and operating leverage</li> <li>• Shareholders return ,</li> <li>• Leverages and risk</li> </ul>	3
10	Valuation <ul style="list-style-type: none"> <li>• Valuation and financing,</li> <li>• Beta,</li> <li>• Cost of capital, capital structure,</li> <li>• Free cash flow, APV , WACC,</li> <li>• Miles-Ezzel's formula</li> </ul>	2
11	Issues in Dividend <ul style="list-style-type: none"> <li>• Dividend theory, relevance,</li> </ul>	2

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	<ul style="list-style-type: none"><li>• Walter’s model,</li><li>• Gordon’s model,</li><li>• MM hypothesis</li></ul>	
12	Long term financing <ul style="list-style-type: none"><li>• Long term finance,</li><li>• convertibles,</li><li>• warrants,</li><li>• SPN</li></ul>	1
13	Specialised financing methods <ul style="list-style-type: none"><li>• Venture capital financing ,</li><li>• Business plan ,</li><li>• Methods,</li><li>• disinvestment mechanism,</li><li>• Shenzhen Development Bank</li></ul>	1
14	International financing <ul style="list-style-type: none"><li>• International financial management, markets,</li><li>• Exchange risk hedging, financing international operations</li></ul>	1

### Reference Materials:

#### Books:

- 1) Tulsian P. C. (2009), Financial Management, S.Chand, New Delhi.
- 2) Khan M.Y and Jain P.K. (2012), Financial Management, Tata McGraw Hill, New Delhi.
- 3) Reddy Sudarsana (2013), Financial Management, Himalaya Publishing House, Mumbai.

#### Journals:

- a) Indian Journal of Finance
- b) Dalal Street Investment Journal
- c) ELK Asia Pacific Journal of Finance & Risk Management
- d) Journal of Financial Management & Analysis

#### Websites:

- [www.bloomberg.com](http://www.bloomberg.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.nseindia.com](http://www.nseindia.com)
- [www.bseindia.com](http://www.bseindia.com)
- [www.sebi.gov.in](http://www.sebi.gov.in)
- [www.rbi.org.in](http://www.rbi.org.in)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.



**Course: PGDM**

**Subject Code: PG322**

**Subject Title: Derivatives**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

- a. Understand basics of Derivative Markets
- b. Understand the methods of pricing & valuation of Futures and Forwards used in risk management
- c. Understand the basics of currencies/commodity/ interest rate Futures
- d. Understand the operation , mechanics and properties of options and basic strategies
- e. Understand various methods of option’s valuation
- f. Understand various options volatility
- g. Understand various options trading strategies

**2) Skills**

- a. Develop analytics for identifying suitable Derivative for a given risk profile
- b. Develop strategies for pricing futures and forwards
- c. Develop trading efficiency for trading of currencies/commodity/ interest rate futures
- d. Develop methods for valuation of options
- e. Develop comparative ability for risk identification, risk measurement, and risk mitigation with respect to derivatives trading

**3) Attitude**

- a. Develop risk taking ability & managing risk appetite
- b. Develop Strong faith in ethics
- c. Balanced approach in risk analysis and risk management

**Contents:**

Sr. No.	Scope of topics to be covered	Teaching hours
1	Introduction to Derivatives <ul style="list-style-type: none"> <li>• Application of Derivatives – for Risk Management &amp; Speculation (Leveraging)</li> <li>• Basic Terms &amp; properties of Options / Futures / Forwards</li> </ul>	3
2	Futures & Forwards <ul style="list-style-type: none"> <li>• Pricing &amp; Valuation of Futures/Forwards</li> <li>• Risk Management using Futures</li> <li>• Basis Risk</li> <li>• Introduction to Currencies /Commodity/Interest rate futures</li> </ul>	3
3	Mechanics & Properties of Options <ul style="list-style-type: none"> <li>• Boundry Conditions for options</li> <li>• Put-call parity and its interpretation</li> <li>• Options sensitivity to the                             <ul style="list-style-type: none"> <li>• Underlying</li> </ul> </li> </ul>	3

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	<ul style="list-style-type: none"> <li>• Volatility</li> <li>• Strike price</li> <li>• Interest rate</li> <li>• Time to expiration</li> </ul>	
4	Basic Option strategies <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Objectives</li> <li>• Applications</li> </ul>	3
5	Trading <ul style="list-style-type: none"> <li>• Directional Strategies (A Call/Put/Bull Call/Spread etc.</li> <li>• Volatility based strategies (Straddle/Strangle /Calendar Spread)</li> <li>• Economic Rationale behind spreading</li> </ul>	4
6	Risk Management <ul style="list-style-type: none"> <li>• Protective Put</li> <li>• Covered Call</li> </ul>	4
7	Introduction to Option Valuation <ul style="list-style-type: none"> <li>• Binomial Model for Valuation</li> <li>• Risk Neutral probabilities and their interpretation</li> <li>• Binomial Model's application for American options where the underlying pays the dividend</li> <li>• Black &amp; Scholes Model</li> <li>• Understanding Weiner &amp; Markov processes</li> <li>• Log – Normal distribution</li> <li>• ITO – LEMMA &amp; its application in Stochastic processes</li> <li>• Using ITO – LEMMA – to derive Black &amp; Scholes Model for stock /currency options</li> <li>• Interpreting the B &amp; S formula</li> <li>• Seeing Options sensitivity to different variable using Excel</li> </ul>	4
8	Understanding Options Greeks <ul style="list-style-type: none"> <li>• Delta/Theta/Vega &amp; Gamma risks of options</li> <li>• Understanding option Greeks for various trading strategies (volatility &amp; Directional Spreads)</li> <li>• Delta /Dynamic Hedging and relating the cost of Delta hedging with the option price</li> <li>• Determined by Black &amp; Scholes – Model.</li> <li>• Elasticity (Beta) of an option in the CAPM framework. This would “clarify” the “risk return”</li> <li>• profile (which is often misunderstood for various options trading strategies)</li> </ul>	3
9	Options Volatility <ul style="list-style-type: none"> <li>• Historical &amp; Implied Volatility</li> <li>• Volatility Smile</li> </ul>	3

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	<ul style="list-style-type: none"><li>• Term Structure of Volatility</li><li>• Some advance Models of volatility estimation</li><li>• Value At Risk</li><li>• Historical Simulation</li><li>• Model Building Approach</li><li>• Stress Testing &amp; Back Testing</li></ul>	
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### Reference Material:

#### Books:

- 1) Parasuraman (2011), Fundamentals of Financial Derivatives, Wiley India, new Delhi
- 2) Agarwal O.P (2012), Financial Derivatives and Risk Management, Himalaya Publishing House, Mumbai.
- 3) Mishra Bishnupriya (2007), Financial Derivatives, Excel Books, New Delhi

#### Journals:

- a) Indian Journal of Finance
- b) ELK Asia Pacific Journal of Finance & Risk Management
- c) Journal of Financial Management & Analysis

#### Websites:

- [www.bloomberg.com](http://www.bloomberg.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.nseindia.com/ncfm](http://www.nseindia.com/ncfm)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG323**

**Subject Title: International Finance**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

- a. Understanding the basic concepts, elements of International Finance and special features of international transactions
- b. Understanding the concept of cross rate mechanism.
- c. Understand the method of calculation of forward rates. .
- d. Understanding basic function of dealing room
- e. Understand the functioning of international equity market and Euro currency (off shore) market
- f. Understand the basics of Indian Foreign exchange market and foreign currency derivatives.

**2) Skills**

- a. Develop analytical skills for calculating forward rates
- b. Develop comparative ability for dealing in various products in international Equity market and Euro currency market

**3) Attitude**

- a. Develop global vision and understanding of Forex Operations
- b. Develop positive approach towards global trade and finance

**Contents:**

Sr. No.	Scope of the topics to be covered	Teaching hours
1	Introduction to International Finance <ul style="list-style-type: none"><li>• Elements of a foreign exchange transaction,</li><li>• Basic concepts, BOP components and BOP as determinant of demand - supply of foreign currencies, factors influencing exchange rates.</li><li>• Classification of exchange rates as Direct, Indirect and Cross-currency.</li><li>• Concept of %age spread.</li></ul>	3
2	Vehicle currency and cross rate concepts <ul style="list-style-type: none"><li>• calculation of cross rates,</li><li>• Inverse rule and its application.</li></ul>	3
3	Strategies <ul style="list-style-type: none"><li>• Arbitrage,</li><li>• Speculation and Trading</li><li>• Geographical and triangular arbitrage.3</li></ul>	3

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4	Exchange Rate Regimes <ul style="list-style-type: none"> <li>• Exchange Rate Regimes - Gold Standard</li> <li>• Exchange Rate Regimes - Bretton Woods System<sup>3</sup></li> </ul>	3
5	Exchange Rate Regimes <ul style="list-style-type: none"> <li>• Flexible Exchange Rate System</li> <li>• Classification of Interbank Contracts - Cash, Tom, Spot and Forward<sup>3</sup></li> </ul>	3
6	Calculation of Forward Rates <ul style="list-style-type: none"> <li>• Using formulas,</li> <li>• Tables,</li> <li>• Schedules</li> <li>• Calculation of Swap Points<sup>3</sup></li> </ul>	3
7	Broken Maturity forwards, <ul style="list-style-type: none"> <li>• Annualized Forward Margins</li> <li>• Purchasing Power Parity and Interest Parity theories<sup>3</sup></li> </ul>	3
8	Dealing Room Operations <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Application<sup>2</sup></li> </ul>	2
9	Indian foreign exchange Market <ul style="list-style-type: none"> <li>• FEMA,</li> <li>• participants,</li> <li>• Fedai,</li> <li>• Wholesale and Retail components.<sup>2</sup></li> </ul>	2
10	Euro - Currency (Offshore) Markets <ul style="list-style-type: none"> <li>• Origin,</li> <li>• Need,</li> <li>• Characteristics,</li> <li>• LIBOR and Syndicated Loans<sup>2</sup></li> </ul>	2
11	International Equity Markets – <ul style="list-style-type: none"> <li>• Depository Receipts,</li> <li>• GDR's,</li> <li>• ADR's,</li> <li>• IDR's</li> <li>• Foreign direct Investments versus Foreign Portfolio Investments,</li> <li>• Hot Money<sup>2</sup></li> </ul>	2
12	Foreign Currency derivatives – <ul style="list-style-type: none"> <li>• OTC vs ETD derivatives –</li> <li>• Forwards and Swaps<sup>2</sup></li> </ul>	2

### Reference Materials:

#### Books:

- 1) Desai (2012), International Finance – A Case book, Wiley India, New Delhi.
- 2) Ramachandra (2013), International Finance, Himalaya Publishing House, Mumbai.

3) Sharan (2011), International Financial Management, PHI Learning, New Delhi.

**Journals:**

- a) Indian Journal of Finance
- b) Dalal Street Investment Journal
- c) ELK Asia Pacific Journal of Finance & Risk Management
- d) Journal of Financial Management & Analysis

**Websites:**

- [www.bloomberg.com](http://www.bloomberg.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.nseindia.com](http://www.nseindia.com)
- [www.bseindia.com](http://www.bseindia.com)
- [www.sebi.gov.in](http://www.sebi.gov.in)
- [www.rbi.org.in](http://www.rbi.org.in)

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG325**

**Subject Title: Portfolio Management and Security Analysis**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

- a. Understand the basics of investment decisions.
- b. Understand the components of financial markets
- c. Understand the distinct features of fixed income securities
- d. Understand the concept of Efficient Market Hypotheses
- e. Understand the concept of Technical analysis and Fundamental Analysis
- f. Understand the concept of Modern Portfolio Theory
- g. Understand the evaluation of investment companies

**2) Skills**

- a. Develop comparative skills of calculating returns on fixed income securities
- b. Develop the skill of pricing of securities and portfolio using CAPM
- c. Develop evaluative skills for investment of companies using various ratios

**3) Attitude**

- a. Fairness in investment management and wealth creation

**Content:**

<b>Sr. No.</b>	<b>Scope of the topic to be covered</b>	<b>Teaching hours</b>
1	Objectives of Investment Decision <ul style="list-style-type: none"><li>• Introduction</li><li>• Types of investors</li><li>• Constraints</li><li>• Goals of Investors</li></ul>	4
2	Financial markets <ul style="list-style-type: none"><li>• Introduction</li><li>• Capital Market</li><li>• Money Market</li><li>• Bond Market</li><li>• Forex Market</li></ul>	4
3	Fixed Income Securities <ul style="list-style-type: none"><li>• Introduction</li><li>• Time Value of Money</li><li>• Simple and Compound Interest rates</li><li>• Real and Nominal Interest rates</li><li>• Bond pricing fundamentals</li><li>• Bond Yield</li><li>• Macaulay Duration and Modified Duration</li></ul>	4

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4	Capital Market Efficiency Introduction Market Efficiency Departures from the EMH	4
5	Fundamental Analysis <ul style="list-style-type: none"><li>• Introduction</li><li>• Techniques</li><li>• Interpretations</li></ul>	4
6	Technical Analysis <ul style="list-style-type: none"><li>• Introduction</li><li>• Techniques</li><li>• Interpretations</li></ul>	4
7	Modern Portfolio theory <ul style="list-style-type: none"><li>• Introduction</li><li>• Diversification</li><li>• Portfolio risk</li><li>• Equilibrium models</li><li>• CAPM</li><li>• Multifactor models</li><li>• Arbitrage pricing theory</li></ul>	4
8	Investment Management <ul style="list-style-type: none"><li>• Introduction</li><li>• Investment Companies</li><li>• Cost of Management</li><li>• Net Asset Value – Basics and Computation</li><li>• Classification of Funds</li><li>• Performance assessment of managed funds</li></ul>	4

**Reference Material:**

**Books:**

- 1) Singh Rohini (2009), Security Analysis and Portfolio Management, Excell Books, New Delhi
- 2) Elton (2011), Modern Portfolio Theory and Investment Analysis, Wiley India, new Delhi.
- 3) Agarwal O.P (2014), Security Analysis and Portfolio Management, Himalaya Publishing House, Mumbai.

**Journals:**

- a) Indian Journal of Finance
- b) ELK Asia Pacific Journal of Finance & Risk Management
- c) Journal of Financial Management & Analysis

**Websites:**

- [www.bloomberg.com](http://www.bloomberg.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.nseindia.com/ncfm](http://www.nseindia.com/ncfm)

**Addendum:**



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1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG326

Subject Title: Quantitative Models in Finance

Semester: 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge

- a. Understand the concept of learning curve effect
- b. Understand CVP analysis under various situations
- c. Understand the methods of service cost ascertainment and its allocation

### 2) Skills

- a. Developing the numerical and analytical skills for applications in finance

## Content:

Sr.No	Scope of topics to be covered	Teaching hours
1	Learning Curve <ul style="list-style-type: none"><li>• Concept of learning curve effect.</li><li>• Applications of learning curve for profit planning, cost prediction make or buy decisions.</li></ul>	3
2	CVP Analysis <ul style="list-style-type: none"><li>• Concept, assumptions and basic model under certainty.</li><li>• CVP analysis for multiple products.</li></ul>	3
3	CVP Analysis <ul style="list-style-type: none"><li>• Model of CVP analysis under uncertainty.</li><li>• Use of simulation for CVP analysis.</li></ul>	3
4	Service Department Cost allocation <ul style="list-style-type: none"><li>• Purposes of allocation and different methods of allocation.</li><li>• Use of Direct Method for allocation.</li><li>• Use of Step method for allocation.</li><li>• Use of Matrix method for allocation.</li></ul>	6

## Reference Materials:

### Books:

- 1) Sharma S.C., Shenoy G.V., Srivastava U.K (2011), 'Quantitative Techniques for Managerial Decisions', New Age International Publishers.

### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG327

Subject Title: Sales and Marketing of Financial Services

Semester: 3

## Learning Objectives:

At the end of the curriculum the students should be in position to develop the following attributes:

### 1) Knowledge

- a. Understand the concept and environment for marketing of financial services
- b. Understand the concept of buying behavior in India
- c. Understand various strategies for segmenting and positioning
- d. Understand the concept of product strategy, pricing strategy, distribution strategy and people strategy
- e. Understand various methods of promoting financial services
- f. Understand the intricacies of customer service and relationship marketing

### 2) Skills

- a. Develop the skill of formulating strategies for segmenting and positioning
- b. Develop the skill of developing product strategy, pricing strategy, distribution strategy and people strategy
- c. Develop the skill of promoting financial products

### 3) Attitude

- a. Customer centric approach

## Content:

Sr. No.	Scope of topic to be covered	Teaching hours
1	Introduction <ul style="list-style-type: none"><li>• Marketing of Financial Services- a conceptual framework.</li><li>• Types of Financial Markets in India- an overview.</li><li>• Scope and potential of finance market in India</li><li>• Features of financial market in India</li><li>• Effect of Indian and global economic environment on Indian financial market</li><li>• Forecasting the marketing environment of financial products</li></ul>	3
2	Understanding the Buying Behavior <ul style="list-style-type: none"><li>• Consumer finance market in India</li><li>• Mindset of an Indian buyer in financial market</li><li>• Trends in saving in Indian economy</li></ul>	3
3	Segmentation, Targeting and positioning <ul style="list-style-type: none"><li>• Segmenting the banking market</li><li>• Target market selection</li><li>• Positioning strategies</li></ul>	3

## SIES College of Management Studies – Syllabus (2016-18)

4	<p>Marketing of Financial services (Product strategy)</p> <ul style="list-style-type: none"> <li>• What is Bank Marketing , What is an NBFC</li> <li>• What are the products and services in financial market ,Concept of Product mix</li> <li>• The objective of Marketing plan in financial market</li> <li>• Product Strategies to market financial product and services</li> <li>• New product development process</li> </ul>	3
5	<p>Pricing Strategy:</p> <ul style="list-style-type: none"> <li>• Pricing and bank’s profitability</li> <li>• How is price regulated in Financial Market</li> <li>• Pricing decisions in banks and reaction to pricing</li> <li>• Introduction of Regulatory authorities</li> <li>• Non price competition in Financial market</li> </ul>	
6	<p>Promoting financial products:</p> <ul style="list-style-type: none"> <li>• Difference between selling and marketing of financial services.</li> <li>• Returns , benefits and risks of promoting financial products &amp; services</li> <li>• Role of advertising in financial service market place</li> <li>• Role of financial advisors in terms of the choice of the product by the consumer</li> <li>• Integrated communication mix</li> <li>• Managing the selling process</li> </ul>	3
7	<p>Distribution strategy:</p> <ul style="list-style-type: none"> <li>• Distribution of financial products in India</li> <li>• Multiple delivery channels/ATM, EFT, CMS, POS and Banc assurance.</li> <li>• What is a branch network</li> <li>• Business development through various channels</li> <li>• Intermediaries in banking industry</li> </ul>	3
8	<p>People strategy :</p> <ul style="list-style-type: none"> <li>• Managing employees in terms of product knowledge &amp; training , client handling and lead generation</li> <li>• Managing the stress of frontline sales workforce</li> <li>• Designing a training programme</li> <li>• Human resource management</li> </ul>	3
9	<p>Process and physical evidence:</p> <ul style="list-style-type: none"> <li>• Service delivery process in banks, service blueprinting special reference to branch network</li> <li>• Service scapes, Concept of service environment for customer satisfaction</li> </ul>	3

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	<ul style="list-style-type: none"><li>• managing customer miss behavior</li><li>• Service Recovery</li></ul>	
10	Customer Service & Relationship Marketing: <ul style="list-style-type: none"><li>• What is relationship marketing</li><li>• What is scope of customer service in terms of marketing of financial services</li><li>• Benefits of relationship marketing</li><li>• The process of relationship development and strategies involved</li><li>• Ladder of customer loyalty, Service quality model</li><li>• Linkage between quality, customer service and marketing</li></ul>	3

### Reference Materials:

#### Books:

- 1) Shanmugham (2012), Financial Services, Wiley India, New Delhi.
- 2) Ravi Shankar (2002), Services Marketing, Excell Books, New Delhi.
- 3) Gordon and Natarajan (2013), Financial Markets and Services, Himalaya Publishing House, Mumbai.
- 4) Jha S. M. (2011), Bank Marketing, Himalaya Publishing House, Mumbai.

#### Journals:

- a) Indian Journal of Finance
- b) Dalal Street Investment Journal
- c) ELK Asia Pacific Journal of Finance & Risk Management
- d) Journal of Financial Management & Analysis

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG328**

**Subject Title: Strategic Cost Management**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

- a. Understand basic concepts of Strategic Cost Management,(SCM)
- b. Understand the linkage between SCM vis-a-vis Strategic Planning
- c. Develop clear understanding of - Activity Based costing, Value Engineering & Analysis, Target costing, Business Process Engineering, Total Quality Management etc.
- d. Develop understanding of Performance measurement concepts and techniques.
- e. Understand the significance of Supply chain management; Objective based costing, Energy Audit & Conservation.
- f. Develop an understanding of Short term & Long term Cost Management

**2) Skills**

- a. Develop analytical skills for the preparation of realistic and meaningful budgets and cost analysis.
- b. Develop decision making skills for cost control, Cost reduction, and cost management.
- c. Ability to conduct cost study for a given business situation
- d. Ability to analyze and interpret market & Industry at domestic/ international level

**3) Attitude**

- a. Develop an attitude of minimization of cost and maximization of benefit without compromising customer preferences and quality

**Content:**

<b>Sr.No</b>	<b>Scope of the topics to be covered</b>	<b>Teaching hours</b>
1	Introduction to Strategic Cost Management <ul style="list-style-type: none"><li>• Meaning</li><li>• Nature</li><li>• Objectives,</li><li>• SCM Vis-a vis Strategic Planning and its linkage</li></ul>	2
2	Cost Driver Analysis <ul style="list-style-type: none"><li>• Activity Based costing</li><li>• Problems &amp; Case Study On ABC</li></ul>	2
3	Costing Techniques <ul style="list-style-type: none"><li>• Marginal Costing</li><li>• Standard Costing</li><li>• Target Costing</li><li>• Problems &amp; Case Study</li></ul>	6
4	Value <ul style="list-style-type: none"><li>• Value Analysis</li></ul>	4

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	<ul style="list-style-type: none"><li>• Value Engineering</li><li>• Case Study on Value Engineering</li></ul>	
5	Cost Benefit Analysis- <ul style="list-style-type: none"><li>• Investment Appraisal methods</li></ul>	2
6	Audits <ul style="list-style-type: none"><li>• Cost Audit,</li><li>• Energy Audit</li><li>• Management Audit</li></ul>	2
7	Different aspects of Strategic Cost Management <ul style="list-style-type: none"><li>• TQM,</li><li>• BPR,Waste</li><li>• Disposal Mangement,</li></ul>	4
8	Control of Total Distribution Cost & Supply Cost <ul style="list-style-type: none"><li>• Introduction</li><li>• Analysis</li></ul>	2
9	Balance Score Card Concept and case Study <ul style="list-style-type: none"><li>• Introduction</li><li>• Application</li></ul>	2
10	Strategic Cost-Benefit Analysis of different business restructuring propositions. <ul style="list-style-type: none"><li>• Introduction</li><li>• Application</li></ul>	2
11	Entrepreneurial approach to cost Management, with reference to core competencies <ul style="list-style-type: none"><li>• Introduction</li><li>• Application</li></ul>	2

### Reference Materials:

#### Books:

- 1) Damodaran (2012), Applied Corporate Finance, Wiley India, New Delhi
- 2) Tulsian P.C. (2011), Introduction to Cost Accounting, S.Chand, New Delhi.
- 3) Jawahar Lal (2013), Advanced management Accounting, S.Chand, New Delhi.
- 4) Bandgar P.K. (2013), Strategic Cost Management, Himalaya Publishing House, Mumbai.

#### Journals:

- 1) Indian Journal of Finance
- 2) Dalal Street Investment Journal
- 3) ELK Asia Pacific Journal of Finance & Risk Management
- 4) Journal of Financial Management & Analysis

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.bn

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG329

Subject Title: Valuation

Semester: 3

## Learning Objectives:

At the end of the curriculum the students should be in position to develop the following attributes:

### 1) Knowledge

- Understand the basic concepts of valuation and the difficulties in valuation
- Understand the various models in business valuations
- Understand various methods for valuing equity and firm
- Understand the significance and relevance of valuation under different business situations

### 2) Skills

- Develop skill for valuation of firm using various valuation approaches
- Develop skill for valuation of equity using various valuation approaches
- Develop skill to assess utility of valuation for different purposes

### 3) Attitude

- Strong faith in ethics
- Have a rational, realistic and pragmatic approach

## Contents:

Sr. No	Scope of topic to be covered	Teaching hours
1	Introduction Valuation <ul style="list-style-type: none"><li>An overview of concept of valuation</li><li>Purposes of valuation</li><li>Difficulties in valuation</li></ul>	3
2	Valuation models <ul style="list-style-type: none"><li>Asset-based valuation approach</li><li>DCF approach</li><li>Adjusted Present Value approach</li><li>Relative valuation approach</li><li>Contingent claim models</li><li>Computation</li></ul>	12
3	Valuation of firm <ul style="list-style-type: none"><li>Basics</li><li>Methods</li><li>Computation</li></ul>	5
4	Valuation of Equity <ul style="list-style-type: none"><li>Basics</li><li>Methods</li><li>Computation</li></ul>	5
5	Utility of Valuation for different purposes	5



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	<ul style="list-style-type: none"><li>• Valuation for analysis</li><li>• Valuation for Mergers &amp; Acquisition</li><li>• Valuation for financial decision making</li></ul>	
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### Reference Materials:

#### Books:

- 1) Arzak (2011), Valuations for Mergers, Buyouts and Restructuring, Wiley India, New Delhi
- 2) Damodaran (2011), Damodaran on Valuations, Wiley India, New Delhi

#### Journals:

- a) Indian Journal of Finance
- b) ELK Asia Pacific Journal of Finance & Risk Management
- c) Journal of Financial Management & Analysis

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG3210**

**Subject Title: Banking and Insurance**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

- a. Overview , structure, growth and development of Banking in India
- b. Understand the format & structure of bank Balance Sheet
- c. Understand salient features of Risk Management in Banks
- d. Understand the role of RBI, as a regulator of Banks and rural banking
- e. Understand the special issues pertaining to banking Sector
- f. Understand Growth and development of insurance in India
- g. Understand various Insurance products and services and how funds are managed
- h. Recent developments in insurance sector

**2) Skills**

- a. Ability to appreciate the liquidity management issues faced by banks
- b. Ability to understand the Balance Sheet of a bank and identify the strength and weakness of banks
- c. Ability to prepare Statement of Structural liquidity which is part of ALM of banks
- d. Ability to apply securitization act in case of stressed assets.
- e. Ability to understand the importance of insurance and various insurance products available

**3) Attitude**

- a. Develop a practical and helpful attitude towards the customers / borrowers of banks and insurance companies.
- b. Develop ethics and fairness while taking financial decisions in banks and selling insurance products

**Content:**

<b>Serial No</b>	<b>Scope of topics to be covered</b>	<b>Teaching method proposed</b>	<b>Teaching hours</b>
1	Introduction to Banking Role of Banks in an economy	Lecture, PPTs , Case studies	2
2	Structure and growth and development of banking in India	Lecture, PPTs , Case studies	2
3	Study of bank balance sheet and profit and loss	Lecture, PPTs ,	2

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	account Treasury and funds management in Banks	Case studies	
4	Risk management in Banks Asset Liability Management in Banks	Lecture, PPTs , Case studies	2
5	Regulatory Role of RBI and its monetary policy	Lecture, PPTs , Case studies	2
6	Cooperative Banks,RRBs, and rural banking in India	Lecture, PPTs , Case studies	2
7	Special issues in Indian Banking sector: Narasimham committee report Basel II Asset Reconstruction companies Securitization Act	Lecture, PPTs , Case studies	6
8	Consolidation in Indian Banking Sector	Lecture, PPTs , Case studies	2
9	Introduction to Insurance	Lecture, PPTs , Case studies	2
10	Growth and development of Insurance in India Range of products and services of Insurance Fund management in insurance sector	Lecture, PPTs , Case studies	2
11	Opening up of sector in India and challenges Regulation and Reforms in Indian insurance sector	Lecture, PPTs , Case studies	2
12	Case studies and presentation		4

### Reference Materials:

#### Books:

- 1) Rajashekar, N. (Ed)( (2001). Banking in the new Millennium, ICFAI University banking series
- 2) Rao, K. N. ( Ed)(2000). Banking Strategy, ICFAI University banking
- 3) Mark, L. (2003). International Corporate and Investment Banking : Practice and Law, UK/Institute of Financial Services
- 4) Gerster: Schwander: Netherland & Kluwer. (2004). European Banking and Financial Services Law, Law Int
- 5) Kaoma, M.K.(200). Banking Supervision and Systemic Bank Restructuring : An International and Comparative Legal Perspective, Cavendis Publications, London
- 6) Bessis, J. (2004). Risk Management in Banking, Wiley Publications, Chichester
- 7) Forester, D.R.; Gup, B. E. & Kolari, J. W. (2001). Commercial Banking : The Management of Risk, South Western Pub, Australia

- 8) Sarkar, A. N. (2005). Strategic Business Management and Banking, Deep&Deep, New Delhi

### **Journals**

- a) Indian institute of banking and finance
- b) Reserve Bank of India bulletin
- c) IBA bulletin
- d) IRDA journal

### **Websites:**

- [Rbi.org.in](http://Rbi.org.in)
- [libf.org.in](http://libf.org.in)
- [Irda.org.in](http://Irda.org.in)

### **Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG3211**

**Subject Title: Financial Markets and Institutions**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

- a. Understand components of financial markets. .
- b. Understand Term structure of Interest rates and how change in interest rate affects financial markets.
- c. Understand attributes of instruments of Capital Market and Money Market.
- d. Understand the theories of Portfolio management
- e. Understand structure and evaluation of Mutual Funds in India
- f. Understand Rate structure of Foreign exchange in India
- g. Understand structure of Balance sheet of Banks in India
- h. Understand role of commercial banks and investment banks in India

**2) Skills**

- a. Ability to identify suitable money market instruments for short term financial requirement of corporates
- b. Ability to identify suitable capital market instruments for long term financial requirement of corporates
- c. Ability to analyze balance sheets of commercial banks and assess their strength and weakness
- d. Ability to analyse functioning of mutual funds and assess their strength and weakness

**3) Attitude**

- a. Develop patience to go in depth on the issue and look for a long term comprehensive solution

**Contents:**

Sr. No	Scope of topic to be covered	Teaching hours
1	<b>Introduction to Financial Markets</b> <ul style="list-style-type: none"> <li>· Money Markets</li> <li>· Capital Markets</li> <li>· Advantages of Financial Markets to investors / corporates</li> </ul>	2
2	<b>Determinants of Interest Rate</b> <ul style="list-style-type: none"> <li>· Real and nominal Interest rates</li> <li>· Theory of Term structure of Interest Rates</li> <li>· Monetary Policy &amp; Role played by Central Bank</li> <li>· Money supply and Demand</li> <li>· Measures of money Supply (M1 / M3)</li> <li>· Influence of Interest Rates in other economics on domestic interest rates</li> </ul>	2
3	<b>Money Markets</b>	3

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	<ul style="list-style-type: none"> <li>· Why money markets are needed</li> <li>· Various Money Market instrument</li> <li>· Measuring Bond equivalent yield and discount yield on Money Market Instruments.</li> <li>· How the Monetary Policy stance of central bank gets percolated in the economy</li> </ul>	
4	<p><b>Bonds</b></p> <ul style="list-style-type: none"> <li>· Bonds mathematics (YTM, Currency yield, duration, convexity, zero coupon yield etc).</li> <li>· Application of Duration in Risk Management</li> <li>· Term Structure &amp; Theories Behind term Structure</li> <li>· Determinants of interest rates –(Role played by Central Bank Monetary &amp; Credit Policy, Effect of Globalisation (Fed watching) etc.</li> <li>· Government bonds &amp; Corporate bonds (Credits Rating, Default Risk)</li> <li>· Interest Rate Risk Management</li> <li>· Introduction to FRA's / SWAPS</li> <li>· Introduction to Mortgage Mathematics</li> </ul>	3
5	<p><b>Stock Markets</b></p> <ul style="list-style-type: none"> <li>· Introduction to Portfolio Management Theory</li> <li>· Understanding Risk , Diversification</li> <li>· CAPM, Systematic / Unsystematic Risks etc</li> <li>· Understanding - Market Efficiency</li> <li>· Historical returns from US Markets</li> <li>· Historical returns from Indian Markets</li> <li>· Fundamental drivers of Value of Stocks / Market (Index)</li> <li>· Relative Valuation Measures Like PE Ratio, P/BV Multiple and their determinants</li> </ul>	4
6	<p><b>Mutual Funds</b></p> <ul style="list-style-type: none"> <li>· Structure &amp; Important regulations w.r.t. MFs</li> <li>· Advantages of Investments through MFs</li> <li>· Types of MFs &amp; Investment options</li> <li>· Accounting (NAV Computation) &amp; Intermediaries associated with MFs</li> <li>· The present status of MF industry in India and its potential.</li> <li>· Comparison of Indian MF industry with US Mutual fund industry.</li> <li>· Styles of Investment</li> <li>· Evaluating Fund performance on the basis of (Sharpe, Treynor, Information ratio)etc</li> <li>· Style (Value / Growth – Momentum)</li> <li>· Fund Manager's past performance, AMC's</li> </ul>	4

## SIES College of Management Studies – Syllabus (2016-18)

	Reputation etc · Actual Performance of Indian MF. (Returns delivered by Indian Mutual Funds)	
7	<b>Foreign Exchange Markets</b> · Purpose served by Markets · Spot Rates / Forward Rate – Foreign Exchange Mathematic · Floating / Fixed rate – Advantages / Disadvantages · Determinants of Currency Movements or Exchange rate · Real & Nominal Exchange Rates · Covered Interest Parity	4
8	<b>Commercial Banks</b> · Understanding the Balance Sheet, Capital Adequacy ratio · Understanding various Risks fixed by banks and how banks manager these risks · · Understanding the profitability drivers of the Banks.	4
9	<b>Investment Banking:</b> · Role Of Merchant Bankers · Capital Structuring · Buy Back and its rationale · IPO/Rights Issue Process · ADR/GDR Issue · Important SEBI Regulations	4

### Reference Material:

#### Books:

- 1) Alexander, Sharp & Bailey (2011), Fundamentals of Investments, PHI Learning, New Delhi
- 2) Khan M.Y and Jain P.K. (2012), Financial Services, Tata McGraw Hill, New Delhi.
- 3) Gordon & Natrajan (2013), Financial Markets and Services, Himalaya Publishing House, Mumbai.

#### Journals:

- a) Dalal Street Investment Journal
- b) ELK Asia Pacific Journal of Finance & Risk Management
- c) Capital market journal
- d) SEBI bulletin

#### Websites:

- [www.bloomberg.com](http://www.bloomberg.com)
- [www.moneycontrol.com](http://www.moneycontrol.com)
- [www.nseindia.com](http://www.nseindia.com)
- [www.bseindia.com](http://www.bseindia.com)
- [www.sebi.gov.in](http://www.sebi.gov.in)
- [www.rbi.org.in](http://www.rbi.org.in)

#### Addendum:

## SIES College of Management Studies – Syllabus (2016-18)

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1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.



# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG331

Subject Title: Compensation & Benefits

Semester: 3

## Learning Objectives:

At the end of the curriculum the students should be in position to develop the following attributes:

### 1) Knowledge

- Understanding the different qualitative and quantitative factors influencing Comp & Ben.
- Being update about the impact of each factor on the design of Comp & Ben Structures and its link with Organizational ROI.

### 2) Skills

- Ability to decide when performance is most influenced by monetary rewards and hence apply Variable Pay.
- Capability to undertake a Remuneration Survey.
- Ability to design an engaging Job Evaluation Scheme in order to decide Position Classification of a role holder.

### 3) Attitude

- Mindset of a Principal Agent (owner) as qualified by the Agency Transaction Cost Theory.

## Content:

Sr.No.	Scope of topic to be covered	Teaching hours
1.	Human Resources Philosophy and Approach for an Organization.	3
2	Reward Strategies <ul style="list-style-type: none"><li>Articulating and understanding business context for reward strategies</li><li>Elements of Reward Strategy</li><li>Understanding Reward Management</li></ul>	3
4	Compensation /Remuneration place In Reward Strategy.	1.5
5	Understanding Elements of Compensation Fixed Cash, Benefits, Retrials <ul style="list-style-type: none"><li>Social Security</li><li>Variable Pay / Incentives/ Stock Options</li><li>Types of Variable Pay</li></ul>	3
6	Costing the CTC <ul style="list-style-type: none"><li>Arriving the CTC of employee/candidate costing elements</li><li>Designing a salary offer template</li><li>Each element of Compensation Structure (excluding stock options)</li></ul>	3

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7	Understanding inflation <ul style="list-style-type: none"><li>• Neutralization of Inflation</li><li>• Dearness Allowance</li><li>• Consumer Price Indices</li></ul>	1.5
8	Understanding Provident Fund, ESIC, Gratuity, Superannuating, Bonus under Payment of Bonus Act	3
9	Understanding income Tax	6
10	Making a salary offer to a candidate understanding salary ranges	1.5
11	Remuneration Survey <ul style="list-style-type: none"><li>• Choosing a partner</li><li>• Conducting a survey benchmarking</li><li>• Converting remuneration survey results into a Salary Proposal</li></ul>	6
12	Equity Compensation Plans <ul style="list-style-type: none"><li>• Objective of equity compensation</li><li>• Types of Stock Plans</li><li>• Valuing stock grants</li><li>• SEBI Guidelines</li><li>• Taxability of stock options</li></ul>	3
13	Job Evaluation Schemes	6

### Reference Materials:

#### Books:

- 1) Dessler, G. (2011). Human Resource Management, 12th ed. Prentice Hall, India.
- 2) Subha Rao, P. (2002). Human Resource Management, Himalaya publication, Mumbai.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG332**

**Subject Title: Competency and Performance Management**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. To understand the history of competency framework
- b. A detailed understanding of the competency framework for transparent and merit based human Resources Process.
- c. To understand the directional strategies for building competencies.
- d. To understand the performance management cycle in the organization.
- e. To understand the different methods of Performance appraisal used in the organization.

**2) Skills**

- a. Ability to design/ to develop Competency based HRM system in the organisation.
- b. Capability to build Competency Model (Dictionary) for the organisation.
- c. Ability to conduct an Assessment Center/Development center.
- d. Ability to conduct Behavioural Event Interviews
- e. Ability to design a Performance Appraisal System for an organisation.
- f. Ability to conduct Performance Feedback Review for the employees in the organisation

**3) Attitude**

- a. To develop the students to become informed designers (or clients) of competency-based HR practices.
- b. To develop a strategic perspective of the PMS in the organisation.

**Content:**

Sr. No.	Scope of topic to be covered	Teaching hours
1	Competency Framework <ul style="list-style-type: none"><li>• Definition of Competency</li><li>• Why design competency framework?</li><li>• Directional Strategy for building upon competencies</li><li>• Difference between competence and competency</li><li>• Benefits/Need of competencies</li><li>• Limitations and Learning from competency profiling</li><li>• Depicting the Iceberg syndrome</li></ul>	3

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2	<p>Competency Development Processes</p> <ul style="list-style-type: none"> <li>• Data gathering</li> <li>• Data analysis</li> <li>• Validation</li> <li>• Final competency dictionary</li> </ul>	6
3	<p>Mapping Business Competencies to people competencies.</p> <ul style="list-style-type: none"> <li>• Bands and competencies</li> <li>• Mapping Competencies into a competitive advantage in an HR context.</li> </ul>	3
	<p>Mapping Competencies</p> <ul style="list-style-type: none"> <li>• Competency Based Interview Strategy</li> <li>• Conducting BEI</li> <li>• Dos and Don'ts in a BEI</li> </ul>	3
6	<p>Assessment Centers</p> <ul style="list-style-type: none"> <li>• History of Assessment Center</li> <li>• Assessment and Development center</li> <li>• How does an Assessment Center work?</li> <li>• Tools and Techniques deployed in an Assessment Center</li> </ul> <p>Role of Assessors</p> <ul style="list-style-type: none"> <li>• Training Assessors in an Assessment Center</li> <li>• Generating Reports and feedback</li> </ul>	3
7	<p>Performance Management Cycle</p> <ul style="list-style-type: none"> <li>• Meaning</li> <li>• How it works in the organisation</li> <li>• Performance Beliefs in olden days to modern times</li> <li>• Defining Expectations</li> <li>• Defining Competencies</li> </ul> <p>Performance Standards and Methods</p> <ul style="list-style-type: none"> <li>• Defining SMART goals</li> <li>• Methods of Performance methods</li> <li>• Confidential Reports to 360 degree Appraisals</li> <li>• Advantages and disadvantages</li> </ul>	3
8	<p>Designing Performance Appraisal Forms</p> <ul style="list-style-type: none"> <li>• Understanding various parameters in the Performance appraisal forms</li> <li>• Designing Self Appraisals</li> <li>• How to collect appraisals and interpretation with Normalisation</li> </ul>	3
9	<p>Formal Appraisal and Feedback</p> <ul style="list-style-type: none"> <li>• Preparing for the Performance Dialogue</li> <li>• The ABC of Performance</li> </ul>	3

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	<ul style="list-style-type: none"> <li>• Manager’s Checklist</li> <li>• Staff’s Agenda</li> <li>• Pitching it Correctly</li> </ul> <p>Conducting the Meeting</p> <ul style="list-style-type: none"> <li>• Set The Context – Building Rapport</li> <li>• Open with a Question</li> <li>• Lead into Self-rating, Listen</li> <li>• Offer your feedback</li> <li>• Manage Differences</li> <li>• Overall Ratings</li> <li>• Next Steps</li> </ul> <p>Giving Constructive Feedback and Managing Appraisal Discussions</p>	
10	<p>Planning Career in PA and Setting Future Goals</p> <ul style="list-style-type: none"> <li>• Defining Career paths for the employees</li> <li>• Career counselling</li> <li>• Mentoring</li> </ul>	3
11	<p>Presentation and Conducting Assessment Centers For the BMS students</p>	3

### Reference Materials:

#### Books:

- 1) Spencer, L.M., Jr., & Spencer, S.M. (1993). Competence at work - Models for superior performance, John Wiley & Sons.
- 2) Edenborough, R. (2005). Assessment Methods In Recruitment, Selection & Performance: A Manager's Guide To Psychometric Testing, Interviews And Assessment Centers. Kogan Page.
- 3) Sanghi, S. (2007). The handbook of competency mapping, Response Books.
- 4) Naik, G. P. & Rahman, S. U. (2005). Competency Mapping Assessment and Development, Institute of HRD Bangalore.
- 5) Shermom, G. (2004). Competency Based HRM: A Strategic Resource for Competency Mapping, Assessment and Development Centers, Tata McGraw-Hill.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG333

Subject Title: Human Resource Planning & Human Resource Audit

Semester: 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge

- a. To understand various concepts and principles of manpower planning from both the theoretical and empirical perspectives.
- b. To understand and learn how to plan for manpower requirement.
- c. To appreciate the impact of technological changes and its impact on manpower planning.
- d. To understand the significance of career planning and succession in manpower planning.
- e. To identify the demand and supply of manpower.
- f. To understand different methods of H.R. audit.
- g. To appreciate the importance of HR audit

### 2) Skills

- a. Apply the knowledge gained in planning.
- b. Ability to assess the supply and demand for manpower.
- c. Use both the qualitative and quantitative techniques to ensure that the right person is in the right place at the right time.
- d. Able to carry out audits of different functions of HR.

### 3) Attitude

- a. Ability to use different tools for predicting manpower requirements
- b. Ability to work with teams for manpower requirements.
- c. Ability to independently carry out audit of different HR functions

## Content:

Sr.No.	Scope of topic to be covered	Teaching hours
<b>Human Resource Planning</b>		
1.	Man Power planning <ul style="list-style-type: none"><li>• Manpower planning as an integrated part of business planning</li><li>• Setting manpower standard</li><li>• Manpower forecasting for managerial staff, technical labor</li><li>• Integrated Budget for manpower management</li><li>Controlling manpower costs.</li></ul>	3
2	Quantitative and qualitative approaches to manpower economy <ul style="list-style-type: none"><li>• Mathematical models</li></ul>	3

## SIES College of Management Studies – Syllabus (2016-18)

	<ul style="list-style-type: none"> <li>• Management Science and manpower analysis</li> <li>• Markov Chain models for manpower system</li> <li>• Network models for training and recruiting decision in manpower planning</li> </ul>	
3	Planning careers <ul style="list-style-type: none"> <li>• Managing career structures</li> <li>• Evaluating maintainable career policies</li> </ul>	1.5
4	Developing manpower strategies	1.5
<b>Human Resource Audit</b>		
5	Audits of Business Goals and Plans	1.5
6	Audits of Business Assumptions	1.5
7	Audits of Business Personnel Practices	1.5
8	Audit of Business Human Resource Utilization	1.5
9	Audit of Business Productivity norms	1.5
10	Audits of Business Personnel Budgeting	1.5
11	Human Resources Accounting	1.5
12	Audit of executive Turnover	1.5
13	Auditing of Industrial Relation	1.5
14	Auditing of Industrial Committee Management Costs involved	1.5
15	Recruitment Initiation and Training Job-evaluation Compensation planning	1.5
16	HRD audit methodology and issues Interviews observation, questionnaire The HRD	3
17	Score card and writing the HRD Audit report	1.5

### Reference Materials:

#### Books:

- 1) Subha Rao, P. ((2007). Personnel and Human Resource Management. Himalaya Publishing House.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG334**

**Subject Title: Introduction to Industrial Relation & Labor Welfare**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. To be able to understand and look at I.R issues thru multidisciplinary approach, and power play between the parties and appreciate the development of IR in the present context in the undertaking
- b. To build knowledge about labour laws
- c. To understand different avenues open for resolving conflict between management and labour
- d. To inculcate the importance of getting employees involved in participative process.

**2) Skills**

- a. Ability to resolve conflicts between parties through negotiation in emotional situations as well.
- b. Ability to hold both preliminary and domestic court of enquiry in cases of misconduct, within the ambit of law.
- c. Ability to use persuasive skills and try to see that productivity (integrative bargaining) takes place instead of distributive bargaining i.e. win- win situation
- d. Networking especially with industries in the region.
- e. To be able to administer different laws
- f. To ensure that communication skills are very crisp and clear cut.

**3) Attitude**

- a. To have a positive understanding that with right approach the employees can be moulded to make positive contribution and be committed to the organization
- b. To develop sense of “fair-mindedness” and not to get involved either in inter or intra union fights.
- c. To be impartial in administration of various benefits.
- d. To be able to engage employees to be partners in the venture.

**Content:**

Sr. No.	Scope of topic to be covered	Teaching hours
1	Growth & development of IR History & development of IR <ul style="list-style-type: none"><li>• Pre independence</li><li>• Post independence</li><li>• Post Liberalization</li></ul>	3



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2	<p>IR issues in Organizations</p> <p>IR Definitions</p> <ul style="list-style-type: none"> <li>• Different approaches to IR</li> <li>• Functional approach</li> <li>• Systems approach</li> <li>• Oxford Model.</li> <li>• HR approach.</li> <li>• Comprehensive IR model</li> </ul>	6
3	<p>Management of Conflicts related</p> <ul style="list-style-type: none"> <li>• Shop floor supervision issues</li> <li>• Union recognition.</li> <li>• Conditions for effective Collective</li> <li>• Bargaining and process of CB</li> <li>• Adjudicating &amp; Proceedings under ID Act &amp; the role of Govt.</li> </ul>	6
4	<p>Workers Participation In Management</p> <ul style="list-style-type: none"> <li>• Experiences of Germany, France &amp; Britain</li> <li>• Indian experience</li> <li>• Suggestion schemes</li> <li>• ISO</li> </ul>	4.5
5	<p>Trade Union</p> <ul style="list-style-type: none"> <li>• History &amp; Development of TU</li> <li>• TU Policies</li> <li>• Inter Union Rivalry</li> <li>• Intra Union Rivalry</li> <li>• Multiplicity of Trade Unions &amp;</li> <li>• implications of MRTU</li> </ul>	4.5
6	<p>Contemporary issues in TU Rightsizing &amp; VRS</p> <ul style="list-style-type: none"> <li>• Business Process Reengineering</li> <li>• Productivity</li> </ul>	1.5
7	<p>Social Welfare</p> <ul style="list-style-type: none"> <li>• Concepts of economics &amp; social welfare</li> <li>• Role of TU</li> <li>• Role of state</li> <li>• Role of management and corporate social responsibility</li> <li>• Labour welfare in organized sector</li> </ul>	3

**Reference Materials:**

**Books:**

- 1) Mamoria. C B & Gankar, S.V. (2007). Personnel Management: Text and Cases, Himalaya Publishing House.

- 2) Sarma, A.M. (2010). Industrial Relations and Labour law, Himalaya Publishing House.
- 3) Subha Rao, P. (2007). Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House.

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG335**

**Subject Title: Organization Development**

**Semester: 3**

**Learning Objective:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Evolution of Organization development and need to reinvent.
- b. Planned change, resistance to change and various other dimensions of change in business organizations.
- c. Importance of diagnostic process in OD and different models of diagnoses.
- d. Personal and interpersonal interventions needed to develop excellence in individuals.
- e. Development process for creation of high performance teams.
- f. Gain clarity to develop success in organizations, using systems tools.
- g. Challenges and future trends in OD

**2) Skills**

- a. Ability to influence in a group to overcome resistance to change.
- b. Ability to manage conflicts during the various levels of change.
- c. Observation and analytical techniques for diagnostic processes
- d. Decision making for using systems tools.

**2) Attitude**

- a. Strive for continuous improvement.
- b. To aim to build a learning organization.

**Content:**

Sr.No.	Scope of topics to be covered	Teaching Hours
1	Organization Development and Reinventing the organization <ul style="list-style-type: none"> <li>• What is organization Development?</li> <li>• Evolution of OD.</li> <li>• Who does OD?</li> <li>• Model of OD.</li> </ul>	3
2	Organization Renewal <ul style="list-style-type: none"> <li>• Challenges of Change.</li> <li>• Adapting to Change.</li> <li>• Systems Approach.</li> <li>• Planned Change Process.</li> </ul>	3
3	Changing the Culture <ul style="list-style-type: none"> <li>• Understanding Corporate Culture.</li> <li>• Cultural Resistance to Change.</li> <li>• Tools for Change.</li> <li>• Goals &amp; Values of OD.</li> </ul>	3

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4	Role and style of the OD Practitioner <ul style="list-style-type: none"> <li>• External and Internal Practitioner.</li> <li>• Practitioner Styles.</li> <li>• Practitioner – Client Relationship.</li> </ul>	3
5	The Diagnostic Process <ul style="list-style-type: none"> <li>• What is Diagnosis?</li> <li>• Data Collection Process.</li> <li>• Diagnostic Models.</li> </ul>	3
6	Overcoming Resistance to Change <ul style="list-style-type: none"> <li>• Resistance to change.</li> <li>• Change Model.</li> <li>• Strategies to manage resistance.</li> </ul>	3
7	Process intervention Skills <ul style="list-style-type: none"> <li>• Group Process.</li> <li>• Types of Interventions.</li> </ul>	3
8	OD Intervention Strategies <ul style="list-style-type: none"> <li>• Basic Strategies.</li> <li>• Major OD Intervention Techniques.</li> </ul>	3
9	Team Development Interventions <ul style="list-style-type: none"> <li>• Need &amp; Purpose.</li> <li>• Process.</li> </ul>	2
10	Intergroup interventions <ul style="list-style-type: none"> <li>• Intergroup Operating Problems.</li> <li>• Managing Conflict.</li> </ul>	2
11	The Challenge and the future of Organizations <ul style="list-style-type: none"> <li>• Emerging Issues &amp; Values.</li> <li>• Future Trends in OD.</li> </ul>	2

### Reference Materials:

#### Books:

- 1) Brown, D.R & Harvey, D. (2010). An Experiential approach to Organization Development Person Education.
- 2) Cummings, T.G. & Worley, C.G. (2009). Essentials of Organizational Development and Change.
- 3) French, W & Bell, C. (2008) Organization Development, Pearson Education.

#### Websites:

- <http://search.ebscohost.com>
- [www.hr.com](http://www.hr.com)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

Course: PGDM

Subject Code: PG336

Subject Title: Organizational Theory and Organizational Structure

Semester: 3

### Learning Objective:

At the end of the curriculum the student should be in a position to develop the following attributes:

#### 1) Knowledge

- a. Understand and analyze the evolution of organizational and management theories and their practicality.
- b. Learn about different dimensions of organizational structure such as complexity, formalization and centralization.
- c. Understand determinants of organizational structure such as strategy, size, technology, environment and power control.
- d. Learn organizational design, effectiveness and decision making.

#### 2) Skills

- a. Apply the concept to understand, diagnose, and respond to emerging organizational needs and problems.
- b. Ability to support and accomplish the direction determined by organizational mission and operative goals.
- c. Ability to design organizational structure.
- d. Ability to take decisions in various complicated and demanding situations.

#### 3) Attitude

- a. To develop an attitude in respecting the lower level employees and participative decision making.
- b. To realize the importance of organization culture.

### Content:

Sr. No	Scope of topics to be covered	Teaching hours
1	Evolution of Organizational Theories <ul style="list-style-type: none"><li>• What is organization?</li><li>• Types of organization</li><li>• Importance of organizations</li><li>• Perspectives on organizations</li><li>• Organizational configuration</li><li>• What is organization design?</li><li>• Dimensions of organization design</li></ul>	3
2	Evolution of Management Theories <ul style="list-style-type: none"><li>• Scientific management school</li><li>• Classical organizational theory</li><li>• The Behavioral School: The Organization is People:</li></ul>	3

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	<p>Human Relations, Elton Mayo, From Human Relations to The Behavioral Science Approach: Abraham Maslow and Douglas Mc Gregor</p> <ul style="list-style-type: none"> <li>• Management science school</li> <li>• Recent developments in management theory: System approach and perspective, Life cycle perspective and contingency approach</li> <li>• Entering an era of dynamic engagement.</li> </ul>	
3	<p>Strategy, Organization Design and Effectiveness</p> <ul style="list-style-type: none"> <li>• The role of strategic direction on organization design</li> <li>• Organization purpose</li> <li>• Assessing organizational effectiveness</li> <li>• Approaches to effectiveness</li> </ul>	3
4	<p>Fundamentals of Organization Structure</p> <ul style="list-style-type: none"> <li>• Organization Structure</li> <li>• Information processing perspective in organization structure</li> <li>• Organization design alternatives</li> <li>• Functional, divisional and geographical design</li> <li>• Matrix structure</li> <li>• Horizontal structure</li> <li>• Boundary less organization</li> <li>• Hybrid structure</li> </ul>	3
5	<p>Open Systems Design Elements</p> <ul style="list-style-type: none"> <li>• The external environment</li> <li>• Inter-organizational relationships</li> <li>• Organization size and life cycle and design/structure</li> <li>• Comparative management</li> </ul>	3
6	<p>Organizational Culture</p> <ul style="list-style-type: none"> <li>• What is organizational culture</li> <li>• Organization design and culture</li> <li>• Culture and learning organization</li> <li>• Ethical values in organizations</li> <li>• Leadership and culture and ethics.</li> </ul>	3
7	<p>Innovation, Change and Organizational Design</p> <ul style="list-style-type: none"> <li>• Strategic role of change</li> <li>• Elements of successful change</li> <li>• New products and services</li> <li>• Technology change</li> <li>• Strategy and structure change</li> <li>• Culture change</li> <li>• Strategies for implementing change</li> </ul>	3

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8	Decision Making Process <ul style="list-style-type: none"><li>• Rational approach</li><li>• Bounded rationality perspective</li><li>• Organizational decision-making</li><li>• Learning organization</li><li>• Contingency decision-making perspective</li><li>• Special decision circumstances</li></ul>	3
9	Conflict, Power and Politics <ul style="list-style-type: none"><li>• Intergroup conflict in organizations</li><li>• Power in organizations</li><li>• Political process in organizations</li><li>• Using power, politics and collaboration</li></ul>	3
10	<ul style="list-style-type: none"><li>• Case Studies and presentations</li></ul>	3

### Reference Materials:

#### Books:

- 1) Draft, R. L. (2005). Organization Theory and Design, Thomson.
- 2) Khandwalla, P. N. (2009). Organizational Design for Excellence, TMH Education Private Limited.
- 3) Robbins, S. P. & Mathew, M. (2010). Organization Theory: Structure, Design and Applications, Pearson.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG337**

**Subject Title: Psychometric Testing**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Theories of personality.
- b. Basis of designing personality test.
- c. Aligning results of personality/ psychometric tests to determine Job-Fit.

**2) Skills**

- a. Administering tests.
- b. Interpreting scores and writing reports.

**3) Attitude:**

- a. To complement results of test results with HR interventions.

**Content:**

Sr.No	Scope of topics to be covered	Teaching hours
1	Basic Principles of personality psychology	3
2	Theories of personality... Concepts and perspectives	3
	Theories of personality ... continued	
3	Understand the tenets of testing, inter item analysis	3
4	Reliability	3
4	Validity	3
5	Test Administration & interpretation	3
6	Testing in Industrial setting	3
7	Use of personality inventories – pros and cons	3
8	Personality based tests, inventories etc	3
9	Approach to Techniques of counseling	3
10	Skill practice session	3



### Reference Materials:

#### Books:

- 1) Aiken, L. (2003). Psychological Testing and Assessment, Pearson Education Group.
- 2) Murphy, K & Davidshofer, C. (2001). Psychological Testing: Principles and Applications, Prentice Hall.

#### Websites:

- <http://search.ebscohost.com>
- [www.personality psychology](http://www.personality psychology)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

# SIES College of Management Studies – Syllabus (2016-18)

**Course: PGDM**

**Subject Code: PG339**

**Subject Title: Training and Development**

**Semester: 3**

## **Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

### **1) Knowledge**

- a. Understand the objectives, role, budgets, trainee profile, methods and tools of training to be used, areas of training to be covered and training calendar of training programs in the organizations.
- b. Assess the importance of E-Learning as an upcoming and unavoidable aspect of the function of training and development in a company.
- c. Understand the use of various Training models in HR.
- d. Acknowledge the importance of Management Development Programs in HR.

### **2) Skills**

- a. Ability to identify training needs and understand its relevance to the training function and the ROI of the training program.
- b. Ability to develop a general budget of Training program and impact it with the ROI and CBA.
- c. Ability to source and provide logistical support towards a training program in an organization.

### **3) Attitude**

- a. Approach to imbibe ‘learning’ as an ongoing and permanent part of good HR practices.
- b. A mind-set to look at ‘training and development’ as an investment for the betterment of employees and business, rather than cost to the company.

## **Contents:**

<b>Sr.No</b>	<b>Scope of topic to be covered</b>	<b>Teaching hours</b>
1	Fundamentals of Training - INTRODUCTION <ul style="list-style-type: none"><li>• Concepts of Learning, Education, Teaching, Training and Development.</li><li>• ‘Why’ Training</li><li>• Process of Training</li><li>• Employee Training Areas</li><li>• Benefits of Training</li></ul>	3
2	Learning Organization - FUNCTION <ul style="list-style-type: none"><li>• Definition and Concepts</li><li>• Aims of a Learning Organization</li><li>• Characteristics of a Learning Organization</li><li>• Process of a Learning Organization</li></ul>	3

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	<ul style="list-style-type: none"> <li>• Contribution of Adult Learning</li> <li>• Motivation &amp; Performance</li> </ul>	
3	<p>Training Needs Assessment (TNA) &amp; Objectives</p> <ul style="list-style-type: none"> <li>• Definition and Concepts</li> <li>• Need of Training Needs Assessment</li> <li>• Sources of data for TNA</li> <li>• Levels of TNA</li> <li>• Solutions to Performance Problems</li> <li>• Robert Mager Model</li> <li>• Training Objectives</li> <li>• Methods used for TNA</li> <li>• Case of Wipro Technologies</li> </ul>	3
4	<p>Training Design/Budgeting Training &amp; Training Calendar</p> <ul style="list-style-type: none"> <li>• Definition &amp; Concepts</li> <li>• Designing a program/Lesson Plan</li> <li>• Steps to develop a Training Budget</li> <li>• Costs to include in Training Budget</li> <li>• Areas of Cost cutting during Budget</li> <li>• Training Calendar</li> <li>• Objectives of a Training Calendar</li> <li>• Flow of information in Calendar</li> <li>• Training Calendar Chart</li> </ul>	3
5	<p>Training Evaluation &amp; Transfer of Training</p> <ul style="list-style-type: none"> <li>• Definition &amp; Concepts</li> <li>• Purposes of Training Evaluation</li> <li>• Techniques of Training Evaluation</li> <li>• Kirk Patrick Model of Evaluation</li> <li>• Transfer of Training Model</li> <li>• Barriers and Improvements</li> </ul>	3
6	<p>Values, Costing Training Programs/Return on Investment in Training (ROI)</p> <ul style="list-style-type: none"> <li>• Definition &amp; Concepts</li> <li>• Process of ROI</li> <li>• ROI Costs</li> <li>• ROI Savings</li> <li>• Cost Benefit Analysis in Training/Utility Analysis</li> <li>• Case studies</li> </ul>	3
7	<p>Training Methods</p> <ul style="list-style-type: none"> <li>• Definition &amp; Concepts</li> <li>• Types of Training</li> <li>• Training Approaches</li> </ul>	3
8	<p>E-Learning &amp; Role of Technology in Training</p> <ul style="list-style-type: none"> <li>• Definition &amp; Concepts</li> <li>• Types of E-Learning</li> </ul>	3

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	<ul style="list-style-type: none"> <li>• Online Education Delivery Methods</li> <li>• Communication Modes</li> <li>• Computer Based Training</li> <li>• Web Based Training</li> <li>• Benefits of E-Learning</li> <li>• Case Wipro's FIT</li> </ul>	
9	<b>Management Development Programs (MDP)</b> <ul style="list-style-type: none"> <li>• Definition &amp; Concepts</li> <li>• Traits of progressive MDP's</li> <li>• Objectives of MDP's</li> <li>• Need of MDP's</li> <li>• Checklist of factors to be considered for MDP's</li> </ul>	3
10	<b>Training Models</b> <ul style="list-style-type: none"> <li>• Concepts &amp; Use in HR</li> <li>• The Systems Model</li> <li>• Malcolm Knowles Adult Learning Model</li> <li>• Transitional Model</li> <li>• Experiential Learning &amp; Kolb's Learning Cycle</li> <li>• Kirk Patrick Model</li> </ul>	3

### Reference Materials:

#### Books:

- 1) Jankiram, B. (2008). Training & Development, Biztantra Press.
- 2) Noe, R.A. (2011). Employee Training and Development, McGraw Hill Publication.
- 3) Singh, P. N. (2004). Training for Management Development, Work Center Offset Printers.
- 4) Rothwel, W. (2007). Human Performance Enhancement. Jaico Publishing.
- 5) Santrock W. John (2006). Educational Psychology. (2nd Edn.) New Delhi: Tata McGraw-Hill Publishing Company Ltd.
- 6) Nair. A. Radhakrishnan, (2010). Life Skills Training for Positive Behaviour, Rajiv Gandhi National Institute of Youth Development, Tamil Nadu
- 7) "Stop Us if You've Heard This Before ...: A Surgical Counterstrike against Myths and Cliches in the Training World." Training, September 199
- 8) Craig, Robert L., ed. Training and Development Handbook: A Guide to Human Resource Development. 3rd ed. New York: McGraw-Hill, 1987

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG3310**

**Subject Title: Labour Laws**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Understand the various labour laws applicable to different sets of employees.
- b. Understand the various statutory obligations of sending returns and statistics as required.
- c. Understand the procedure and implement the same if disciplinary action is to be taken.
- d. Understand and implement various benefits and welfare schemes as required by labour law.
- e. Understand and implement the statute while rationalizing manpower.
- f. Understand and follow procedures of resolving conflicts with employees.

**2) Skills**

- a. Learn conflict resolution skills.
- b. Develop skills for analysing the various issues that may arise out of interpretation of statutes.
- c. Master social skills required for networking, within the organization and region and industry and with officials
- d. Acquire presentation skills for explaining procedures to others in the organization.

**3) Attitude**

- a. Ability to communicate with the employees across the organization.
- b. Ability to negotiate in adverse situations also with employees.
- c. Ability to motivate employees to get employees loyalty towards the company.
- d. Ability to be persuasive.
- e. Ability to be dispassionate in conducting disciplinary matters.

**Content:**

Sr. No.	Scope of topic to be covered	Teaching hours
1	Factories Act.	3
2	Shops & Establishment Act.	3
3	Payment of Wages Act.	1
4	Minimum Wages Act.	1
5	ESI Act.	2
6	Workmen's Compensation Act	1
7	Payment of Bonus Act	1
8	Gratuity Act	1
9	Provident Fund Act & Misc Provision Act.	2
10	Industrial Dispute Act.	4

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11	Industrial Employment Standing Orders.	3
12	Contract Labour (Regulation & Abolishing)	3
13	MRTU & PULP.	3
14	Apprenticeship Act	1
15	Trade Unions act	1

### Reference Materials:

#### Books:

- 1) Saravanavel. (2010). Labour Laws, Himalaya Publishers.
- 2) Sarma, A. M. (2010). Industrial relations and Labour Law, Himalaya Publishers.
- 3) Bare Acts

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course : PGDM

Subject Code: PG343

Subject Title: Logistics and Supply Chain Management

Semester : 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge

- To understand the basics of logistics and the challenges involved in SCM.
- To learn the forecasting, transportation strategies and tools used in logistics
- To develop an understanding of various concepts of DRP, MRP, IT applications in Logistics and supply chain management.
- To develop an insight in to inventory planning and control.

### 2) Skills

- Develop the skills for successful execution of the tasks like DRP, MRP, IT applications in Logistics and supply chain management.
- Develop ability for successful inventory management.
- To develop conceptual clarity for implementation of elements and strategies in Logistics & SCM.
- To develop delegating skill towards implementation of successful Supply chain.

### 3) Attitude

- Develop an attitude to device a global Supply Chain.
- Develop an inclination towards problems solving approach in the domain of logistics.
- Develop an openminded relationship network in the field of supply chain.

## Content:

Sr.No.	Scope of topics to be covered	Teaching Hours
1.	Basics or Logistics	2
2.	Forecasting	3
3.	Transportation	3
4.	Warehousing	2
5.	DRP/ MRP	3
6.	Application of IT in LSCM	3
7.	Inventory Planning / Inventory Control	3
8.	Logistics Organization Logistics Measurement	3

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9.	Logistic Costing (Activity Based Costing)	3
10.	Basics of Supply Chain Management	2
11.	Integrated Supply Chain Management Barriers to Integration Outsourcing	3

### Reference Materials:

#### Books:

- 1) Bowersox, D. J. (2014). Supply Chain Logistics Management, 2<sup>nd</sup> Edition, McGraw Hills.
- 2) Copacino, W. C. (1997). Supply Chain Management: The Basics & Beyond, ST. Lucie Press.
- 3) Sahay, B. S. (2011). Supply Chain Management: For Global Competitiveness, 2<sup>nd</sup> Edition, Macmillan India Ltd.
- 4) Chopra, S & Meindl, P. (2013). Supply Chain Management: Strategy, Planning & Operation, 5th Edition, Pearson Education New Delhi
- 5) Jhamb, L.C. (2008). Materials and Logistics Management, 10<sup>th</sup> Edition, Everest Publishing House, Pune.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.



# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG344

Subject Title: Materials Management

Semester : 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge:

- a. To understand the concept and various techniques used in MRP.
- b. To gain the knowledge about the value based Vendor Management System for procurement of materials of varied classification.
- c. To internalize the concept of material receipt, codification, standardization, stock verification, stocks maintenance.
- d. To learn the details of stock audits, managing surplus and scrap through the effective Warehouse Management Systems.

### 2) Skills:

- a. To develop decision making skills for smooth and uninterrupted production process.
- b. Ability to manage right type of material with minimum lead time through efficient vendor network.
- c. Developing an ability to procure materials to maintain various stock levels.
- d. To be able to use various softwares like SAP effectively.

### 3) Attitude:

- a. To develop proactive use of productivity techniques.

## Content:

Sr. No.	Scope of topics to be covered	Teaching hours
1.	Materials Management an overview <ul style="list-style-type: none"><li>• Introduction,</li><li>• Importance of Materials Management</li><li>• Objectives of Materials Management</li><li>• Costs involved in the Management of Materials</li><li>• Integrated approach to Materials Management</li><li>• Organizing Materials Management.</li><li>• Organization based on Commodities.</li><li>• Organization based on Location.</li><li>• Organization based on function</li><li>• Inter-departmental relationships</li><li>• Centralized versus Decentralized materials management.</li></ul>	2
2.	Materials Planning <ul style="list-style-type: none"><li>• Introduction and factors influencing materials planning</li><li>• Techniques of materials planning</li><li>• Bills of-Materials</li><li>• Materials Requirement Planning (MRP).</li></ul>	3

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	<ul style="list-style-type: none"> <li>• Past Consumption Analysis Technique</li> <li>• Moving Average method.</li> <li>• Exponential Smoothing</li> </ul>	
3.	<p>Purchasing</p> <ul style="list-style-type: none"> <li>• Purchasing principles, policies ,procedures and practices</li> <li>• Objectives, scope, responsibility and limitations</li> <li>• Sources of supply and Supplier selection.</li> <li>• Vendor development – evaluation and rating</li> <li>• Price forecasting</li> <li>• Negotiations</li> <li>• Reciprocity</li> <li>• Legal aspects of purchasing</li> <li>• Legal aspects of purchasing</li> <li>• Purchase orders/ contracts</li> <li>• Method of buying under certainty, under risk, and under uncertainty.</li> </ul>	3
4.	<p>Purchasing and Procurement Activities under Materials Management.</p> <ul style="list-style-type: none"> <li>• Supplier Quality Assurance Programme</li> <li>• Buyer Supplier Relationship</li> <li>• Self certified suppliers.</li> <li>• Elements of procurement cycle.</li> </ul> <p>Purchasing of Capital Equipment</p> <ul style="list-style-type: none"> <li>• Significant differences</li> <li>• Considerations in evaluation of bids</li> <li>• Purchase of used equipment</li> <li>• Sources of used equipments</li> <li>• Purchase versus lease.</li> <li>• Role of Purchasing Committees/ Purchase Managers.</li> </ul>	3
5.	<p>International procurement -imports.</p> <ul style="list-style-type: none"> <li>• International commercial terms.</li> <li>• Import procedures and documentation.</li> <li>• Categories of importers</li> <li>• Identification of foreign sources.</li> <li>• Payment terms including Letter of credit.</li> <li>• Types of L/Cs.</li> <li>• Custom tariff</li> <li>• Custom clearance.</li> <li>• Bill of Landing und ether documents.</li> </ul>	3
6.	<p>Classification of Materials</p> <ul style="list-style-type: none"> <li>• Introduction and objectives of classification.</li> <li>• Basis of classification.</li> <li>• Classification on the basis of stage of conversion</li> </ul>	2

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	<p>process</p> <ul style="list-style-type: none"> <li>• Classification on the basis of nature of materials.</li> <li>• Classification on the basis of usability of materials.</li> <li>• Types of inventories.</li> </ul>	
7.	<p>Materials receipt and stores</p> <ul style="list-style-type: none"> <li>• Introduction and functions of scientific store management.</li> <li>• Types of stores and benefits of scientific storekeeping.</li> <li>• Store location and layout.</li> <li>• Typical layout plans</li> <li>• Storing practices and identification of materials.</li> <li>• Centralization and Decentralization of stores.</li> <li>• Preservation of stores.</li> <li>• Issue control</li> </ul>	3
8.	<p>Codification</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Benefits of codification.</li> <li>• Stages of scientific codification.</li> <li>• Systems of codification</li> <li>• Colour coding.</li> </ul> <p>Standardization</p> <ul style="list-style-type: none"> <li>• Introduction and different levels of standards</li> <li>• Various Foreign Standards in use in India.</li> <li>• How is an Indian standard evolved</li> <li>• Advantages of Standardization.</li> <li>• Standardization as a tool for variety reduction</li> <li>• The Role of Materials Management (Purchase /Stores) in Standardization / Variety Reductions</li> </ul>	3
9.	<p>Obsolete, Surplus and Scrap Management</p> <ul style="list-style-type: none"> <li>• Definition</li> <li>• Need for Scrap yard</li> <li>• Identification and control.</li> <li>• Categorization of obsolete surplus</li> <li>• Control of scrap/ obsolescence</li> <li>• Responsibility for disposal</li> <li>• Procedures and documentation for disposal of scrap/ obsolete/surplus.</li> </ul>	2
10.	<p>Stores Accounting and Stock verification</p> <ul style="list-style-type: none"> <li>• Costing of Receipt of Materials</li> <li>• Costing Issues to Production</li> <li>• Stock verification</li> <li>• Periodic Verification.</li> <li>• Perpetual Verification.</li> <li>• Process of Verification.</li> </ul>	3

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11.	<p>Computers in Materials Management</p> <ul style="list-style-type: none"><li>• Steps in computerization.</li><li>• Database for Materials Management Systems.</li><li>• Activities of Materials Management covered by Computerization.</li><li>• Management reports on Materials.</li><li>• Benefits of Computerization.</li></ul> <p>Ethics in Materials Management</p> <ul style="list-style-type: none"><li>• Importance of Ethics</li><li>• Business Ethics</li><li>• Ethics in buying</li><li>• Code of ethics</li><li>• Problems in Ethics</li><li>• Backdoor selling</li></ul>	3
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### Reference Materials:

#### Books:

- 1) Arnold, T. & Chapman, S. (2010). Introduction to Materials Management, 6<sup>th</sup> Edition, Pearson Education, New Delhi.
- 2) Gopalkrishnan, P. (2011). Purchasing and Materials Management, Tata McGraw Hill, New Delhi.
- 3) Jhamb, L.C. (2008). Materials and Logistics Management, 10<sup>th</sup> Edition, Everest Publishing House, Pune.
- 4) Gopalkrishnan, P. & Sundaresan, M. (2012). Materials Management –An integrated approach, Prentice-Hall India, New Delhi.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course : PGDM**

**Subject Code: PG345**

**Subject Title: Operations Planning and Control**

**Semester : 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. To get the understanding of the production systems in the manufacturing unit.
- b. To develop the various competency skill in the area of operations, planning and control.
- c. Learn how to do the plant layout optimization.
- d. Understand the unique challenges involved in production planning and control.
- e. To get the understanding about the importance of ERP/SAP in production planning and control.
- f. To get the understanding of modern practices like JIT, KANBAN, FMS, Agile Manufacturing etc. in the Production planning and control.

**2) Skills**

- a. Able to develop line balancing skills.
- b. Able to work out schedules as per the capacity and aggregate planning..
- c. Able to handle the demand management on the shop floor.
- d. Able to work on process-product mix, demand forecasting, capacity and aggregate planning.

**Content:**

Sr.No.	Scope of topics to be covered	Teaching Hours
1.	Production Systems-operations, processes, manufacturing. services- types, models, Product-Process Technologies	2
2.	Process-Product Matrix. Evolution of Production Systems. Evaluation-Selection of Equipment Requirements its-optimization	3
3.	Layout-models-optimization Line Balancing-models-optimization	3
4.	Production Plans-an overview, types Demand Management-models	3
5.	Capacity Planning —models	3
6.	Resource Planning:-models	3
7.	Aggregate Planning –models-optimization	3

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8.	Batch scheduling-models optimization	2
9.	Batch Scheduling-models-optimization	2
10.	ERP/SAP-PPC Module reports-interpretation-variance analysis-use in decision making	3
11.	Advanced Concepts like JIT, FMS, GT, MRP - II, CIM. Robotics. KANB. Agile Manufacturing	3

### Reference Materials:

#### Books:

- 1) Elison, S. (2011). Elements of Production Planning and Control, 1<sup>ST</sup> Edition, Universal Book Corporation.
- 2) Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM, (2001)
- 3) Riggs & James, L. (1987). Production Systems: Planning analysis and Control, 4<sup>th</sup> Edition, John Wiley and Sons, New York.
- 4) Jhamb, L.C. (2011). Production Planning & Control, 20<sup>th</sup> Edition, Everest Publishing House.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

Course : PGDM

Subject Code: PG 3411

Subject Title: Operations Analytics

Semester : 3

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. To learn the concept of Business Analytics to face the unique challenges in the domain of Operations Management and its interface with the other domains.
- b. To understand the competitive advantage to excel in the business process operations by using analytical techniques.
- c. To study the various functional analytics
- d. To understand the Introduction to Big Data and Business Analytics and its applications
- e. To understand the Business Analytics Cycle Introduction, Analytical Tools & Methods
- f. To understand Data mining & decision making concepts, Predictive Analysis, Forecasting, Optimization, Simulation, and Business Metrics etc.
- g. To learn the process optimization methods.
- h. Introduction to latest technologies including R, Python, Minitab, SPSS, Big Data.

**2)Skills**

- a. To develop the skills for a new product and process development.
- b. To develop risk analysis techniques and ways to minimize risk using Earned value Analysis
- c. To understand the concepts and techniques in cost and management accounting.
- d. To learn the application of cost and management accounting techniques in strategic decision making.
- e. To understand how external data sources are used on top of internal data sources to derive better insights. The students will learn how data exploration is used in real world problem solving. The students will be able to understand the application of Market Basket Analysis from the analytics view point.
- f. To explore the major elements of supply chain and expose to leading edge thinking on supply chain strategy, Designing supply chain, customer satisfaction; inventory management; risk management, alliances, issues and challenges, performance measurement.

**3) Attitude**

- a. To recognize the competitive advantages in the market place for effective execution of the various functional analytics through business analytics.
- b. Develop a positive approach to look at a task/problem in Operations Analytics.

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### Content

Sr. No.	Scope of topics to be covered	Teaching Hours
1.	Predictive Analytics: <ul style="list-style-type: none"> <li>• Gaining data insights and Predictive Analytics</li> <li>• Introduction to analytics,</li> <li>• Demand analytics-qualitative forecasting</li> <li>• Demand analytics –quantitative forecasting</li> <li>• Regression Analysis, Multiple Regression Analysis</li> </ul>	3
2.	Analysis of Time Series: <ul style="list-style-type: none"> <li>• Component of Time Series</li> <li>• Models of Time Series</li> <li>• Method for measuring Trend                             <ul style="list-style-type: none"> <li>• Freehand Method</li> <li>• Semi – Average Method</li> <li>• Moving average with odd and even periods</li> <li>• Method of Least Square                                     <ul style="list-style-type: none"> <li>• Straight Line Trend Method</li> <li>• Quadratic Trend Method</li> <li>• Exponential Trend Method</li> </ul> </li> </ul> </li> <li>• Seasonal variations and Methods used to measure it                             <ul style="list-style-type: none"> <li>• Simple Average Method</li> <li>• Ratio to Trend Method</li> <li>• Ratio to Moving Average Method</li> <li>• Link Relative Method</li> </ul> </li> </ul>	4.5
3.	Exponential Smoothing Method: <ul style="list-style-type: none"> <li>• Forecasting Techniques and Forecasting Accuracy                             <ul style="list-style-type: none"> <li>• MAD (Mean Absolute Deviation)</li> <li>• MSE (Mean Square Deviation)</li> <li>• MAPE (Mean Absolute Percentage Error)</li> <li>• RMSE (Root Mean Square Error)</li> <li>• RSFE (Running Sum of Forecast error)</li> <li>• TS (Tracking Signal)</li> </ul> </li> <li>• Smoothing Constants</li> <li>• Single Exponential Smoothing Method</li> <li>• Double Exponential Smoothing Method – Holt’s Model</li> <li>• Triple Exponential Smoothing Method – Holt-Winter’s Model</li> <li>• ARIMA (Auto Regressive Integrated Moving Average) Model</li> </ul>	4.5
4.	Marketing and Retail Analytics: <ul style="list-style-type: none"> <li>• Pricing,</li> <li>• Breakeven and Margin Analysis,</li> <li>• Demand Estimates,</li> </ul>	3



## SIES College of Management Studies – Syllabus (2016-18)

	<ul style="list-style-type: none"> <li>• Marketing Budget and Marketing Performance Measure, Marketing Metrics and its application,</li> <li>• Descriptive Analytics - Geographical Mapping, Data Exploration, Market Basket Analysis</li> <li>• Service analytics in waiting line, single &amp; multi server,</li> <li>• use of simulation and customer service efficiency,</li> <li>• cost optimization</li> <li>• Service analytics in Retail,</li> <li>• stocking policy and impact of stock-out,</li> <li>• use of simulation,</li> <li>• Service efficiency,&amp; cost optimization</li> </ul>	
5.	<p>Logistics and Supply Chain Analytics:</p> <ul style="list-style-type: none"> <li>• Understanding the supply chain and Logistics,</li> <li>• Warehousing and Distribution,</li> <li>• Order Processing and Logistics Information system,</li> <li>• Transportation,</li> <li>• Supply Chain Metrics,</li> <li>• Decision areas in SCM</li> <li>• Supply Chain Design</li> <li>• Supply Chain Logistic Networks</li> <li>• Supply Chain Integration</li> <li>• Supply Chain Sustainability</li> <li>• Performance Measurement and Controls in Supply Chain Management,</li> <li>• Global Supply chain analytics,</li> <li>• Risk &amp; performance indices with respect to cost, capacity, quality, logistics &amp; distribution etc</li> </ul>	3
6.	<p>Manufacturing Analytics:</p> <ul style="list-style-type: none"> <li>• Activity Based Costing</li> <li>• Lean costing</li> <li>• Life- cycle costing</li> <li>• Project Finance Modeling</li> <li>• Inventory Control and Management</li> <li>• Various models optimization line balancing models.</li> <li>• Capacity planning models layout models.</li> <li>• Aggregate Planning – BOM, MPS, MRP – I</li> <li>• Line Balancing</li> </ul>	3
7.	<p>Financial Analytics:</p> <ul style="list-style-type: none"> <li>• Key ratios,</li> <li>• Project IRR and Equity IRR,</li> <li>• MIRR,</li> <li>• NPV,</li> <li>• Payback Period,</li> <li>• Sensitivity Analysis,</li> </ul>	3

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	<ul style="list-style-type: none"> <li>• Summary of key results to top Management,</li> <li>• Profitability Index.</li> <li>• Earned Value Analysis of project Risk management of infrastructure projects,</li> <li>• Risk mitigation strategies.</li> </ul>	
8.	<p>HR Analytics:</p> <ul style="list-style-type: none"> <li>• Introduction to HR Analytics</li> <li>• Analytics and people strategy : Becoming a persuasive HR function</li> <li>• Prescriptive Analytics</li> <li>• HR Information Systems</li> <li>• Data Recruitment and Selection Analytics</li> <li>• Predicting Employee Performance</li> <li>• Predicting Employee Turnover</li> <li>• Employee Engagement and Workforce Perceptions</li> </ul>	3
9.	<p>Reports and Measurable Performance Metrics:</p> <ul style="list-style-type: none"> <li>• Types of Reports,</li> <li>• Summary Reporting,</li> <li>• Detailed,</li> <li>• Functional,</li> <li>• Multi-view,</li> <li>• Drill Down,</li> <li>• Utility View,</li> <li>• Process View Performance Metrics: Inventory, Fulfillment, Alerts, and Flagging etc.</li> <li>• Dash Board Designing,</li> <li>• Balanced Scorecard: Kaplan and Norton Framework,</li> <li>• Strategy Map,</li> <li>• Scorecard Design</li> </ul>	3

### Reference Materials:

#### Books:

- 1) Norman Gaither & Greg Frazier (2011), Operations Management 9th edition, Cengage Learning.
- 2) Roberta S. Russell & Bernard W. Taylor III, 2013, Operations Management 7<sup>nd</sup> edition, Willy India, New Delhi.
- 3) Horngren and Datar , Cost Management
- 4) Simon Beninga, Financial Modelling
- 5) Vijay Govindarajan , Strategic Cost Management.
- 6) C. Sengupta, Financial Modelling using Excel and VBA
- 7) Krajewski, Malhotra, Ritzman, Srivastava, Operations Management – Process and Supply Chains, 11<sup>th</sup> Edition, Pearson
- 8) S. Christian Albright, Business Analytics: Data Analysis and Decision Making

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- 9) Bernard Marr, Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance
- 10) Tracey Smith, HR Analytics: The What, Why and How

### **Journals:**

- a) Harvard Business Review

### **Websites:**

- [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu).

### **Addendum:**

3. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
4. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: 3412**

**Subject Title: Productivity Management**

**Semester: 3**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

### **3. Knowledge**

- a. To learn the introductory concepts, importance, and scope of Productivity Management and its relevance in the entire business process.
- b. To get an in depth understanding of various concepts of Productivity Management like Measurement of productivity, Various models of productivity, Various Approaches to production, Learning curves, Incentives, Work study, Value analysis & Value Engineering, People/ Enrolment/ Participation, Recent production improvement techniques, Creative based techniques, Ergonomics, etc.
- c. To learn the Applications of new/old techniques of productivity improvement and its application towards the practical implementation of a business process.
- d. To learn the other areas of Productivity Management to counter the changes in the business process and move to the next level of the profitable business through optimization.

### **4. Skills**

- a. To develop the skills required to establish a linkage of the productivity concept from an individual student to a department & from a department to a functional area of a company
- b. This course will empower the students with the skills to understand the size & extent to implement the concept of productivity in economic business operations.
- c. This course will enhance the students with the skills of decision making process for timely implementation of the Productivity Improvement Techniques.
- d. This course will develop an ability towards the skillful implementation of the Strategies of Productivity in the business operations to achieve the professional growth of the company.
- e. This course will develop the skill set to reach to the next level of excellence to achieve productive output and business gains through competitive advantage and time based competition.

### **5. Attitude**

- a. It will develop an approach to the measurement of production planning & conditions improvement as one of the competitive dimension in any business.
- b. It will develop a positive attitude and willingness to learn the allied subjects in the future
- c. It will develop an mind set to achieve productive, quality output and business gains in future.

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- d. It will develop an attitude towards accepting the risks & benefits after implementation of the Productivity concepts.
- e. Developing an attitude to excel in the operations function of an organization through productivity as a system approach.

### Contents

Sr. No	Topics to be Covered	Teaching Hours
1	Concept of productivity application in manufacturing and service industries and different functional areas	1
2	Measurement of productivity. Understanding improvement cycle importance of measurement like partial total factor multifactor and their applications for analysis measurement of resource production	3
3	Various models of productivity 1. Sumanths total productivity model 2. Sumanths five pronged model 3. American productivity model 4. Sink Multi factor model 5. Application by numerical	3
4	Various Approaches to production. 1. Classic ILO approach 2. Kaizen/TQC approach 3. Elimination 3 MV approach 4. Participative/ Involvement 5. Creativity based	3
5	Application of new/old techniques lectures of productivity improvement & application in all area of management. 1. JIT & Lean type of production system 2. MRPI & MRPII, ERP. Lectures & Application 3. TQM ISO quality systems. 4. B.P.R 6 Learning curves. Concept, application, Quantitative, estimation, limitation	3
6	Incentives 1. Financial 2. Non financial 3. Various incentive schemes based on the	3

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	group, profit sharing systems 4. Result oriented schemes 5. Calculation of incentive index	
7	Learning curves. Concept, application, Quantitative, estimation, limitation	2
8	Work study 1. Method study 2. Motion & Time study 3. Works measurement 4. Objectives, method, application	3
9	Value analysis & Value Engineering. 1. Concept 2. Difference 3. Procedure used 4. Importance in today's business environment 5. Various application functional areas for product process and system	2
10	People/ Enrolment/ Participation 1. Quality circles 2. Group kaizen 3. Suggestion schemes 4. Suggestion schemes 5. Small group involvement	2
11	Recent production improvement techniques & applications. Use of various ratios to determine improvement in productivity	1
12	Creative based techniques 1. Brain storming 2. Whole brain thinking 3. Nominal group 4. Use in creative problem solving with practical application	2
13	Ergonomics 1. Concept design of work place to suit human being use of anthropometric data principles of motion economy effect of environment of productivity 2. Design of work stations use in connection with process observation. 3. Concept of muri (non value adding strain & its limitation	2

## Reference Materials

### Books:

- 1) Dr Uday Salunkhe & Dr Srinivas Gondhalekar - Productivity Technique
- 2) Shridhar Bhat - TQM
- 3) Shirke - Productivity Technique

### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: 351

Subject Title: Database Management System & Data Warehousing

Semester : 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge

1. To understand the introduction, Meaning and Definition of Database, Database Environment
2. Understand applications of Database Management System(DBMS)
3. To understand the Relational Database Management System(RDBMS)

### 2) Skills

- a. Apply the practices of DBMS in designing Databases for projects.
- b. Able to handle the challenges face by a DBA.

### 3) Attitude

- a. Develop an attitude of applying DBMS rules and conventions deigning Database in the Software development environment.

## Content

Serial No.	Scope of topics to be covered	Teaching Hours
1.	Introduction to Databases Introduction, Meaning and Definition of Database, Database Environment, Working of a Simple Centralized Database System, Tradition al File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of using DBMS	6
2.	Data Models : The importance of data models, Basic building blocks, Business rules, The evolution of data models Hierarchical, Network, Relational, Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams and issues.	4
3.	Database Management System(DBMS) Basic concepts : data, information, metadata, definition of DBMS, Components, entities, attributes ,relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity ,DBMS three level( Logical, Conceptual, Physical) Advantages and disadvantages of DBMS, Database system environment and utilities	6



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	Client/Server Architecture : two and three tier architecture	
4.	Distributed Databases: Introduction to Distributed DBMS Concepts, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design	4
5.	Relational Database Management System (RDBMS): Definition, Meaning, and Introduction, Merits and demerits, Relational Database design: features of good relational database design, atomic Domain and Normalization (1NF, 2NF, 3NF, BCNF).	5
6.	Object-Relational Database Management system (ORDBMS): Introduction, Basics of Object Oriented Design (OOD), Characteristics-Advantages-Object oriented development- Objects and Object classes- Object Oriented data Model, Object oriented databases, Object Relational Database Management Systems	4
7.	Structured Query Language: SQL: Introduction, SQL, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement	5
8.	Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL	4
9.	Data warehousing, Multidimensional Data Models, Data Warehouse Architecture, ROLAP, MOLAP, HOLAP, OLAP and OLTP	5
10.	Data Mining, Data Pre processing, Data Marts, Cluster Analysis, Decision Making.	2

### Reference Materials:

#### Books:

- 1 Rob, Coronel, “Database Systems”, Seventh Edition, Cengage Learning.
- 2 Work-study by ILO
- 3 A Silberschatz, H Korth, S Sudarshan, “Database System and Concepts”, fifth Edition McGraw-Hill
- 4 Data base management system by Navate
- 5 Database management by E.F Codd

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: 352

Subject Title: Enterprise Management Systems (EMS)

Semester : 3

## Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge:

- a. Understand the various concepts of Enterprise Resource Planning.
- b. Understand the challenges faced while implementing ERP.
- c. Learn the tools that could be used for ERP

### 2) Skills:

- a. To be able to use some ERP tools
- b. To be able to assess the advantages of implementing ERP in an organization

## Content:

Serial No	Scope of topics to be covered	Teaching hours
1.	Enterprise Management Systems – the Components – what is an Enterprise and its dynamics – how does it work. What subsystems are required to make it responsive and successful? How does IT play a part? Understanding Business IT.	6
2.	Applications areas of an Enterprise viz. ERP, across various industry verticals and businesses such as BFSI, Retail, Telecom, Healthcare, across manufacturing and/or Marketing organizations, Government bodies etc...	9
3.	Enterprise Content Management – role of content management – New Organization and Startup the challenges and Role of IT and systems Building Cashless and Process oriented organisations	9
4.	Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals.	5
5.	Enterprise Application Integration- Challenges in integrating various enterprise applications. Modern technologies for application integration.	6

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6.	Application Areas of ERP in SCM, and CRM, Supply Chain Management(SCM) – Need for Supply chain integration, Application overview of supply chain solution, advanced SCM and ERP integration	6
7.	Case Studies and Presentations – Casestudy to cover full enterprise layer with SCM, CRM and ERP combined with Eenabled organisation	4

### Reference Materials:

#### Books:

- a. Work-study by ILO
- b. Integrated Business Processes with Enterprise Systems by SimhaMagal published by Wiley
- c. Demos/Screen Shots of ERP Software such as SAP, CRM and SCM products
- d. Enterprise Systems for Management by LuvaiMotiwalla published by Pearson
- e. Enterprise Resource Planning by Mary Sumner published by Prentice Hall India

### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: 353**

**Subject Title: Big Data and Business Analytics**

**Semester : 3**

## **Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

### **1) Knowledge:**

- a. Understand the concepts and fundamentals of business intelligence and analytics.
- b. Understand the importance and need for business intelligence and analytics.

### **2) Skills:**

- a. To apply analytics on business practices.
- b. To learn tools for business analytics.

### **3) Attitude:**

- a. Develop an attitude of applying analytics on various aspects of business to gain competitive advantages in the market place.

## **Content:**

<b>Serial No</b>	<b>Scope of topics to be covered</b>	<b>Teaching hours</b>
1.	Introduction to Data Analytics Need for Business Intelligence Data Management, Data Visualization, Data Warehousing, ETL Data Processing Chain From Business Intelligence to Business Analytics	6
2.	Business Analytics Cycle Introduction, Analytical Tools & Methods, Integration Social Analytics, Operational Analytics Big Data Analytics, Hadoop, Informatics, Cognos etc. Business application of big data analytics information as strategic resource	6
3.	Data Mining & decision Making Predictive Analysis Forecasting Optimization Simulation Gamification.	12
4.	Business Metrics in Action Datascience in Startups Basics of Problem- Solving Design Patterns in Statistical Computing Excel for Data Science.	7
5.	Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools & Applications.	8

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6.	Case Studies and presentations	6
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### Reference Materials:

#### Books:

- 1) Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli
- 2) Work-study by ILO
- 3) Business Analytics: Data Analysis and Decision Making by S. Christian Albright
- 4) Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions
- 5) and Improve Performance by Bernard Marr

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: 354**

**Subject Title: Knowledge Management**

**Semester : 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Understand the concepts of Knowledge Management
- b. Understand the ways and means of doing Knowledge Management.
- c. Understand the challenges faced while doing Knowledge Management and how to deal with them.

**2) Skills:**

- a. To be able to procure knowledge and apply the concepts of Knowledge Management on it.
- b. Able to classify, codify and standardize knowledge.

**3) Attitude:**

- a. Develop an attitude of applying the principles of knowledge management in the business.

**Content:**

Serial No	Scope of topics to be covered	Teaching hours
1.	Introduction to Knowledge Meaning of data, information, knowledge and expertise Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. Declarative, tacit Vs. Explicit, general. Specific. Types of expertise – associational, theoretical Characteristics of knowledge – explicitness, teach ability, specificity Reservoirs of knowledge Locations and Intellectual Capital	6
2.	Introduction to Knowledge Management (KM) Meaning of KM, Relevance of KM in today's dynamic complex environment Forces Driving KM Organizational issues in KM Systems & their role Emergent KM practices Factors influencing KM Future of Knowledge Management	9
3.	KM Foundations and Solutions KM Foundations: Infrastructure, Mechanisms, Technologies KM Solutions and components:	9

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	Processes (Discovery, Capture, Sharing, and Applications) Knowledge Utilization Process	
4.	KM Infrastructure Organizational Structure Organizational Culture Communities of Practice Information Technology enabler and Infrastructure Common Knowledge	9
5.	Organizational Impact of KM Dimensions of KM Impact – People, Processes, Products & Organizational Performance Factors influencing impact – universalistic & contingency view Leadership and Assessment of KM Leadership , KM Assessment of Knowledge Management Solutions, Impacts Knowledge Workers Barriers to KM and IT Dissemination	6
6.	Case studies and Application Exercises on KM processes	6

### Reference Materials:

#### Books:

1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies . Prentice Hall. ISBN: 0-13-109931-0.
2. Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.
3. Ian Watson (2002). Applying Knowledge Management: Techniques for Building
4. Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
5. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.
6. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition. Ian Watson (2002).

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

**Course: PGDM**

**Subject Code: 355**

**Subject Title: Software Engineering**

**Semester : 3**

## **Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

### **1) Knowledge:**

- a. Understand the uses, importance and concepts of a SE
- b. Learn the various Software development styles
- c. Understand to analyze, design, verify, validate, implement, apply and maintain software systems.

### **2) Skills:**

- a. To be able to design an appropriate development model
- b. To develop skills that will enable to construct high quality software and reliability.

## **Content:**

<b>Serial No</b>	<b>Scope of topics to be covered</b>	<b>Teaching hours</b>
1.	Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development	6
2.	Analysis and Design of Information systems •Assessing the Feasibility of a system •Gathering detailed requirement •Use of Structured methods such as Data flow, Entity Relationship diagrams etc – •Use of Object Analysis and Design •Use Cases and visualization of the IT based solution •Design of Inputs , Outputs and other interfaces	6
3.	Documenting Software requirements - various documents used at different stages of software development process – User	6



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	Requirement Specifications	
4.	Software Estimation – challenges in Estimation of software – methods of software estimation such as Line of Code, Function Point, COCOMO, COCOMO II, Use Case Point Method etc – Estimating a Coding Task versus non-coding activities such as Documentation etc	6
5.	Software Quality and Testing – Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test, code reviews , Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing	7
6.	Review of Student Presentations on exercise which requires them to analyse a business process, requirements, documentation and maintenance, Analysis and Conceptual design of the system, estimation of the software size	6
7.	Case Studies and Presentations	8

### Reference Materials:

#### Books:

- 1) Software Engineering- A Practioners’s Approach”, 7thEdition , Pressman
- 2) Analysis and Design of Information Systems, by James Senn, TMH
- 3) OOAD – 3rd Edition, Booch and others, Addison Wesseley
- 4) Structured systems analysis and design: concise study Ed 2, Kelkar SA. Published by PHI Learning, 2009, ISBN 10: 812032451X / ISBN 13: 9788120324510

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

**Course: PGDM**

**Subject Code: 356**

**Subject Title: Cloud Computing & Virtualization**

**Semester : 3**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. To understand the Enabling Technologies and Cloud Computing Models including
- b. Understand the Cloud Operating System, Cloud Architectures including Federated Clouds ,Scalability, Performance, Quality of Service.

**2) Skills**

- a. To be able understand Virtualization Techniques
- b. Able to handle the Security and Privacy issues in the Cloud,

**Content:**

<b>Serial No</b>	<b>Scope of topics to be covered</b>	<b>Teaching hours</b>
1.	Enabling Technologies and System Models for Cloud Computing Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of Business	6
2.	Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and hybrid	3
3.	Cloud Operating System, Cloud Architectures including Federated Clouds	6
4.	Scalability, Performance, Quality of Service, Data centers for Cloud Computing	6
5.	VMWare ESX Memory Management, Capacity Planning and Disaster Recovery in Cloud Computing	6
6.	Case Studies and presentations	6

**Reference Materials:**

**Books:**

- 1) Cloud Computing: Fundamentals, Industry Approach and Trends by Rishabh Sharma
- 2) Chuck Lam, “Hadoop in Action”, Dreamtech Press Publisher.

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- 3) Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security by Kris Jamsa
- 4) Computing: Principles and Paradigms by RajkumarBuyya, Kames Broberg, Andrzej Goscinski
- 5) VigneshPrajapati, “Big Data Analytics with R and Hadoop”, 1st Edition, Shroff / Packt Publications

### **Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

**Course: PGDM**

**Subject Code: PG401**

**Subject Title: Business Ethics, Human Rights and Corporate Governance**

**Semester: 4**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following knowledge base and skills:

**1) Knowledge**

- a) Understanding the framework that can be used to identify, analyse and resolve ethical issues in business decision making
- b) Understanding the nature of conflicts between personal values and organization goals
- c) Understanding the role of sustainability in business strategy
- d) Understanding the importance of developing ethics programmes and the fostering of an ethical culture in organizations
- e) Understanding how firms evaluate social responsibility activities.
- f) Understanding basic human values of liberty, equality, dignity etc.
- g) Understanding the interdisciplinary, legal and Business aspects of Corporate Governance

**2) Skills**

- a. Day to day handling of ethical issues at the workplace
- b. Ethical decision making
- c. Applying rules and norms of ethics and corporate governance at the workplace
- d. Effective interpersonal relationships keeping in mind basic human rights

**3) Attitude:**

- a. Developing an ethical mindset
- b. Evolving into a good corporate citizen

**Content:**

Sr.No	Scope of topics to be covered	Teaching hours
1	Introduction to Business Ethics <ul style="list-style-type: none"><li>• Introduction to Business ethics</li><li>• Values, norms, beliefs and standards</li><li>• The need for business ethics</li><li>• Constituents of ethical behavior</li><li>• Functions of a ethical officer</li></ul>	5
2	Foundations of ethics <ul style="list-style-type: none"><li>• Personal ethics</li><li>• Professional Ethics</li><li>• Basic ethical principles</li><li>• Theoretical approaches to ethics</li><li>• Moral and Ethical Dilemmas</li></ul>	3

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3	<p>Ethical Decision making</p> <ul style="list-style-type: none"> <li>• Ethical decision making and ethical leadership</li> <li>• Stake holder relationships and CSR</li> </ul>	3
4	<p>Ethics in business functional areas</p> <ul style="list-style-type: none"> <li>• Human resource management</li> <li>• Sales</li> <li>• Management of quality</li> <li>• Finance function</li> </ul>	3
5	<p>Measurement of Ethical Practices</p> <ul style="list-style-type: none"> <li>• The ethics Audit</li> <li>• Benefits of Ethics Audit</li> <li>• The Auditing Process</li> <li>• Ethics Training</li> </ul>	3
6	<p>Business Ethics in a global Economy</p> <ul style="list-style-type: none"> <li>• Ethics and International Business</li> <li>• The Multinational Corporation</li> <li>• Racial and sexual discrimination</li> <li>• Human Rights</li> <li>• Protection of Intellectual property</li> </ul>	3
7	<p>Corporate Governance</p> <ul style="list-style-type: none"> <li>• Evolution of Corporate Governance</li> <li>• Evolution of Corporate Governance in India</li> <li>• Role and Composition of the Board of directors</li> <li>• Role and Composition of Board Committees</li> <li>• Corporate Governance in PSUs</li> <li>• Corporate Governance- an international Perspective</li> </ul>	6
8	<p>Corporate sustainability</p>	1
	<ul style="list-style-type: none"> <li>• Meaning and Scope</li> <li>• Corporate Social Responsibility and Corporate Sustainability</li> <li>• Sustainability Terminologies and Meanings</li> <li>• Why is Sustainability an Imperative</li> <li>• Triple Bottom Line (TBL)</li> <li>• Global Reporting Initiatives and Standards</li> </ul>	3

**Reference Materials:**

**Books:**

- 1) Ethics of Management by Hosmer
- 2) Ethics of Management by Charaborty
- 3) Ethics by Chandra Sekhar
- 4) What is Ethical in Ethics by John Henderson

**Websites:**

- [www.globethics.net/Business-Ethics](http://www.globethics.net/Business-Ethics)

**Addendum:**

3. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions
4. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude

**Course: PGDM**

**Subject Code: PG411**

**Subject Title: Social Media Marketing**

**Semester: 4**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Understand the various concepts and principles of social media from the theoretical and empirical perspectives.
- b. Learn how this new type of communication technology is impacting the traditional methods of marketing and allied business functions and how the overall communication ecosystem is evolving.
- c. Understand the significant role played by various social media channels in the marketing world today.
- d. Learn the basics of social media optimization (SMO) and search engine optimization (SEO) techniques.
- e. Learn how the effectiveness and reach of social media campaigns and programmes can be measured.
- f. Understand the key challenges involved in using social media marketing and the strategies to overcome the same.

**2) Skills**

- a. To apply the concepts of social media marketing to the online marketing communications of brands.
- b. Using social media tools to improve the online presence and reach of brands.
- c. Creating social media marketing plans for brands.
- d. Ability to assess and measure the effectiveness of social media marketing plans.
- e. Using SMO and SEO tools.

**3) Attitude**

- a. Ability to use the various channels of social media marketing in an ethical and responsible manner to aid the marketing communications of brands and companies.
- b. Develop an inclination towards leveraging the social media marketing platforms towards the betterment and benefit of the community at large.

**Content:**

Sr.No.	Scope of topics to be covered	Teaching hours
1	Introduction <ul style="list-style-type: none"><li>• What is social media marketing?</li><li>• Pillars of social media marketing</li><li>• Integrating social media into marketing communications</li><li>• Predicting the future with social media</li><li>• Social media marketing ecosystem</li></ul>	3

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2	<p>Social Networking</p> <ul style="list-style-type: none"> <li>• What is social networking?</li> <li>• Features of social networking</li> <li>• Emerging trends in social networks</li> <li>• Social network marketing</li> <li>• The power and value of social networking</li> </ul>	3
3	<p>Social Media Optimization</p> <ul style="list-style-type: none"> <li>• Basic concepts of social media optimization</li> <li>• Social media optimization strategy</li> <li>• Customer engagement</li> <li>• Search engine marketing</li> </ul>	3
4	<p>Mobile Social Networking</p> <ul style="list-style-type: none"> <li>• Mobile social networking in theory and practice</li> <li>• What are mobile social networks?</li> <li>• Experience and use of mobile phone features and services</li> <li>• Social networking now more popular on mobile than desktop</li> </ul>	3
5	<p>Social News and Bookmarking</p> <ul style="list-style-type: none"> <li>• What is social news?</li> <li>• News aggregator bookmarking</li> <li>• Social bookmarking?</li> <li>• Online bookmarking sites</li> </ul>	1.5
6	<p>Internet Privacy and Censorship</p> <ul style="list-style-type: none"> <li>• Levels of privacy</li> <li>• Risks to internet privacy</li> <li>• In privacy law</li> <li>• Internet censorship in the people</li> </ul>	1.5
7	<p>Blogging</p> <ul style="list-style-type: none"> <li>• Role of blogs and community sites in social media marketing</li> <li>• How blogs and community sites can be leveraged to expand the reach of social media marketing</li> </ul>	1.5
8	<p>Twitter and Micro-blogging</p> <ul style="list-style-type: none"> <li>• What is micro-blogging?</li> <li>• Difference between traditional blogging and micro-blogging</li> <li>• Twitter marketing</li> <li>• Integration of twitter and micro-blogs into the social media strategy</li> </ul>	1.5
9	<p>Web Analytics Technologies</p> <ul style="list-style-type: none"> <li>• Introduction to web analytics technologies and tools</li> <li>• Role and importance of web analytics in Social media marketing</li> </ul>	3



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	<ul style="list-style-type: none"><li>Challenges faced in web and social media analytics</li></ul>	
10	Virtual World <ul style="list-style-type: none"><li>The concept of virtual world</li><li>Virtual worlds and social media marketing</li><li>Social virtual worlds</li><li>The impact of virtual worlds on the real world of marketing</li></ul>	3
11	Media-sharing <ul style="list-style-type: none"><li>Introduction to the concept of Media-sharing</li><li>Media-sharing Social Networks</li><li>Media-sharing Tools</li><li>Growing importance and use of media-sharing social networks</li></ul>	3
12	Social Media in India <ul style="list-style-type: none"><li>Introduction to the social media scenario in India</li><li>Evolving consumption trends and patterns of social media in India</li><li>Relevance of social media marketing in the Indian context</li></ul>	3

### Reference Materials:

#### Books:

- 1) Kruti, S. & D'Souza, A. (2009). Advertising & Promotions (An IMC perspective), Tata McGraw-Hill.
- 2) Aekar, A. D. & Joachimsthaler, E. (2000). Brand Leadership: Building Assets in an Information Economy, Sage Publications.

#### Web Sites:

- [www.Ebsco.in](http://www.Ebsco.in)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG412**

**Subject Title: Advanced Brand Management**

**Semester: 4**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Understand the meaning, functions and metaphors related to brands.
- b. Understand the importance of brands and their growing relevance for organisations.
- c. Learn the process of building new brands.
- d. Develop the understanding of the key concepts of brand elements, brand identity and brand personality.
- e. Understand the importance of brand equity and how it can be built using its various elements.
- f. Learn how existing strong brands can be re-energized.
- g. Learn the strategies and methods for brand valuation.

**2) Skills :**

- a. Ability to understand and analyze brands and brand elements.
- b. Ability to measure brand values.
- c. Ability to ideate and create positioning and repositioning strategies for brands.
- d. Ability to identify customer traits and insights and infuse them into brand values.
- e. Developing new brands.
- f. Ability to understand, analyze and strategies about brand elements, brand personality, brand equity and brand relationship.

**3) Attitude:**

- a. Rational approach towards understanding and interpreting brands and brand communications without any personal biases.
- b. Ability to understand consumer's perception behind brand choices and decisions.
- c. Application through ethical marketing practices.

**Content:**

Sr. No.	Scope of topics to be covered	Teaching hours
1	Detailed understanding of Branding <ul style="list-style-type: none"> <li>• Definition of brand</li> <li>• Branding &amp; the task of brand building</li> <li>• Understanding of the various brand elements</li> <li>• How brand helps a company to establish its product category</li> <li>• Case study - Tata Nano</li> </ul>	1.5
2	Infusion of Brand Values <ul style="list-style-type: none"> <li>• Identification of key consumer insights</li> </ul>	1.5

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	<ul style="list-style-type: none"> <li>• Developing peripheral values &amp; core values</li> <li>• How brand values can add to the marketing strategy</li> <li>• Case study - Dabur Honey</li> </ul>	
3	<p>Brand Vision &amp; Developing Brand Elements</p> <ul style="list-style-type: none"> <li>• The role of brand elements</li> <li>• Methods to identify brand name, logo, symbol, etc</li> <li>• Validation of brand elements</li> <li>• Brand vision development</li> <li>• Class assignment</li> </ul>	1.5
4	<p>Entering into the consumer's mind spectrum</p> <ul style="list-style-type: none"> <li>• Reasons behind consumers' choice of brands</li> <li>• Various approaches to brand positioning</li> <li>• Brand repositioning – meaning, methods &amp; rules</li> <li>• Case study – Cadbury Dairy Milk</li> </ul>	1.5
5	<p>Building Brand Personality</p> <ul style="list-style-type: none"> <li>• Understanding consumer traits</li> <li>• How traits are converted to brand personality</li> <li>• How to measure 'fit' of personality with the consumer</li> <li>• Case Study - Raymond versus Reid &amp; Taylor</li> <li>• Project assignment</li> </ul>	1.5
6	<p>Brand Identity development process</p> <ul style="list-style-type: none"> <li>• Brand identity – what does it mean?</li> <li>• How to determine brand identifiers</li> <li>• Various models of Brand Identity</li> <li>• Classroom discussion on the brand elements of Coke and Pepsi and a comparison between them</li> </ul>	1.5
7	<p>Brand Relationship model</p> <ul style="list-style-type: none"> <li>• How the brand relationship model works</li> <li>• Brand image</li> <li>• Value proposition</li> <li>• Self Image analysis</li> <li>• Case study – Amul</li> </ul>	1.5
8	<p>Building Brand Equity</p> <ul style="list-style-type: none"> <li>• Revisiting the Brand equity concept</li> <li>• Aspects of equity &amp; measurements</li> <li>• Project assignment – 'Whether Brand loyalty holds good against private labeling?'</li> <li>• Case study – Ujala</li> </ul>	1.5
9	<p>How to re-energize an existing power brand?</p> <ul style="list-style-type: none"> <li>• Various options and methods available to reenergize an existing power brand</li> <li>• Challenges faced in the process</li> </ul>	1.5

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	<ul style="list-style-type: none"><li>• Case study - Gold Winner oil</li></ul>	
10	Brand Journey & Brand Valuation <ul style="list-style-type: none"><li>• Brand essence</li><li>• Revitalization to contemporaries it</li><li>• Brand valuation methods</li><li>• Case study – Bournvita</li></ul>	1.5

### Reference Materials:

#### Books:

- 1) Aekar, A. D. (1996). Building Strong Brands, The Free Press.
- 2) Lehmann, D. R. & Winer, R. S. (2001). Product Management, McGraw-Hill.
- 3) Mathur, U. C. (2007). Product and Brand Management, Excel Books.
- 4) Sengupta, S. (2005). Brand Positioning: Strategies for Competitive Advantage, Tata McGraw-Hill.
- 5) Tybout, A. M. & Calkins, T. (2005). Kellogg on Branding: The Marketing Faculty of The Kellogg School of Management, John Wiley & Sons.

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG413**

**Subject Title: Marketing of Non-profit Organizations**

**Semester: 4**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge:**

- a. Learn how marketing, branding and communication practices can be applied to non-profit organisations.
- b. Understand how the above stated practices in the non-profit sector are different from those in the for-profit sector.
- c. Understand the ecosystem of non-profit/social marketing sector in India.
- d. Understand how marketing is related with various activities such as promotions, advertising, public relations, personal selling, fundraising and other organisational functions, with particular relevance to the non-profit sector.
- e. Learn how attitudes, values and beliefs are developed and how they impact the behaviour and behavioural changes in target audiences.
- f. Understand the specific challenges faced by non-profit organisations on the marketing front, and learn the methods and strategies to combat the same.
- g. Understand the importance of customer relations and satisfaction, with particular relevance to marketing in the non-profit sector.
- h. Learn the techniques and methods to measure the effectiveness of social marketing programs.

**2) Skills:**

- a. To apply the elements of marketing mix to suit the needs of non-profit organisations.
- b. Ability to market various concepts/schemes/ideologies generally propagated by non-profit organisations.
- c. Application of marketing knowledge for promotions, advertising, public relations, personal selling, fundraising and other functions integral to non-profit organisations.
- d. Ability to conduct social marketing programs.
- e. Ability to measure the effectiveness of social marketing programs.
- f. Ability to develop social marketing plans.

**3) Attitude:**

- a. Develop an appreciation towards the elements of social marketing an inclination towards the concept of social marketing as a whole.
- b. Develop the willingness to trigger socio-economically beneficial behavioural changes in the society, and aid its spread and acceptance.

**Content:**

## SIES College of Management Studies – Syllabus (2016-18)

Sr. No.	Scope of topics to be covered	Teaching hours
1	<p>An Introduction to Non-profit Organizations</p> <ul style="list-style-type: none"> <li>• Overview of the non-profit sector and how it works</li> <li>• Origin of the concept and practice</li> <li>• Elements and functioning of non-profit organisations</li> <li>• Various models of non-profit organisations</li> <li>• Challenges faced by the non-profit sector</li> <li>• Understanding social marketing in the Indian context</li> </ul>	3
2	<p>Comparison of the Marketing Mix of Social Marketing and that of Commercial Marketing</p> <ul style="list-style-type: none"> <li>• 4P's, marketing, branding and communication practices adopted for social marketing</li> <li>• 4P's, marketing, branding and communication practices adopted for commercial marketing</li> <li>• How the abovementioned concepts for non-profit organisations are different from those for for-profit organisations</li> </ul>	3
3	<p>An analysis of the Social Marketing Mix</p> <ul style="list-style-type: none"> <li>• Product – various types of offers, offer classification, Developing a non-profit offer</li> <li>• Place – distribution, location and accessibility options available to non-profit organisations, challenges faced and remedies</li> <li>• Promotion – objectives of promotion, promotional mix</li> <li>• Price – role of monetary prices, when to charge and when not to charge</li> </ul>	1.5
4	<p>Formation of attitude, beliefs and values and their impact on behaviour</p> <ul style="list-style-type: none"> <li>• Forces influencing formation of attitude, beliefs and values</li> <li>• Ways in which attitude, beliefs and values of target audiences influence their behaviour</li> <li>• Primary ways to influence behaviour towards the non-profit cause/agenda</li> </ul>	1.5
6	<p>Marketing of Family Planning and Literacy</p> <ul style="list-style-type: none"> <li>• Studying how the marketing mix of social marketing can be applied to promote the causes of family</li> </ul>	1.5

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	<p>planning and literacy</p> <ul style="list-style-type: none"> <li>• Studying and applying segmentation, targeting and positioning strategies for family planning and literacy</li> </ul>	
7	<p>Marketing of health, small savings and afforestation</p> <ul style="list-style-type: none"> <li>• Studying how marketing mix of social marketing can be applied to promote the causes of health, small savings and afforestation</li> <li>• Studying and applying segmentation, targeting and positioning strategies for health, small savings and afforestation</li> </ul>	1.5
8	<p>Measurement of effectiveness of Social Marketing Programmes – Part One</p> <ul style="list-style-type: none"> <li>• Need to assess and measure the effectiveness of social marketing programmes</li> <li>• Challenges faced in assessing and measuring effectiveness of social marketing programmes</li> </ul>	1.5
9	<p>Measurement of effectiveness of Social Marketing Programmes – Part Two</p> <ul style="list-style-type: none"> <li>• Parameters that impact the effectiveness of social marketing programmes</li> <li>• Tools, techniques and strategies used to assess and measure the effectiveness of social marketing programmes</li> <li>• Outcomes of measuring the effectiveness of a Social Marketing Programme</li> </ul>	1.5
10	<p>Project Presentation: Marketing of NGOs</p> <ul style="list-style-type: none"> <li>• Presentation of marketing plan created for an NGO by student groups</li> <li>• Assessment and evaluation based on various parameters such as originality, quality of content, relevance, feasibility, etc</li> </ul>	1.5

### Reference Materials:

#### Books:

- 1) Andreasen, A. R. (1995). Marketing Social Change: Changing Behaviour to Promote Health, Social Development and the Environment, Jossey-Bass Publishers.
- 2) Kotler, P., Roberto, N. & Lee, N. (2002). Social Marketing: Improving the Quality of Life, Sage Publications.

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.



# SIES College of Management Studies – Syllabus (2016-18)

**Course: PGDM**

**Subject Code: PG421**

**Subject Title: Commodities and Derivatives**

**Semester: 4**

## **Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

### **1) Knowledge**

- a. Understand basics of commodity derivatives.
- b. Understand the basics of commodity markets , instruments and derivatives
- c. Understand the working of NCDEX and MCX
- d. Understand the regulatory framework and taxation aspect of commodity markets.

### **2) Skills**

- a. Develop skills to identify various commodity derivative instruments as per the risk profile
- b. Develop skills to comply with various regulatory guidelines and requirements
- c. Develop skills to comply with taxation guidelines.

### **3) Attitude**

- a. Firmness of purpose and Flexibility of approach
- b. Strong faith in quality
- c. Competitive spirit

## **Content:**

<b>Sr.No.</b>	<b>Scope of topic to be covered</b>	<b>Teaching hours</b>
1	Commodity Derivatives <ul style="list-style-type: none"><li>• Introduction</li><li>• Types of Instruments</li><li>• Distinction between Commodity and Financial Derivatives</li><li>• Pricing Commodity Derivatives</li><li>• Hedging, Speculation, Arbitrage</li></ul>	4
2	Commodity Market Profile <ul style="list-style-type: none"><li>• Global and Indian Scenario of Commodity markets</li><li>• Evolution of commodity markets in India</li></ul>	4
3	NCDEX Platform <ul style="list-style-type: none"><li>• Structure of NCDEX</li><li>• Exchange Membership</li><li>• Capital requirements</li><li>• Commodities traded on NCDEX platform</li><li>• Instruments available for trading</li><li>• Pricing of Commodity futures</li><li>• Trading, clearing, settlement</li><li>• Risk management</li><li>• Uses of commodity futures in hedging, speculation and arbitrage</li></ul>	10

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4	<b>Multi Commodity Exchange (MCX)</b> <ul style="list-style-type: none"><li>• Structure of MCX</li><li>• Exchange Membership</li><li>• Capital requirements</li><li>• Commodities traded on MCX platform</li><li>• Instruments available for trading</li><li>• Pricing of Commodity futures</li><li>• Trading, clearing, settlement</li><li>• Risk management</li><li>• Uses of commodity futures in hedging, speculation and arbitrage</li></ul>	10
5	<b>Regulatory framework and taxation aspect</b> <ul style="list-style-type: none"><li>• Rules governing commodity derivative exchanges</li><li>• Intermediaries</li><li>• Investors Grievances</li><li>• Implication of sales tax</li></ul>	2

### Reference Materials

#### Books:

- 1) Kulkarni Bharat (2013), Commodity Markets and Derivatives, Excel Books, New Delhi.

#### Journals:

- a) Indian Journal of Finance
- b) ELK Asia Pacific Journal of Finance & Risk Management
- c) Journal of Financial Management & Analysis

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG422**

**Subject Title: Stressed Asset Management**

**Semester: 4**

**Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

- a. Understand meaning of stressed assets
- b. Understand the implications of Non-Performing Assets in Banking and Financial institutions
- c. Understand the RBI guidelines and provisions relating to stressed asset management
- d. Understand various modes of reducing Nonperforming assets
- e. Understand valuation of stressed assets

**2) Skills**

- a. Ability to identify the non performing accounts and their effective monitoring
- b. Ability to effectively implement legal and non legal methods for recovery
- c. Ability to identify the risk and make suitable provisions as per RBI guidelines

**3) Attitude**

- a. Develop a helpful attitude towards stressed borrowers so as to upgrade the accounts.
- b. Develop realistic & pragmatic approach to the issues

**Contents:**

<b>Sr. No.</b>	<b>Scope of topic to be covered</b>	<b>Teaching hours</b>
1	Non Performing Assets <ul style="list-style-type: none"><li>• Overviews</li><li>• Definition</li><li>• Impact</li></ul>	2
2	Non Performing Assets <ul style="list-style-type: none"><li>• Broad guidelines of RBI</li><li>• Provisions</li><li>• IRAC norms</li></ul>	8
3	Non Performing Assets <ul style="list-style-type: none"><li>• Basel norms</li></ul>	2
4	Non Performing Assets <ul style="list-style-type: none"><li>• Management</li><li>• Recovery</li></ul>	4
5	Policy <ul style="list-style-type: none"><li>• Identification</li><li>• Measurement</li><li>• Resolution -</li></ul>	4
6	Monitoring and follow up	2

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7	Valuation of stressed assets <ul style="list-style-type: none"><li>• Basics of Valuation</li><li>• Methods of valuation</li><li>• Computation</li></ul>	4
8	Prudential norms for FIs	2
9	Exposure norms	2

### Reference Materials:

#### Books:

- 1) Gulati, C. N. (2013). Principles of Banking Management, Excel Books.
- 2) RBI master circular (July 2015) on IRAC norms

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course: PGDM

Subject Code: PG423

Subject Title: Financial Modeling

Semester: 4

## Learning Objectives:

At the end of the curriculum the students should be in position to develop the following attributes:

### 1) Knowledge

- a. Understand concept of Financial Modeling
- b. Understand the concept & technique of Capital Budgeting
- c. Understand the method of estimating project cash flows
- d. Understand various risks in Capex projects
- e. Understand various methods of corporate valuation

### 2) Skills

- a. Ability to prepare capital budget
- b. Ability to identify & deal with risks in capex projects
- c. Ability to compute corporate valuations using various methods

### 3) Attitude

- a. Develop balanced approach in dealing with financial models avoiding too specimistic/ optimistic approach

## Content:

Sr. No.	Scope of topic to be covered	Teaching hours
1	Financial Modelling <ul style="list-style-type: none"><li>• Introduction</li><li>• Methods of financial modelling</li><li>• Financial modelling using excel</li></ul>	4
2	Techniques of capital budgeting <ul style="list-style-type: none"><li>• Process of capital budgeting</li><li>• Project classification</li><li>• Investment criteria</li><li>• IRR, Pay Back, Average rate of return</li></ul>	4
3	Estimation of project cash flow <ul style="list-style-type: none"><li>• Basis of estimation</li><li>• Cash flow illustration</li><li>• Cash flow replacement projects</li></ul>	10
4	Risk analysis in Capex Projects <ul style="list-style-type: none"><li>• Sources and prospective on risk</li><li>• Sensitivity analysis</li><li>• Scenario analysis</li><li>• Break even analysis</li><li>• Simulation</li><li>• Managing risk</li></ul>	10

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	<ul style="list-style-type: none"><li>• Project financing tools</li></ul>	
5	Corporate valuation <ul style="list-style-type: none"><li>• Discounted Cash flow</li><li>• Estimating Cost of Capital</li><li>• Forecasting Cash Flows</li><li>• Calculating firm value</li><li>• Free cash flow to Equity</li><li>• Free cash flow to firm</li></ul>	2

### Reference Materials

#### Books:

1) Chandra Prasanna (2011), Financial Management, Tata McGraw Hill, New Delhi.

#### Journals:

- a) Indian Journal of Finance
- b) ELK Asia Pacific Journal of Finance & Risk Management
- c) Journal of Financial Management & Analysis

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

Course: PGDM

Subject Code: PG431

Subject Title: International Human Resource Management

Semester: 4

**Learning Objectives:** The spread of Globalization, cross border mergers and acquisitions as well as increasing diversity of workforce makes it necessary for HR students to know the issues involved in management of expatriates for sustaining international business.

At the end of the course the students should be in a position to demonstrate the following attributes:

**1) Knowledge**

- a. Be able to look at HRM with an international perspective.
- b. Understand issues of cultural differences.
- c. Become sensitive to the issues of both Expatriation and Repatriation

**2) Skills**

- a. To be able to initiate the identification of expatriate requirements by charting out role expectations from positions.
- b. Be able to design distinct human resource programs to derive more value from free movement of human resources across countries.
- c. Ability to focus on expatriates' families adjustment methods and enable quicker settling in of expatriates and thereby contribute towards quicker achievement of Company goals.
- d. Become adept at dealing with expatriate compensation and tax neutralization schemes.
- e. Developing an internationally exposed skill repository and help building a succession pipeline in the mother company.

**3) Attitude:**

- a. Develop comfort levels with differentiated policies that are primarily linked to the level and circumstances of different contributor groups in a transnational company.
- b. Offer creative responses to the environmental challenges that may be faced by a multinational company and enable the organization to develop a positive image as a responsible corporate citizen.

**Content:**

Sr.No.	Scope of topics to be covered	Teaching hours
1&2	Introduction to IHRM – model of IHRM <ul style="list-style-type: none"><li>• HRM and IHRM</li><li>• Types of Global Strategies</li><li>• Why companies Expand into Foreign Markets</li><li>• Global Mega Trends</li><li>• Porter's Diamond</li><li>• Free Trade Blocks</li><li>• HDI &amp; CPI</li></ul>	6

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3	<p>Expatriates Roles – why Expatriates</p> <ul style="list-style-type: none"> <li>• General procedures for Work related Immigration</li> <li>• Staffing Policies – types of Expatriates</li> <li>• GRS Survey – Reasons for overseas jobs</li> <li>• Issues of Expatriate adjustments</li> </ul>	3
4	<p>What is Culture</p> <ul style="list-style-type: none"> <li>• Cultural variables in business</li> <li>• Culture Theories</li> <li>• Comparison – India &amp; Japan</li> <li>• Hofstede’s Dimensions</li> </ul>	3
5	<p>Application of Hofstede’s Model</p> <ul style="list-style-type: none"> <li>• Cases of Companies (Terrance Jackson)</li> <li>• Choice of factors for a culture study</li> </ul>	3
6	<p>Recruiting &amp; Selecting staff</p> <ul style="list-style-type: none"> <li>• Beliefs about the Global Manager</li> <li>• Big 5 model of personality</li> <li>• Factors in Expatriate Selections</li> <li>• Why expatriates fail</li> <li>• MNE strategies for Adjustments</li> <li>• Expatriate Commitment</li> </ul>	3
7	<p>Structure – How a structure is derived</p> <ul style="list-style-type: none"> <li>• Component parts of a Structure</li> <li>• Corporate Role in Subsidiaries</li> <li>• Types of Structures</li> <li>• Matrix Structure – common for MNEs</li> </ul>	3
8	<p>Training &amp; Development: Preparing for Departure &amp; Career Building</p> <ul style="list-style-type: none"> <li>• Global comparison of Expat training</li> <li>• Types of Expat Training</li> <li>• Career Decision Points for an Expat</li> <li>• The Global mindset</li> <li>• Building a Special Cadre</li> </ul>	3
9	<p>Performance Management</p> <ul style="list-style-type: none"> <li>• Basic Components of Performance Management for an Expatriate</li> <li>• Common constraints to goal attainment</li> <li>• Factors affecting Expatriate Performance</li> <li>• Designing the Appraisal form</li> </ul>	3
10&11	<p>Industrial Relations in a Comparative Perspective:</p> <ul style="list-style-type: none"> <li>• Trade Union Structure in different countries</li> <li>• Mac Donald’s experience of globalization</li> <li>• Headquarter involvement in IR</li> <li>• Impact of Labour Relations on MNEs</li> </ul>	6



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	<ul style="list-style-type: none"><li>• Increased bargaining power.</li><li>• Regulations</li></ul>	
12	Compensation: <ul style="list-style-type: none"><li>• Parts of a International Comp Policy</li><li>• Factors of International Compensation</li><li>• Big Mac Index</li><li>• Going Rate Approach for Comp &amp; Ben</li><li>• Balance Sheet Approach to Comp &amp; Ben</li><li>• Dealing with Income Tax</li></ul>	3
13	What is Repatriation: <ul style="list-style-type: none"><li>• Predictors of maladjustment</li><li>• Reactions to Re entry</li><li>• The repatriate's Role.</li><li>• MNE strategies for repatriation</li></ul>	3
14	IHRM Trends & Future Challenges	3
15	Cases and Presentations	3

### Reference Material:

#### Books:

- 1) Bhatia, S.K. (2005). International Human Resource Management, Deep & Deep Publication.
- 2) Dowling. & Welch. (2010). International Human Resource Management, Cengage Learning

#### Websites:

- <http://search.ebscohost.com>
- [www.hr.com](http://www.hr.com)

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG432**

**Subject Title: Change Management**

**Semester: 4**

**Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

**1) Knowledge**

- a. Understand the process of change.
- b. Understand the process of conducting SWOT analysis before implement any change.
- c. Understand and develop action plans for optimum effectiveness.
- d. understanding the process of developing change champions.
- e. Understand the different methods depending on needs for effecting changes.
- e. Understand the importance of OD to bring about long term changes.
- f. Recognize strategies that can increase the motivation to change.
- g. understand learning organization.

**2) Skills**

- a. Apply the concept of problem solving in bringing about a change.
- b. Create a need for change.
- c. Effective conflict management.
- c. Problem solving ability.
- d. Use of diversity for change
- e. Analytical ability and use of cross functional teams.
- f. Observation techniques.

**3) Attitude**

- a. Ability to develop a change leader.
- b. Ability to apply different strategies to bring about the desired change.
- c. Ability to recognize the necessity of cooperation and collaboration.
- d. Ability to logically explain the events leading to change and the timing of change.
- e. Ability to practice the principles of learning organization

**Content:**

Sr. No.	Scope of topic to be covered	Teaching hours
1	Introduction to Organizational Change Perspectives on Change	1.5
2	Types of Change Change Programs	1.5
3	Change Levers Change as Growth Change as Transformation Change as Turnaround Value based Change	3
4	The relevance of a learning organization Kindling learning processes in organizations Strategies to build a learning organization	1.5

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5	Nature and Importance of Teams Teams v/s Groups Types of teams Characteristics of Virtual teams Team Building Life Cycle Role of Managers as linking pins Team Building Skills Perspectives on effectiveness of team working	1.5
6	Meaning, Nature and Scope of OD Dynamics of Planned Change Person-focused and role-focused OD interventions Planning OD Strategy OD interventions in India Challenges to OD practitioners	1.5
7	High Performance Teams Self managing teams Building team relationships Empowered teams Leadership on teams Managing cross-cultural diversity in teams Group think as a decision making process Effective decision making techniques for teams and groups Role of change consultant Contemporary issues in managing teams	3
8	The role of diagramming in systems investigation A review of basic flow diagramming techniques Systems relationships Systems diagramming and mapping Influence charts Multiple cause diagrams A multi-disciplinary approach	1.5
9	Systems autonomy and behavior The intervention strategy model Cases in intervention Total project management model (TPMM)	3

**Reference material:**

**Books:**

- 1) Robert, A. P. & McCalman, J. (2000). Change Management: A Guide to Effective Implementation, Response Books.
- 2) Venkataratnam, C.S. (2003). Negotiated Change – Collective Bargaining, Liberalization and Restructuring in India, Response Books.
- 3) Nilakant, V. & Ramanarayan, S. (2003). Managing Organizational Change, Response Books.
- 4) Weiss, J. W. (2001). Organizational Behaviour and Change – Managing Diversity, cross cultural dynamics and Ethics, Thomson Learning.

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

**Course: PGDM**

**Subject Code: PG433**

**Subject Title: Counselling and Mentoring**

**Semester: 4**

**Learning Objectives:**

At the end of the course a student would have the following attributes:

**1) Knowledge**

- a. Know the difference in approach between Mentoring and Coaching.
- b. Understand the basic processes involved in Mentoring Coaching and the corresponding influences on human psychodynamic structure.
- c. Be abreast of the different tools used in Mentoring.
- d. Understand basics of organization counselling and the issues involved.

**2) Skills**

- a. Design Counselling or Mentoring programs for small organizational units.
- b. Undertake (simple) Coaching or Mentoring assignments.
- c. The ability to pick up non-verbal as well as the verbal messages.
- d. To develop questioning skills.

**3) Attitude**

- a. Develop empathy
- b. Help others in achieving their full potential in work situations by assisting in overcoming psychological hurdles.

**Content:**

Sr. No.	Scope of topic to be covered	Teaching hours
1	Understanding the Objectives of the course <ul style="list-style-type: none"> <li>• Coaching /Mentoring Continuum</li> <li>• Related Areas in Psychological Support</li> <li>• Ethics and Values of the practice</li> <li>• Origin and Types of Mentoring</li> </ul>	3
2	Mentoring and Coaching Skills <ul style="list-style-type: none"> <li>• Transition from Mentoring to Coaching</li> <li>• Seven basic Principles of Coaching</li> <li>• Coaching Skills</li> <li>• 7 Roles of a Coach</li> </ul>	
3	Coaching Process <ul style="list-style-type: none"> <li>• How Coaching works – Lessons from Sport – excerpts from Timothy Gallway: “The Inner Game of Tennis”</li> <li>• The Performance Curve: Elizabeth Kuber Ross.</li> <li>• Ten tips for successful coaching.</li> <li>• Spectrum Project – Tufts University.</li> <li>• Domains of Emotional Intelligence.</li> </ul> Coaching Models	

## SIES College of Management Studies – Syllabus (2016-18)

	<ul style="list-style-type: none"> <li>• Generic Model / GROW / EXACT</li> </ul>	
4	<p>Coaching Tools</p> <ul style="list-style-type: none"> <li>• David Grove’s Clean Language and relating to Carl Jung                             <ul style="list-style-type: none"> <li>○ Talking Stick (Stephen Covey)</li> <li>○ Empty Chair (Gestalt Therapy)</li> <li>○ Hot Seat</li> </ul> </li> <li>• Values Questionnaire</li> <li>• Overviews of TA, OK Coral, MAP, MBTI &amp; Transpersonal Coaching</li> </ul>	
5	Individual Presentations	3
6	Individual Presentations	3
7	Mentoring / Coaching Program	3
8	<p>Counseling</p> <ul style="list-style-type: none"> <li>• Difference between Counselling, coaching and mentoring</li> <li>• Importance and need for counseling</li> <li>• Types of counseling</li> <li>• Conselling competencies</li> </ul>	
9	<ul style="list-style-type: none"> <li>• Basic Principles of counseling</li> <li>• Skills and techniques of counselling</li> <li>• Psycho therapy</li> </ul>	
10	<ul style="list-style-type: none"> <li>• Psychoanalytic Therapy</li> <li>• Adlerian Therapy</li> <li>• Person-Centered Therapy</li> <li>• Gestalt Theory</li> </ul>	3

**Reference Material:**

**Books:**

- 1) Bell, C. R. (2002). Managers as Mentors ; Building Partnerships for Learning, Magna Publishing Co. Ltd.
- 2) Singh, K. (2011). Conselling Skills for Managers, PHI Learning Private Limited.

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions/ interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

Course : PGDM

Subject Code: PG442

Subject Title: Service Operations Management

Semester : 4

## Subject Learning Objectives:

At the end of the curriculum the student should be in a position to develop the following attributes:

### 1) Knowledge

- a. To know the strategic importance of services operations management.
- b. Learn the strategies and tools involves in dealing with the challenges in Services Operations Management.
- c. To understand the environment management and profitability in services operations management.
- d. Learn how to manage service experiences.
- e. Learn about SERVQUAL / Gap Model in service operations management.
- f. Learn how to do Service Quality Design and Fool proof service using pokayoke.

### 2) Skills

- a. Able to formulate operations strategies for the effectiveness of service operations management.
- b. Able to analyze the profitability in services operations management.
- c. Able to work out service quality design and fool proof services with the help of pokayoke.
- d. Able to see the perspective of service quality along with its measurement.

### 3) Attitude

- a. Develop an attitude of competitive advantages in the market place.
- b. Develop an attitude handle the challenges faced by a production / operations manager in services.

## Content:

Sr. No.	Scope of topics to be covered	Teaching hours
1.	Introduction: <ul style="list-style-type: none"><li>• Importance of service sector</li><li>• Importance of service operations</li><li>• Characteristics of services</li><li>• Classification of frame works</li></ul>	2
2.	Formulating Strategy: <ul style="list-style-type: none"><li>• Strategic Positioning, Service Strategy and Tactical Execution</li><li>• Strategically planning for service growth</li></ul> Internet strategies <ul style="list-style-type: none"><li>• Segregated and Integrated companies</li><li>• Strategic Options for integrated and segregated companies</li><li>• Customer Service and Internet</li><li>• Internet Service Design</li><li>• Customer contact centers</li></ul>	3

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3.	<p>Environmental Strategies:</p> <ul style="list-style-type: none"> <li>• Service operations and environment</li> <li>• Environment management and profitability</li> <li>• Environmental strategies for Service operations</li> </ul>	3
4.	<p>Designing The Delivery System</p> <ul style="list-style-type: none"> <li>• What is the delivery system?</li> <li>• Service blueprinting</li> <li>• Customer Utility Models</li> <li>• Utility-based Service Design Process</li> </ul>	3
5.	<p>Managing Service experiences</p> <ul style="list-style-type: none"> <li>• Service Experience and Service</li> <li>• Experience Economy</li> <li>• Creating Successful and Satisfying Experiences</li> <li>• Evaluating Service Experiences</li> </ul>	3
6.	<p>Front office back office interface</p> <ul style="list-style-type: none"> <li>• Services Decoupling</li> <li>• Linking decoupling to service concept</li> <li>• Linking decoupling to firms strategy</li> <li>• Operational implementation</li> </ul>	2
7.	<p>Improving the delivery system</p> <ul style="list-style-type: none"> <li>• Process analysis in services</li> <li>• Process flow diagrams</li> <li>• Process simulation</li> </ul>	3
8.	<p>Service quality</p> <ul style="list-style-type: none"> <li>• Perspectives of Service quality</li> <li>• Measuring Service Quality</li> <li>• SERVQUAL also called Gap Model</li> <li>• Service Quality Design and Fool proof service using pokayoke</li> </ul>	3
9.	<p>Waiting time management</p> <ul style="list-style-type: none"> <li>• Basic models and numerical examples</li> </ul>	2
10.	<p>Site selection for services</p> <ul style="list-style-type: none"> <li>• Types of service firms</li> <li>• Site selection for demand sensitive services</li> <li>• Site selection for delivered services</li> <li>• Site selection for Quasi - manufacturing services</li> </ul>	3
11.	<p>Data Envelopment analysis</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Various types of DEA models</li> </ul>	3

### Reference Materials:



**Books:**

- 1) Glynn, W. J & Barner, J. G. (2006). Understanding Services Management: Integrating Marketing, Organizational Behaviour, Operations & Human Resources Management, Prentice Hall, India
- 2) Fitzsimmons, J. A. & Mona, J. (1997). Service Management: Operations Strategy and Information Technology, 2<sup>nd</sup> Edition, Irwin McGrawHills, NewYork.
- 3) Metters, R. & Kathryn, K. (2011). Service Operations Management, 1<sup>st</sup> Edition, Cengage Learning, New Delhi.
- 4) Metters, K., Metters, P. & Walton. (2003). Successful Service Operations Management , 2nd Edition, Thomson South Western, Mason, Ohio .

**Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG446**

**Subject Title: Operations Outsourcing and Off Shoring**

**Semester: 4**

**Subject Learning Objectives:**

At the end of the curriculum the students should be in position to develop the following attributes:

**1) Knowledge**

- a. To learn the introductory concept and importance of Operations Outsourcing and Off Shoring and its relevance in the entire business process.
- b. To get an insight into various aspects of Operations Outsourcing and Off Shoring like Factors driving Outsourcing, Implementation of Outsourcing, Outsourcing Benefits, Outsourcing Challenges, off shoring, Activities Off shored, Quantification of Off shoring, Off shoring Cost Issues, Off shoring Non Cost Issues, Ethics of Off shoring, Implementation of Off shoring etc.
- c. To learn the Financial and non financial Evaluations for the Outsourcing & off shoring toward the practical implementation of the business process.
- d. To know the various areas of profitable business through the concept of optimization.

**2) Skills**

- a. This course will empower the students with the skills to understand the size & extent of Outsourcing & Off shoring including the important aspects of business operations.
- b. This course will empower the students with the skills of understanding the decision making process for Outsourcing & Off shoring
- c. This course will develop an ability towards the skillful implementation of the Strategies in the business operations to achieve the professional growth of the company.
- d. This course will develop the skill set to reach to the next level of excellence achieve productive output and business gains through competitive advantage and time based competition.

**3) Attitude**

- a. Developing a positive attitude and willingness to learn the allied subjects in the current or future courses like Project Management.
- b. Developing an approach to achieve productive, quality output and business gains in future.
- c. Developing an attitude towards accepting the risks & benefits of Outsourcing & Off shoring.
- d. Developing an attitude to excel in the operations function of an organization.

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### Contents

Sr. No	Scope of Topics to be Covered	Teaching Hours
1.	Outsourcing a) Introduction b) Concept c) Goals and Objectives d) Sourcing , Outsourcing versus subcontracting e) Capacity, capability	2
2.	Importance of Outsourcing a) Cost b) Benefits c) Challenges	2
3.	Factors driving Outsourcing a) Scale of production or service b) In house productivity c) Core/ non core activities d) Efficiency e) Technology f) Lack of expertise g) Frequency of activity h) Environment i) Financial Analysis j) Non-Financial Analysis	2
4.	Implementation of Outsourcing a) Cost Analysis b) Negotiation c) Contract d) Network analysis for implementation e) Execution of activities	3
5.	Outsourcing Benefits a) Cost b) Capital Investment c) Manpower d) Access to Expertise e) Economies of scale f) Technology g) Quality h) Pooling effect of variability	3
6.	Outsourcing Challenges a) Contract risk b) Outsource Firm Risk c) Pricing risk d) Risk of creating Competitors e) Information Privacy Risk	3

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	f) Firm Specific Risk g) Organizational Identity risk	
7.	Offshoring a) Definition b) Concept c) Importance for India	2
8.	Activities Offshored a) Professional Judgement b) Communication Oriented c) Back-office transaction Process d) Manufacturing e) Services	2
9.	Quantification of Offshoring a) India specific b) Opportunities	2
10.	Offshoring Cost Issues a) Employees b) Transportation c) Perks d) Security e) Utilities f) Training expenses g) Tax rates h) Communication expenses	3
11.	Offshoring Non Cost Issues a) Quality b) Job status c) Productivity d) Response time e) Communication f) Knowledge g) Cultural bias h) Distance	3
12.	Ethics of Offshoring a) Profitability b) Exploitation c) Employment d) Political relationship e) Trade disputes f) International disputes	1
13.	Implementation of Offshoring Operations a) Change of working style b) Change of priority c) Capital intensive	2

### **Reference Materials:**

#### **Books:**

- 1) Barba Navaretti, G. and A. J. Venables (2006). Multinational Firms in the World Economy
- 2) Metters, King-Metters, Pullman and Walton(2006). Successful Service Operations Management

#### **Addendum:**

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

# SIES College of Management Studies – Syllabus (2016-18)

**Course: PGDM**

**Subject Code: PG541**

**Subject Title: Strategic Information Technology Management**

**Semester: 4**

## **Learning Objectives:**

At the end of the curriculum the student should be in a position to develop the following attributes:

### **1) Knowledge**

- a. Understand the economic and strategic implications of IT.
- b. Understand the IT contributions to competitiveness
- c. Help to identify tangible and intangible costs and benefits of investing in customer facing IT systems, and developing ways to manage large, risky IT initiatives

### **2) Skills**

- a. Learn to develop frameworks for electronic business.
- b. experience in dealing with simple financial models and tools to assess, justify and manage investments .

## **Content:**

<b>Sr. No</b>	<b>Scope of topics to be covered</b>	<b>Teaching hours</b>
1.	Information Technology and Competitive Advantage– • Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment • Information Technology vs. Information systems • Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach • Strategic Role of IT in gaining Competitive Advantages	6
2.	ERP systems, Business Processes and IT • Meaning and definition, introduction of Business Process, Organizational processes and Information systems • Use of ERP in Business Process • Business Process Reengineering,	9

## SIES College of Management Studies – Syllabus (2016-18)

3.	Using Information for Decision Making <ul style="list-style-type: none"> <li>• How organization leverage data/information for competitive advantage</li> <li>• Importance of database, data warehouse, Data mining , and Business Intelligence,</li> </ul> How they can be used as part of an organization strategy for Competitive Advantage	6
4.	Research on Internet use <ul style="list-style-type: none"> <li>• Marketing Online- Online Advertising, Social Media and digital Marketing</li> </ul>	6
5.	Technology Trends Emerging trends of information technology to device business strategic, <ul style="list-style-type: none"> <li>• Web related technologies, web media, how to use world wide web for business and marketing purpose</li> <li>• Mobile technology impact of mobile technologies on business and mobile strategy for a business</li> </ul>	6
6.	Creating a Technology Strategy <ul style="list-style-type: none"> <li>• Developing an IT Strategy</li> <li>• Writing your own strategy- Develop your web, web media and mobile strategy</li> </ul>	6
7	Case Studies and presentations	6

### Reference Materials:

#### Books:

- a. Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
- b. Strategic Management Of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright
- d. Strategic Management and Information Systems: An Integrated Approach by Wendy Robson
- f. A Guide to Expert Systems by Donald Waterman
- g. Strategic Technology Management by Betz

#### Addendum:

1. The course delivery would be through class room sessions supplemented with guest lectures, corporate interaction series, alumni interaction sessions and other appropriate sessions / interactions.
2. The evaluation pattern would be designed to assess the students on various aspects of knowledge, skill and attitude.

**Course: PGDM**

**Subject Code: PG501**

**Subject Title: Summer Internship Program**

**Objective:** The Summer Internship Program (SIP) has 2 major objectives

- To provide an ‘On-the-job’ experience to the students enabling them to relate theoretical concepts with practical reality
- Get first hand knowledge and exposure of corporate functioning

**Duratio:** Exclusive three months training program at the end of the First year (i.e. end of Semester-II).

**Methodology:** The students are placed in various companies through a formal Summer Internship Placement Process. Prior to commencement of the placement process, students are provided necessary counseling by senior faculty members. Students are encouraged to identify and indicate the verticals in which they would like to work or the type of work they would like to do. The placement team approaches various organizations in different verticals and facilitates the placement of students as per their indicated choices. Further, each student is allotted a faculty mentor, who handholds the student through the internship. The student is required to report to the faculty mentor on a regular basis during the period of internship.

Evaluation- The students are required to submit a formal “Summer Internship Report” in a prescribed format at the end of their internship period to their assigned faculty guides. This is followed by a presentation and viva. The presentation and Viva is conducted by a panel of faculty members.

**Benefits:** The Summer Internship offers following benefits to the students and the institute-

- The first hand corporate experience helps students to witness and understand the nuances of working in the corporate world.
- It opens to them a world of opportunities and helps them in their career goal setting.
- The entire process enables them to understand the theoretical concepts better and helps in bridging the gap between theory and practice.
- Students provide an “Outside-in” view to the organizations they are interning with, and in several cases provide a fresh thought process.
- Students also act as the brand ambassadors of the institute.



**Course: PGDM**

**Subject Code: PG502**

**Subject Title: Special Studies (Capstone Project)**

**Objective:** The Capstone project has 2 major objectives

- It provides the students an opportunity to perform applied research in their chosen area of specialization.
- Apply various concepts, theories and tools learnt as a part of their curriculum to analyze a problem or a gap
- Establish their professional credentials through their work

**Duration:** This commences towards the end of Semester-III and concludes at end of Semester-IV.

**Methodology:** The students are required to identify a research problem or a gap in their chosen area of specialization and take it up as their Capstone Project. A faculty mentor is allotted to each student for the purpose of handholding and guiding through the project. The project may be based on primary or secondary research or a combination of both. The student is required to work very closely with the faculty mentor during the project.

**Evaluation:** The students are required to submit a formal “Project Report” in a prescribed format at the end of their 4th Semester to their assigned faculty guides. This is followed by a presentation and viva. The presentation and Viva is conducted by a panel of faculty members.

**Benefits:** The Capstone project offers following benefits to the students and the institute-

- Students get an opportunity to apply the entire process of research learnt as a part of various subjects spread over the duration of the course
- It exposes them to the use of tools like SPSS
- Helps in developing research and analytical acumen apart from giving them a more detailed view
- The entire process enables them to have a better understanding of their chosen area of specialization and also in bridging the gap between theory and practice.