

SASMIRA's
Institute of Management Studies & Research
(SIMSR)



Syllabus for the PGCM
(Semester I, II & III)
Duration 18months

PGCM

First Semester

1.1 Financial Accounting – 100 marks (Total 15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Financial Accounting - Scope and Importance GAAP, Conventions and Concepts	1 Session of 3 Hours
2	Balance Sheet and Related Concepts Profit and Loss Account and Related Concepts	1 Session of 3 Hours
3	Accounting Mechanics: Basic Records - Understanding of Transactions and related documents - Process leading to preparation of Trial Balance and Financial Statements.	2 Sessions of 3 Hours each
4	Revenue Recognition and Measurement - Revenue Vs Capital (Receipts and expenditure)	1 Session of 3
5	Accounting Methods - Cash, Accrual, Hybrid	1 Session of 3 Hours
6	Inventory Accounting - Perpetual and Periodic System Accounting and Physical Flow Valuation	1 Session of 3 Hours
7	Fixed Assets and Depreciation Accounting	
8	Understanding of the following items: Net worth - Reserves - Provisions – Intangible Assets - Fictitious Assets - Revaluation of fixed assets and its impact on financial statements.	2 Sessions of 3 Hours each
9.	Overview of External and Internal audit	2 Sessions of 3 Hours each
10 .	Inflation Accounting.	1 Session of 3 Hours
11.	Corporate Financial Reporting in India. Mandatory Accounting standards.	1 Session of 3 Hours
12.	Case Studies and Presentations	2 Sessions of 3 Hours each

1.2. Business Law – 100 marks (Total 15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Indian Contract Act 4	4 Session of 3 Hours each
2	Sale of Goods Act	1 Session of 3 Hours each
3	Negotiable Instrument Act	3 Sessions of 3 Hours each
4	Salient Features of Companies Act	4 Session of 3each
5	Restrictive and Unfair Trade Practices (instead of Monopolies and Restrictive Trade Practices)	3 Session of 3 Hours each

1.3. COST MANAGEMENT & MANAGEMENT CONTROL UNDERSTANDING COSTS: – 100 marks (Total 15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Various cost as presented in Income Statement - Classification of Cost for Purposes of Recording Material/Labour/Overheads.	1 Session of 3 Hours
2	Cost Recording and Allocation Service Departments and Absorption Rates	1 Session of 3 Hours
3	Determination of Cost of Products - Costing System - Job and Process Costing.	1 Sessions of 3 Hours each
4	Cost of and Inventory Valuation - LIFO and FIFO - Cost Behaviour	1 Session of 3
5	Fixed, Variable and Semi-Variables and its significance in Financial projections.	1 Session of 3 Hours
6	Cost and Management Decisions: Total Cost Average Cost, Managerial Cost - Opportunity Cost, Out of Pocket Costs, Direct Cost Concept of Cost Relevance	1 Session of 3 Hours
7	Budgeting Process - An Overview - Different Functional Budgets	2 Sessions of 3 Hours each

	and their Integration with Final statements - Introduction to Profit Budgeting: Cost Volume - Profit Relationship.	
8	Concept of Control: Operations Control and Management Control Key Variable of Managerial Performance Developing Objective Standards for Measuring the Key Variables Analysis of Input in Terms of Engineered Capacity and Managed Cost Concepts of Responsibility Budgeting	2 Sessions of 3 Hours each
9.	Reporting System for Control – Control of (a) Performance of Organisational Units: Divisions, Departments, Cells etc. (b) Control of Functions and Activities which cut across Organisational Units like Recruitment, Training, Committee Work, Product Development, Samples Promotion etc.	2 Sessions of 3 Hours each
10 .	Information System for Control - Scope for Computerisation.	1 Session of 3 Hours
11.	Case Studies and Presentation	2 Session of 3 Hours

1.4 ORGANISATIONAL BEHAVIOUR (Total 15 Sessions of 3 Hours each)

SL.No	Particulars	Sessions
1	The Individual Personality	1 Session of 3 Hours
2	Personality and behaviour	1 Session of 3 Hours
3	Personality - structure ability and emotion	1 Sessions of 3 Hours each
4	Personality and environment	1 Session of 3 Hours each
5	Perception	1 Session of 3 Hours each.
6	Learning	1 Session of 3 Hours
7	Interest	1 Session of 3 Hours

8	Attitudes and values	2 Sessions of 3 Hours each
9.	Motives, frustrations and conflict	1 Sessions of 3 Hours each
10 .	Adjustment, adaption and integration of personality	2 Session of 3 Hours
11.	Management of one to one relationship.	1 Session of 3 Hours
12.	Case Studies and Presentations	2 Sessions of 3 Hours each

1.5 PRINCIPLES OF MANAGEMENT (Total 15 Sessions of 3 Hours each)

SL.No	Particulars	Sessions
1	Managerial functions and activities of Management	2 Session of 3 Hours
2	Concepts and Practice.	2 Session of 3 Hours
3	Application of the practice to all functional areas	2 Sessions of 3 Hours each
4	Management concepts & practices & its application to Indian Environment.	3 Session of 3 Hours each
5	Management as a Profession.	2 Session of 3 Hours each.
6	Learning	2 Session of 3 Hours
7	Evolution and Management thoughts.	2 Session of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours each

1.6 QUANTITATIVE METHODS IN MANAGEMENT (15 Sessions of 3 Hours each)

SL.No	Particulars	Sessions
1	Quantitative Analysis for Management	1 Session of 3 Hours
2	Introduction to Quantitative Analysis & Potential application areas and the basic processes.	1 Session of 3 Hours
3	Probability Distribution: Binomial, Poisson, Normal	2 Sessions of 3 Hours each
4	Elements of Decision Analysis	1 Session of 3
5	Decision trees and its Applications	2 Session of 3 Hours
6	Linear Programming, Transportation & Assignment Models : Formulation, Solving & Interpretation of Solutions, Sensitivity Analysis	2 Session of 3 Hours
7	Waiting Line Models	1 Session of 3 Hours
8	Inventory Models	1 Sessions of 3 Hours each
9.	Simulation Models	1 Sessions of 3 Hours each
10 .	Use of Standard Computer Software Packages in Solving Quantitative Analysis Problems.	1 Session of 3 Hours
11.	Case Studies and Presentations	2 Session of 3 Hours

PGCM

Second Semester

2.1 PRODUCTION MANAGEMENT (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	The Production Function-nature and scope, interface with other functional areas like Marketing, Finance, Personnel, Materials.	1 Session of 3 Hours
2	Types of Production Systems -Job, Batch and Flow Systems, Assembly lines. Process Plants, Intermittent and Continuous production.	1 Session of 3 Hours
3	Elementary knowledge of Manufacturing processes - Assembling, Fabrication, Forming and Heat Treatment, Welding, Machining and similar Processes.	1 Sessions of 3 Hours each
4	Plant Layouts - Objectives, Symptoms of poor layouts, types of layouts - functional, line and static product layouts, group layouts, factors influencing layouts, techniques of optimizing layouts.	1 Sessions of 3 Hours each
5	Material Handling-objectives, principles and methods of efficient handling, introduction to material handling equipment.	1 Sessions of 3 Hours each
6	Problems of Location - types of locational decisions and factors affecting location, location of manufacturing and service units, location of distribution and retail units, location of procurement centres.	1 Sessions of 3 Hours each
7	Inventory Management - types of inventory management systems, detailed mathematical treatment of EOQ and MRP Systems, Selective inventory control – techniques like ABCJ analysis, HML analysis, FSN analysis, SDE analysis etc, make & buy decision.	1 Sessions of 3 Hours each
8	Scheduling - objectives, elements of scheduling, master scheduling, priority planning, facility loading, sequencing problem of scheduling.	1 Sessions of 3 Hours each
9	Network Analysis - Activity Analysis, Network Diagramming, PERT, CPM, Estimation of schedule statistics, earliest and latest start and Finishing times,	1 Sessions of 3 Hours each

	floats. Cost crashing. Estimation of probability of completion of project in a given time, applications in industry.	
10	Break Even Point Analysis -concept of break – even point, utility of BEP analysis in short and long term decision.	1 Sessions of 3 Hours each
11	Reliability, Maintenance and Plant Services - objectives, types of Maintenance Breakdown and preventive maintenance, introduction to estimation of system reliability, Fault tree analysis.	1 Sessions of 3 Hours each
12	Quality Control-Total Quality Control, what is quality, inspection, quality control, introduction to control charts & types of control charts - mean, range, proportion defective (P) and charts.	1 Sessions of 3 Hours each
13	Emerging Trends - Just-In-Time Manufacturing, Robotics, CAD/CAM/CIM & Concepts of productivity - introduction to productivity techniques, Value Analysis, Value Engineering	1 Sessions of 3 Hours each
14	Case Studies and Presentations	2 Sessions of 3 Hours each

2.2 MARKETING MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Introduction to marketing concept, its relevance in India, marketing mix, marketing structures and systems.	1 Session of 3 Hours
2	Environmental scanning and market opportunity analysis.	1 Session of 3 Hours
3	Buyer Behaviour -household and institutional/organisational.	1 Sessions of 3 Hours each
4	Market segment and segmental analysis.	1 Session of 3
5	Market estimation - Market potential, demand forecasting and sales forecasting.	1 Session of 3 Hours
6	Marketing Information Systems, Marketing Research, Market Planning.	1 Session of 3 Hours
7	Product mix decisions - product identification, product life cycle, branding and packaging.	1 Session of 3 Hours
8	New product development and management. Pricing policies, structures and methods.	1 Sessions of 3 Hours each
9.	Concepts of regulated prices in selected industries.	1 Sessions of 3 Hours each

10 .	Promotion decision - Communication process, promotion mix, promotion strategies with reference to consumer and industrial products.	1 Session of 3 Hours
11.	Advertising and personnel selling decision.	1 Session of 3 Hours
12.	Distribution Management - importance of distribution in developing country. Role of middle man, identification, selection and managing dealers. Distribution Channels Management - Physical distribution.	1 Session of 3 Hours
13	Performance and control - Marketing Audit.	1 Session of 3 Hours
14	Case Studies and Presentations	2 Session of 3 Hours

2.3 BUSINESS RESEARCH METHODS 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process.	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Sessions of 3 Hours each
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Session of 3
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Session of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours each

9.	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Sessions of 3 Hours each
10	Case Studies and Presentations	2 Session of 3 Hours

2.4 BUSINESS ETHICS 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Evolution of thought of Ethics in Business	1 Session of 3 Hours
2	Culture and Ethics - Overview of Ethics Value Systems, Attitudes, Beliefs & Life Patterns	1 Session of 3 Hours
3	Social and Economic Values and Responsibilities - Trusteeship Management	2 Sessions of 3 Hours each
4	Gandhian Philisophy of Wealth Management Ethics and Indian Management	2 Session of 3
5	Basic Framework of Normative Ethics, Ethics and Decision Making, Social Responsibility of Business	2 Session of 3 Hours
6	Ethical Aspects of Corporate Policy, Morality and Rationally in Formal Organisation	2 Session of 3 Hours
7	Moral Relationship between Individual and Organisations.	1 Session of 3 Hours
8	Relationship between Ethics and Corporation Excellence	1 Session of 3 Hours
9	Approaches for Developing various Orientations towards Ethical Business Behaviour.	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours each

2.5 COST & MANAGEMENT ACCOUNTING 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Introduction Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing	1 Session of 3 Hours
2	Preparation of cost sheet	2 Session of 3 Hours
3	Methods of costing – with special reference to job costing, process costing, services costing	2 Sessions of 3 Hours each
4	Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting	1 Session of 3
5	Marginal Costing Marginal Costing versus Absorption Costing, Cost-Volume Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.	3 Session of 3 Hours
6	Budgeting Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.	2 Session of 3 Hours
7	Responsibility Accounting and Transfer Pricing Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management,	2 Session of 3 Hours

	Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.	
8	Case Studies and Presentations	2 Session of 3 Hours

2.6 HUMAN RESOURCES MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Human Resource Management – Its Scope, Relationship with other Social Sciences – Approaches to Human Resource Management / InterDisciplinary – Approach	1 Session of 3 Hours
2	Organization of Personnel Functions – Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization.	1 Session of 3 Hours
3	Manpower Planning – Job Analysis – Job Description – Scientific Recruitment and Selection Methods.	2 Sessions of 3 Hours each
4	Motivating Employees – Motivational Strategies – Incentives Schemes – Job-enrichment, Empowerment - Job-Satisfaction – Morale – Personnel Turnover.	2 Session of 3
5	Performance Appraisal Systems MBO Approach – Performance Counselling – Career Planning.	2 Session of 3 Hours
6	Training & Development – Identification of Training Needs – Training Methods – Management Development Programmes.	1 Session of 3 Hours
7	Organisation Development – Organisation Structures – Re-engineering, Multi-Skilling – BPR.	1 Session of 3 Hours
8	Management of Organizational Change	1 Session of 3 Hours
9	HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Session of 3 Hours
10	Case Studies and Presentations	2 Session of 3 Hours

Sem III

Financial Management

1. Advanced Corporate Finance

Introduction to Environment of Business Finance,

Economic environment of business

Financial markets and intermediation

Strategic Financial Management

Depreciation allowances, Depreciation and funds flow, Depreciation and tax liability,

Depreciation and product costing, Depreciation and dividend, Shareholders Value

Analysis (SVA)

Risk analysis and capital budgeting:

Introduction, Degree of uncertainty

Allowing for risk in project evaluation, Risk analysis in project selection

Value of information- perfect information and imperfect information

Cost control process in projects

Phases of cost control

Capital disinvestments

Capital structuring,

Introduction, Costing and risk, Relationship between capital structure and profitability,

Determination of optimum capital structure

EBIT-EPS Analysis:-i. Financial break-even and indifference analysis Risk return trade off, Financial risk, Assumptions of risk return trade off, Basis assumptions of capital structure theories
Financial distress

Corporate restructuring,

Introduction, Reasons, Broad areas of restructuring

Rational for diversification, Techniques for corporate restructuring

Finance in public sector,

Objectives of accounting in public sector

Distribution between public sector and private sector accounting, Strategic financial planning in public sector, Performance Budgeting

Books

- 1. Finance and environment and decisions (Harper International Edition, Harpers and Rood Inc. N.Y.) Christy, George A and R den Peyton**
- 2. Basic Business Finance - Hawards and Vption**
- 3. Financial Management - Srivastav, R M**

2. Financial Markets and Financial Services

INTRODUCTION:

Financial Assets: Meaning and Concept, Types of Financial Assets, Role of Financial Assets in economic development; Indian Financial Institutions and their role in economic development.

FINANCIAL MARKET:

Indian Financial system; Indian Financial Market: Meaning and Concept of Money Market and Capital Market, Important players of Money Market & Capital Market in India; RBI and Commercial Banks: Their organization and management and roles in Indian Financial System

LIQUIDITY MANAGEMENT THEORIES IN FIs

Introduction; Different types of Liquidity theories e.g. Commercial Loan Theory, Shiftability Theory, Anticipated Income Theory etc.

LOANS & ADVANCES of FIs:

Concept of Loans and Advances; Types of Loans and their features: Cash Credit, Overdraft, Term Loan, Demand Loan; Formulation of Loan policy; Credit Appraisal.

MANAGEMENT OF INVESTMENT of FIs:

Concept of Investment; Process and need of Bank investment; Types of Investment options, RBI guidelines on investments of FIs.

PROFITABILITY OF FIs:

Concept of Profit in FIs; Reasons of low profitability rate in Indian FIs; Suggestions to improve the profitability rate in Indian FIs; Diversification strategy of FIs in India and their present position.

EVALUATION OF BRANCH PERFORMANCE:

Importance of Performance Evaluation of Branches / Offices of FIs. Performance Budgeting; Zero-based budgeting in FIs, latest guidelines of RBI on performance evaluation of FIs.

DEVELOPMENT BANKS IN INDIA:

Role of Developmental Banks- SIDBI, NABARD, NHB and SFCs.

Books:

Indian Financial System – M.Y.Khan

Management of Indian Financial Institutions – R.M.Srivastava

Indian Banking – Vasant Desai

Banking Theory and Practice – P.K.Srivastava

3. Mergers and Acquisitions

Focuses on questions concerning motivations for mergers and empirical evidence related to those motivations. This segment also looks at valuation issues. Such issues include

the valuation of merger candidates using metrics such as discounted cash flow and valuation multiples. Stock price considerations are important considerations for publicly traded companies and our valuation discussions will therefore also discuss factors affecting stock prices, and the effect mergers can have on stock prices. And, since it is impossible to discuss valuation without an understanding of market theory, some time will be spent on the efficient market hypothesis.

Focuses on financial, strategic, legal, and regulatory aspects of mergers, and addresses some mechanical aspects of mergers, including accounting treatments and tax effects. Ethical questions specific to merger situations are also discussed.

Financial, economic, and societal benefits of mergers, as well as legal questions on their anti-trust effects. Questions on basic corporate governance issues, especially in hostile mergers, are also discussed, as are legislative and legal devices which influence the merger environment faced by managers. Some time is also devoted to the increasingly important topic of international mergers.

Books:

Weston, Chung and Siu, Takeovers, Restructuring and Corporate Governance (Second Edition), Prentice Hall

Gilson and Black, The Law and Finance of Corporate Acquisitions (Second Edition), Foundation Press

BenDaniel and Rosenbloom, International M&A, Joint Ventures & Beyond (First Edition), John Wiley & Sons

Reed and Lajoux, The Art of M&A (Third Edition) McGraw Hill

4. Strategic Cost Management

Nature and Scope of Cost Management:

Meaning, objectives, and Functions of Cost accounting, Installation of Costing system, Financial Accounting vs Cost accounting, Cost accounting vs Management accounting, Methods of Costing, Types of Costing.

Marginal Costing:

Application of Marginal Costing, Basic characteristics, Distinction between Marginal costing and absorption costing. Advantages and limitation of Marginal Costing in decision making, use of CVP technique in decision making

Overheads:

Definition, Importance, Classification of Overhead costs, Distinction between. Indirect Expenses and Direct expenses, Collection of production costs. Allocation and apportionment of overheads to cost center. Basis of apportionment, principles of Apportionment of overhead costs, Reapportionment of Service Department Costs to production, departments. Methods of reapportionment.

Responsibility Accounting:

Meaning objectives, Responsibility center. Advantages and limitations.

Variance and their types:

Material cost variance, Labor cost variance, Overhead variance, and Sales variance. Computation and interpretation.

Joint products and by products:

Meaning, difference between joint products and by products, Methods of apportionment of Joint costs.

Cost Control and Cost reduction:

Cost control - Meaning, cost control Techniques essential for success of cost control. Difference between cost control and cost reduction, Areas of Cost reduction, Tools and Techniques of cost reduction.

Cost Audit: Concept, Importance and Mechanism.

Books:

Cost Accounting - C. S. Rajudu

Principles and Practice of Cost Accounting - N. K. Prasad & A. K. Prasad,
Cost Analysis and Cost Control - P. K. Ghosh and G. S. Gupta, Vision Books.
Cost Accounting - A Managerial Emphasis – Charles and Horn green.
Cost Accounting - P. K. Ghosh.
Standard Costing - J. Battery.
Costing for management -S.k.Bhattacharya

HRM

1. HRD

- Employee orientation programme: Planning & Evaluating an Orientation Programme
- Employee training: objectives
Assessment of training needs, Training process, Selection of trainees, Selection of training techniques
- Identification and development of management cadre , Problems associated with selection of managers, The management selection method
 - The goals of management development and management development techniques
- Performance appraisal: The Concept, The performance appraisal process
Uses of performance appraisal information, Requirements of effective performance appraisal systems

Books

Human Resource Management: Mirza and Sahyadrin

Personnel / HRM: Leap and Crino

Personnel Management: Monappa and Sahyadrin

HRM: Productivity, quality of work life profits: Wayne F. Cascio

Successful Application of HRD: Dayal Ishwar

2. LABOUR LEGISLATION

- **Payment of Wages Act 1936**
- **Workman Compensation Act 1923**
- **Minimum Wages Act 1948**
- **Payment of Bonus Act**
- **Equal Remuneration Act 1976**
- **Payment of Gratuity Act 1972**
- **Employee Provident Fund Act 1952**
- **Factories Act – 1948**

All the acts will cover in detail – Meaning, objectives, scope, provisions, coverage, registrations, Rights, Penalties, fixation and Tribunals.

BOOKS

1. **Labour Laws one should know- Garg, Ajay- Navi Publication**
2. **Hand Book of Industrial law-Malik PL**
3. **Industrial relations and Labour law-SC Srivastava**

3. TRAINING AND DEVELOPMENT

- **Definition of training, Need and rationale of training, Systematic approach to training**
- **Objectives, Significance of training, Determining training needs**
- **Benefits of training for employers and for employees**
- **Types of training, Sensitivity training**
- **Methods of training**
 - (a) **On the job** (b) **off the job**
- **Designing and organizing of a training programme**
- **Essentials of good training, Principles of training**
- **Evaluation of training**
- **Nature and objectives of employee development, Objectives of executive development**

- Difference between Training and Development, Necessity of executive development
- Organization of E D P, Essential principles of executive development

Books

Employee training and development- Raymond A.NOE

HRM: Productivity, Quality of work life, profits - Wayne F. Cascio

HRM - Mirza & Sayadain

4. PERFORMANCE MANAGEMENT

- Nature and importance of performance appraisal, Self Appraisal
- Purpose of and designing an appraisal system
- 360 Appraisal
- Improving performance through constructive discipline
- Role of personnel department in disciplinary process
- Career Development concepts and Process
Career Stages, Career success, Career development, Career planning, Career management, Career counseling
- Potential Appraisal

Books:

D A Beach; Personnel: Macmillan

E.H. Burack/R.D. Smith; Personnel Management; John Wiley and Sons

TVR – HRD Audit

Uday Pareek and Ralph Lynton – Training and Development

Marketing

1. BRAND MANAGEMENT

- Concept of a brand, Logic of branding
Brand as a strategic asset, overview of brand asset management
- Definition of brand success
- Concept of brand equity
Cost based, price based and customer based brand equity
- Brand extension
Need for brand extension, types of brand extension, category related, image related and unrelated brand extensions, risks of brand extension, line vs brand extension
- Brand image and brand personality
Importance definitions, implementing a brand personality strategy
- Brand positioning: Definition, components of brand positioning, perceptual mapping, repositioning strategies
- Measuring return on brand investment (ROBI)

Books

Brand Management -Y L R Moorthi

Brand Asset Management-Scott M Davis

Strategic Brand Management - Keller

Brand Positioning - S. Sengupta

Brand Building Advertising - M. G. Parmeswaran

Managing brand equity - David A. Aaker

Building Brands Directly - Steward p.

2. SERVICES MARKETING

- Introduction to services marketing, distinctive aspects/characteristics of service marketing, differences between services and goods.
- Scope and growth of services marketing – contribution of services to the national economy, growth of service marketing in the Indian scenario, the services marketing environment, classification of services, future trends

- **Services marketing management** – services marketing organization, internal customers, internal marketing, marketing research applications in the services marketing, marketing planning process in services, strategic issues in services marketing, system approach to services marketing
- **Positioning in services marketing** – role and importance. positioning maps. communication issues in service positioning
- **Services marketing mix** – pricing issues in services marketing, promotion management in services marketing, logistics and distribution in case of services marketing, the 'people element' in services marketing, physical evidence and process issues
- **Application of services marketing** – marketing of banking services, insurance, hotel and hospitality services, health care, tourism etc – their nature and scope
- **Misc. issues in service marketing** – after sales service, its importance to the consumer and industrial markets, relationship building with the service customers

Books

Services Marketing - Helen Woodruffe

Services Marketing - Lovelock

Services marketing - Ziethmal & Bitner

The Essence of Services marketing - Newton M.P. Payne

3. RETAIL MARKETING

Retailing – Definition & Importance – Indian vs Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing – Types of retail formats – Franchising in retailing

Retail Marketing mix - Retail consumer buying behaviour – types – factors influencing - buying behaviour – Segmentation – positioning

Retail organization structure – Major functional areas – careers in retailing

Retail Location – Factors affecting retail location decision – Site selection –

Factors affecting site selection – Steps in selecting site – Location based retail strategies

Store design – Interiors & exteriors - Store layout – Types of layouts – Factors affecting store layout – Retailing image mix – Store Façade

Retail Communication mix – Sales promotion – Advertising - Public relation –

Personal Selling – Steps in planning retail communication

Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies – Pricing strategies.

Role of IT in retailing - Electronic data exchange – bar coding – RFID – Electronic payment systems.

Books

- 1. Retailing Management – Swapna Pradhan**
- 2. Retail Marketing Management – Swapna Pradhan**
- 3. Retail Management – Gibson Vedamani**
- 4. Retail Management – Levy & Weitz**
- 5. Channel Management & Retail Management – Meenal Dhotre**
- 6. Retail Marketing Management – David Gilbert**

4. CONSUMER BEHAVIOUR

Introduction to consumer behaviour –Definition of consumer behaviour applications of consumer behaviour -Consumer behaviour and marketing strategy behaviour.

Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques

Consumer segmentation-bases of segmentation-demographic, behavioural benefit

**Consumer modeling-Economic model-psychoanalytical model – sociological model- Howard Seth model-Nicosia model-Engel Blackwell model, VALS2
Stadford model**

External influences-Culture-subculture-social class-family lifecycle stages and its

Marketing implications. Influence of social class -Definition and meaning of social stratification-factors responsible for social stratification-characteristic features of social classes- social influence on consumer behaviour

Group Dynamics and consumer reference groups- definition and meaning of group – reasons for formation of group- types of groups relevant to consumer behaviour information –normative-identification-kind of influence-diffusion of innovation the diffusion process - the adoption process – consumer innovativeness and personality traits.

Individual determinants-Perception-factors in perception- meaning of perception perceptual process-factors responsible for perceptual distortion, Learning- Weber's law-Classical conditioning-operant conditioning-marketing

implications- Components of learning process, Personality and emotion
 Personality –meaning and nature – characteristics of personality- stages in the development of personality- personality influences and consumer behaviour –
 Self concept -Attitude and behaviour- concept – relationship between attitude and behaviour- factors involved in attitude formation-
 Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioural perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioural intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements
 Self concept, situational influences and lifestyle-overview
 Consumer decision making process
 Consumption and post purchase behaviour: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information Customer value determination process - Measuring customer satisfaction.

BOOKS

1. Consumer behaviour -Schickman Kanuk
2. Consumer market demographics in India - Edited by S.L.Rao
3. Understanding your customer -R.Woodruff and S.F.Gardial
- 4 Consumer Behaviour – Hawkins, Best, Coney – TMH, 9/e, 2004
5. Consumer Behaviour – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 8/e
6. Consumer Behaviour In Indian Perspective – Suja Nair – Himalaya Publishers, 2004
7. Customer Behaviour – A Managerial Perspective – Sheth, Mittal – Thomson,
8. Conceptual Issues In Consumer Behaviour Indian Context – S Ramesh Kumar – Pearson,
9. Cross cultural marketing – Robert Rugimbana and Sonny Nwankwo

International Business (For all the specialisations)

Globalization - Forces, Meaning, dimensions and stages in Globalization - Kenchi Ohmae Model - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler - Trading Environment of International Trade - Tariff and Non-tariff Barriers - Trade Blocks - Rise of new economies like Japan, South East Asia and China

Country Risk Analysis - Political, Social and Economic - Cultural and Ethical practices - Responsibilities of International Business - Economic crisis of Brazil, Mexico, India, South East Asia and Argentina

Managing Multinational Enterprises - Problems and Potential - Multinational Service

Organizations - Indian companies becoming Multinationals - Potential, Need and Problems

Introduction to International Financial Management - Balance of Trade and Balance of Payment - International Monetary Fund, Asian Development Bank and World Bank - Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in International Trade

Bilateral and Multilateral Trade Laws - General Agreement on Trade and Tariffs, (GATT), World Trade Organization - Seattle and Doha round of talks - Dispute settlement mechanism under WTO - Problems of Patent Laws - International convention on competitiveness

International Marketing - Entry strategies - Market selection - Barriers

Global sourcing and its impact on Indian Industry - Globalization and internal reform process - India's competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. - Potential and threats

Books

- 1. International Business Environment - Sundaram and Black**
- 2. International Business Environment - Bhalla and Raju**
- 3. International Financial Management - P.G.Apte**
- 4. International Business - Francis Cherulinam**
- 5. International Business - Rao and Rangachari**
- 6. Export Management - Rathod**
- 7. Global Business Today - Charles Hill**
- 8. International Business - Charles Hill**
- 9. International Business Environment & Operations - John D.Daniels**