

**CORE PAPER****PGDM4CP01: Strategic Management**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: Overview of strategic management</b>
Origin of strategy, strategy vs. structure, elements of business strategies, Strategic Management process.
<b>Module 2: Environmental Analysis</b>
Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and .competitive capabilities, environmental scanning techniques.
<b>Module 3: Establishing organizational direction</b>
Developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility
<b>Module 4: Generic competitive strategies</b>
Stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and Internet economy, Strategy clusters and models relating to portfolio analysis.
<b>Module 5: Strategy implementation</b>
Building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation
<b><u>Textbooks and References:</u></b>
<ul style="list-style-type: none"> <li>• Strategy and Structure - Alfred C.Chandler</li> <li>• Strategic Management - Alex Miller and Irwin</li> <li>• Competitive Advantages. Creating and Sustaining, Superior Performance -Michael E. Porter</li> <li>• Competing for the future - Prahlad and Hairline,</li> <li>• The Future of Competition - Prahlad and Venkararaman</li> <li>• Crafting and executing Strategy - Author A. Thompson and others</li> <li>• The Art of Strategy – Avinash K.Disit and Barn' .1.Nalebuff</li> </ul>

**ELECTIVE: MARKETING MANAGEMENT****PGDM4MM04: Services Marketing**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: Introduction to Services Marketing</b>
Definition of services, Reasons for emergence of services marketing, Characteristic features of services marketing, Service marketing mix, Recent trends in services marketing. Sectoral view of service industry
<b>Module 2: Consumer Behaviour in Services</b>
Gap analysis for understanding consumer behaviour. Customer expectations - Customer perception, Factors influencing customer expectations. Service development and design, Stages in new service development, Service blueprinting. Customer defined service standards. Physical evidence service scape
<b>Module 3: Delivering and Performing Services</b>

Employer's role in service delivery- Boundary-spanning roles, Strategies for closing gaps. Customer roles in service delivery, Delivering services through intermediaries and electronic channels
<b>Module 4: Managing Demand and Capacity</b>
Managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality
<b>Module 5: Marketing of Services</b>
Health care, Hospitality services, Transport services, Telecommunication services, Consultation services, Financial services
<b><u>Textbooks and References:</u></b>
<ol style="list-style-type: none"> <li>1. Services Marketing — Integrated Customer Focus Across The Firm</li> <li>2. Valarie A. Zeithaml and M. J. Bitner</li> <li>3. Services Marketing — People, Technology and Strategy — Lovelock</li> <li>4. Services Marketing — Ravishankar</li> <li>5. Marketing of Services — Jha</li> <li>6. Marketing of Services — G.S. Bhatia</li> <li>7. Marketing of Services — Sahu and Sinha</li> </ol>

**PGDM4MM05: International Marketing**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: International Marketing</b>
Introduction and Importance - Basis of international trade. Theories of international trade. Trade barriers, India's foreign trade since independence
<b>Module 2: International Marketing Environment</b>
Economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies — MNC's. Global marketers etc.
<b>Module 3: Organization for International Marketing</b>
Objectives of international marketing. Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.
<b>Module 4: Export Planning</b>
Export finance, Letter of credit; export licensing, Export houses, export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India - Expert documentation procedures' and Formalities. Indian foreign trade since independence
<b>Module 5: International Economic Institutions and Forums</b>
EFTA, LAFTA, EU. SAARC. APEC World Bank, IMF and other trading blocks and common marketing for international business
<b><u>Textbooks and References:</u></b>
<ol style="list-style-type: none"> <li>1. International Marketing — SakOnkvisit and Joha J. Shaw</li> <li>2. International Marketing — Philip Cateora and John Graham</li> <li>3. International Marketing — C.A. Francis</li> <li>4. International Business — Dantel</li> </ol>

**ELECTIVE: FINANCE MANAGEMENT****PGDM4FM04: Derivatives**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: Introduction to Derivatives:</b>
Forwards, Futures, options, swaps, trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, Liquidating or Future position, Initial margins, and Variation margins. Types and orders. Future commission merchant
<b>Module 2: Forward and Future Contracts</b>
Forward contracts, futures contracts, Financial futures, Valuation of forward and future prices, Stock index futures, Valuation of stock index futures, Hedging using futures contracts. Hedging using stock index future contracts, Index futures. Adjusting BETA of a portfolio using stock. Interest rate futures and currency futures
<b>Module 3: Options Contracts and Trading Strategies:</b>
Characteristics of options contracts, trading strategies
<b>Module 4: Valuation of options</b>
Graphic analysis of call and put values, characteristics of option values. Models of valuation: Binomial and Black and Scholes model. Option Greeks
<b>Module 5: Commodity future market:</b>
Forward market commission: exchanges trading mechanism

**PGDM4FM05: International Financial Management**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: International Financial Management</b>
Structure of foreign exchange market; the balance of payments, international monetary system - I.M.F, the nature of global capital flows - FDI, FII, Private equity and hedge funds
<b>Module 2: Exchange rate determination</b>
Structural models of exchange rate determination — IRP and PP Parity. Exchange rate forecasting. Transfer pricing and netting
<b>Module 3: The foreign exchange market</b>
Structure, types of transactions, quotations and Arbitrage. Exchange rate regimes — foreign exchange marketing India
<b>Module 4: Measurement of exposure and Risk</b>
Classification, transaction, translation and operating exposures. Management of exposures. Hedging, forwards, currency futures, options, swaps and hedging with money market
<b>Module 5: Management of interest rate exposure</b>
FRA interest rate caps and floors. Financial swaps-types-motivation application of swaps. GDR, ADR
<b><u>Textbooks and References:</u></b>
<ol style="list-style-type: none"> <li>1. Buckley, Adrian - Multinational Finance, New York, Prentice Hall Inc. 1996</li> <li>2. Kim. Suk and Kim, Seung - Global Corporate Finance: Text and Cases. 2<sup>nd</sup> ed. Miami Florida, Kolb, 1993</li> <li>3. Shapiro, Alan.C — Multinational Financial Management, New Delhi. Prentice Hall of India, 1995</li> <li>4. International Financial Management by P.G.Apte, Mc Graw Hill.</li> </ol>

5. International Financial Management by Jeff Madura
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**ELECTIVE: HUMAN RESOURCEMANAGEMENT**

**PGDM4HR04: Strategic Human Resource Management**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: Context of Strategic HRM</b>
Investment perspective of HRM, factors influencing investment oriented organizations. Impact of changes in technology, Workforce demographics & diversity on HRM
<b>Module 2: Strategic Role &amp; Planning</b>
Strategic HR Vs Traditional HR. Barriers to strategic HR. Strategic HR planning: aggregate & succession planning
<b>Module 3: Strategic Perspectives on Recruitment, Training &amp; Development</b>
Temporary Vs Permanent employees, Internal Vs External recruiting: Interviewing, testing, references; International Assignment, Diversity. Strategizing training & development, need assessment, design & delivery
<b>Module 4: Strategic Perspectives on Performance Management, Feedback &amp; Compensation</b>
Use of System, who, what & How to evaluate. Measures of evaluation. Internal equity, external equity, and Individual equity
<b>Module 5: Employee Separation</b>
Reduction in-force, turnover, retirement, International Vs Domestic HRM, Strategic HR Issues in International Assignment
<b><u>Textbooks and References:</u></b>
1. Strategic HRM — Jeffery Mello, Thompson Publication, New Delhi
2. Luis R. Gomez-Mejia, David B8.Baltkin, Robert L. Cardy, Managing Human Resources, PHI, 2001. — (Unit 1)
3. S.K.Bhatia — Strategic Human resources Management, Deep & Deep Publication Pvt. Lid., 2007..
4. Charles R, Greer, Strategic Human Resource Management, Pearson Education, 2003.
5. Kandula S.R. (2001). Strategic Human Resource Development. Eastern Economy Edition, Prentice Hall India.
6. Boxell & Purcell, J. (2003). Strategy And Human Resource Management. Palgrave Memillan
7. Strategic HRM - Michael Armstrong, Kogan page. Landon
8. Strategic HRM - Agarwal, Oxford University Press, New Delhi.
9. Strategic Management — Gregory Dess and Alex Miller.
10. Strategy Driven Talent Management — Edtd Silzer Dovell

**PGDM4HR05: Knowledge Management**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: Knowledge Management</b>
Concept, leadership and knowledge management, knowledge culture, learning & developmental organization, Applying knowledge to work practices, Knowledge Systems. Knowledge Service, Strategic Knowledge Leadership

<b>Module 2: Strategic Knowledge Management</b>
Models, knowledge workers, phases of knowledge development. Knowledge management infrastructure, harnessing organizational knowledge, building knowledge management into the Strategic Framework
<b>Module 3: Knowledge Leader</b>
Contributory Disciplines to Knowledge Leadership, Attributes Roles. Leading Knowledge Teams, Knowledge network, Recruiting and Selecting Knowledge Leaders
<b>Module 4: Knowledge Culture</b>
Knowledge Culture Enablers. Maintaining the Knowledge Culture during Change. Reviewing, Implementing & Maintaining the Knowledge Culture
<b>Module 5: Knowledge Management &amp; HRM Practices</b>
Structural Support, Impact of Organizational Structure on Knowledge Management, Staffing. Performance Management, Rewarding. Knowledge Workers. Learning & Development. Organizational Evaluation and Review
<b><u>Textbooks and References:</u></b>
<ol style="list-style-type: none"> <li>1. Knowledge Management –Shelda Debowski - John Wiley India edition</li> <li>2. Knowledge Management - Elias M. Awad &amp; Hassan M. Ghaziri Pearson Education.</li> <li>3. Knowledge Management - Carl Davidson &amp; Philip Voss – Vision Books</li> </ol>

**ELECTIVE: INTERNATIONAL BUSINESS**

**PGDM4IB04: India & WTO**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: Globalization</b>
Globalization of world economy. Business, impact and implications, policy options and governance. Arguments for India joining WTO - Arguments against membership - benefits and disadvantages to India. India's commitment and role in WTO - India as defendant and as complainant - India's position in WTO
<b>Module 2:</b>
Regional trade blocks and economic integration - Reasons for growth of economic blocks -economic - political - types of economical integration. Major regional trade groups - NAFTA, MERCOSUR, APEC, EU, BIMSTAC, ASEAN, G-6, IBSA. Euro benefits of common currency - expectancy - impediments of integration, India's role in promoting foreign trade - vision perspective, road map, prospects, performance and evaluation
<b>Module 3:</b>
WTO - Objectives, function, GATT and WTO., principles of WTO -transparency, MFN treatment, national treatment - free trade principles - dismantling trade barriers - ruled based trading system, treatment of LCD's - competition principles — anti dumping measures - environment protection
<b>Module 4:</b>
Review of India's economy post 1995, analysis of general agreement on trade in services (GATS), definition of services under GATS, modes of international delivery services - cross border supply – commercial supply - consumption abroad, movement of personnel special agreements under WTO - TRIPS - TRIMS - objectives of intellectual property protection, Indian patent law and trips - issues, controversies and legal position
<b>Module 5:</b>

Review of India's International Business with relevance to bilateral, preferential, regional, free trade, multilateral trade agreements. India's stand on WTO agreements - agriculture. NAMA, IPR, mode 4 Restrictions, subsidies, concessions etc. India as a facilitator in the formation of regional blocks, economic blocks

**Textbooks and References:**

1. International Business — By Roger Bonnet
2. International Business - Michael Zinkata
3. International Business - John d.Daniels
4. International Business — Richard M.Shaffer
5. International Business - Rugman
6. International Business — Vyepthakesh Sharan
7. International Economics — Dominick Salvatore
8. Prospects of India's Foreign Trade — N.A. Khan
9. India's Foreign Trade - Vadilal
10. Manual of Foreign Exchange — H.E.Evilt

**PGDM4IB05: INDIA'S FOREIGN TRADE**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

**Module 1: Foreign trade and BOP of India**

Foreign trade under plan, major exports and imports impact on Indian economy and BOP, trade directions, major hindrances in Indian exports sector, structural treatment in promoting international trade by India

**Module 2:**

Recent trends in India's foreign trade, directional pattern, major export commodities - thrust area commodities, trends, problem and prospects, major competitors, major import commodity groups, trade control in India (foreign trade development and regulation act), import and export control orders, export import licensing system, exchange control in India

**Module 3:**

Export Promotion - incentives, duty drawbacks, packing credits, export promotion councils, advisory bodies — CAPAXIL, FICCI, CII, PHD chamber of Commerce, DGFT and functional facilitators, evaluation of India's policy on exim plan, control of foreign trade

**Module 4: Contemporary Export Import trend analysis**

Invisible exports - Banking, Insurance, shipping, tourism, manpower, consultancy, software etc need to promote trade, control objectives and machinery for export control, maintenance and development of imports. Import substitution, need to control import trade, objectives and machinery for import control, maintenance and development of imports

**Module 5: Role of Government in India's Foreign Trade**

State trading corporation, mineral and metal trading corporation, role of commodity boards, commercial treaties, trade agreements, counter trade

**Textbooks and References:**

1. Bhashvam. S- Export Promotion in India: The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988
2. Khanna, Sri Ram - Export Marketing in India's New Manufacturers, University of Delhi, Delhi, 1986

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| <p>3. Jain. S. K — export Performance and Export Marketing Strategies, Common wealth Pub., Delhi, 1988</p> <p>4. Navyar, Deepak - India's Export and Export policies in the 1960s, Cambridge University press, 1976.</p> |
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**ELECTIVE: SUPPLY CHAIN MANAGEMENT**

**PGDM4SC04: Logistics & Supply Chain Management**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1: Introduction to Logistics</b>
Definition of logistics, scope and importance, components of logistics management, activities in logistics, logistical mission and strategic issues, logistical competitive advantage, total cost concept, time based logistics, postponement, consolidation, strategic integration
<b>Module 2: Supply Chain Management</b>
Scope and importance, supply chain flow diagram, drivers of supply chain, process view, outsourcing decisions, 3PL and 4PL, bull whip effect, SRM, ISCM, CRM, demand network management
<b>Module 3: Demand Management &amp; Information Management</b>
Impact of demand forecast on LSCM, overview of forecasting techniques, operating principles of demand forecasting, BOM and materials planning and scheduling, emerging technologies in LSCM, role of IT in supply chain, EDI, ILIS, RFID and GPS
<b>Module 4: Vendor Development &amp; Purchasing Management</b>
Vendor identification and selection, factors for vendor evaluation, purchasing process, vendor rating, supplier management, Hub & Spoke Concept in ancilarization, JIT & DOL supplies, SRM & Vendor consolidation, lead time, MTS &MTO strategies
<b>Module 5: Packaging &amp; Transportation</b>
Need for packaging, forms of packaging, packaging policies, reverse logistics, green logistics, differences between transportation & logistics, modes of transportation, multi model transport, containerization, transportation costs
<b>Module 6: Inventory &amp; Warehousing Management</b>
Meaning & Importance of Inventory, cycle inventory, average inventory, safety stocks, concept of EOQ, inventory management techniques, ABC analysis, FSN analysis, FIFO & LIFO, two bin theory, concepts of warehousing, functions of warehousing, types of warehouses, elements in warehouse design

**PGDM4SC05: Containerisation and Multimodal Transport**

Subject Credits: 4

Hours per week: 4

Total Hours Required: 40 Hrs.

<b>Module 1:</b>
Basic concepts of Containerization :Meaning - Major Container Trades - Container Operators - Container Ships - Terminal- Consideration of Container Terminal Planning - Container Distribution – Container types - ISO Container Dimension by types - Non- Containerisable cargo - Features of Containerization - Equipment for non-containerisable cargo
<b>Module 2:</b>
Cargos: International Trade Distribution - Stowage: Meaning - Stowage of cargo– Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling equipment - Types of Packing-

Marking of cargo - Dangerous Cargo - IMDG Code –Classes
<b>Module 3:</b>
Multi modalism: Multi-modal Trade Routes - Evolution – Basic Intermodal System - Modal Interface Factors outline why shipper favour Multi-modalism - Factors in Development Features -Multi-Modalism Strategy – Components
<b>Module 4:</b>
Physical multi modal operations: Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator – ICD CFS- Free Trade Area - SEZ - Factors affecting mode and route choice
<b>Module 5:</b>
Conventions relating to multimodal transport: Cargo Liability Convention: International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules (Appendix 8) - Hamburg Rule - Convention relating to Through Transport operation by Land, Rail, Air - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods – International Convention for safe containers1972 (CSC)