

ST. JOSEPH'S COLLEGE OF COMMERCE (AUTONOMOUS)
163, Brigade Road, Bangalore – 560 025

Accredited with 'A++' Grade (4th Cycle) by the
National Assessment and Accreditation Council (NAAC)

Recognized by the UGC as
“COLLEGE WITH POTENTIAL FOR EXCELLENCE”



Post Graduate Diploma Programme

Semester I & II

Academic year 2022-23

ST. JOSEPH'S COLLEGE OF COMMERCE

An Autonomous Institution affiliated to Bangalore University
A Minority Jesuit Institution for University Studies in
B.Com/B.Com Travel & Tourism/BBM/ M.Com/MIB/PGD
Dedicated to Excellence with Relevance

St. Joseph's College, Bangalore was established in 1882 by the French Missionary Fathers for the purpose of imparting higher education. In 1937, the management of the College was handed over to the Jesuits, a worldwide Religious order going by the name 'Society of Jesus'. The college and its sister institutions are now managed by the Bangalore Jesuit Educational Society (Regd). A department of Commerce was established in the College in 1949. In 1972, this department became an independent college by the name St Josephs College of Commerce.

Since its inception as an independent institution, the College has shown growth and progress in academics, co-curricular and extra – curricular activities. Besides, there has been a constant effort made by the College to acquire excellence in every aspect of good education. Currently it stands accredited to the National Assessment and Accreditation Council (NAAC) with an 'A' grade. In February 2010, the College was recognized by the UGC as a "College with Potential for Excellence".

The College aims at the integral formation of its students, helping them to become men and women for others. Though it is a Christian minority institution, the college has been imparting liberal education to the students of all denominations without any discrimination. St. Joseph's College of Commerce is affiliated to Bangalore University and became autonomous in September 2005. The motto of the college is '*Fide et Labore*' or 'Faith and Toil' and the college attempts to inculcate the motto in every student through its various courses and programmes.

The College is committed to providing quality education to its students. It offers Bachelor of Commerce and Bachelor of Business Administration, a three year Degree under graduate programme, and Master of Commerce, Master of Commerce (International Business) and Master of Commerce (Financial Analysis), a two year Post Graduate programme. Highly qualified staff members, excellent infrastructure of the college like spacious classrooms, good library and computer lab facilities helps to promote academic excellence.

OBJECTIVES

- Designed to expose learners with knowledge, skills and integrated perception of various functions of management to sustain the growing momentum of the industry and help achieve higher levels
- To provide an opportunity to students, wishing to change disciplines
- To upgrade knowledge within a discipline.
- Preparation for entry to a Master's course.

COURSE STRUCTURE – PGD COURSE (2022-23)

I SEMESTER

Paper No.	Title of the Paper	Marks		Total Marks	Credits
		CIA	ESE		
P321101	Management Process	50	50	100	4
P314102	Human Resources Management and Organizational Behaviour	50	50	100	4
P321103	Business Ethics and Corporate Governance	50	50	100	4
P321104	Marketing Management	50	50	100	4

P321 101: MANAGEMENT PROCESS

COURSE OBJECTIVES:

- 1. To expose the students on an overview of the management process.*
- 2. To develop skills in the students in handling each element in the management process.*

Module 1:

Introduction to Management - The concept of management – The evolution of management thought - The process of management: Planning – Organizing, Staffing, Directing – Controlling: Systems approach to management.

Module 2:

Planning and Decision Making - Planning: The nature and purpose of planning, types of plans: objectives – policies, procedures, and types, methods, forecasting and planning, steps in planning, Decision making, MBO. **Difference between MBO & MBE - Appraising managers against verifiable objectives.**

Module 3:

Strategic Planning -Strategic Planning – Introduction –SWOT & TOWS matrix – Mission, Vision and Values – Need Prioritization – Risk Identification - Business portfolio matrix – Designing Plan including Budgets – Process Design and Action guidelines – Plan revision and updation.

Module 4:

Organizing - Organizing: Nature and purpose of internal organization of a business enterprise – Principles of Organization – Span of management – levels of management – Departmentation – De-Centralization of authority and responsibility – delegation of authority – committees. Spread of span of management by using IT tools.

Module 5:

Leadership - Leadership – challenges. Styles, vision, interpersonal relationship, managerial communication.

Module 6:

Controlling - Controlling: Management control – types of control – modern control techniques – Controlling time and cost in projects - basics of PERT/CPM (theory only) - management audit – management in the future – human resource factor – influence of changing value systems.

BOOKS FOR REFERENCE:

1. *Koontz and O'Donnel, Principles of Management, McGraw Hill.*
2. *George Terry and Franklin, Principles of Management, All India Traveller Book Seller, Delhi.*
3. *W. Haynes, Principles and practice of management, New Central Book Agency.*
4. *Louie Allen, Management of Tomorrow, New York, Megraw Hill.*
5. *Dale, Management Theory and practice, New York, Megraw Hill.*
6. *Peter F Drucker, Tasks, Responsibilities and Practice.*
7. *Dr. Tripathi, P. C & Dr. Reddy P.N, Principles of Management, THM, New Delhi.*
8. *Stoner. James A.F, Management. Prentice Hall. India.*
9. *Rustom S. Daver, The management process: Bombay, Progressive Corporation.*

P314102: HUMAN RESOURCES MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

OBJECTIVES:

- 1. To expose the students to the principles and practices of human resources management.*
- 2. To make the students internalize good HR practices.*

Module 1:

Basics of HRM, nature and scope of human resource management (HRM) objectives of HRM, HRM functions, organization of HRM department, Qualities of HR manager, Personnel policies and principles, new challenges of HRM model.

Nature and scope of organizational behaviour, why study OB, and organizational behaviour model. Organizational and global economy, Multinational Corporation, international challenges, understanding our own culture, behavior across cultures.

Module 2:

Human Resource Planning:

- Human resource planning, factors affecting planning, planning objective, planning process, evaluation of planning.
- Job analysis and design – need for and process of job analysis and design.

Recruitment & Selection:

- Employee hiring: hiring, recruitment, importance, nature and international recruiting, selection, importance, process, recruitment and selection practices in India.

Training and Development:

- Nature, importance, training, inputs, training process, recent trends in training, training practices in India.

Employee Compensation:

- Job evaluation, nature, objectives, and process of evaluation, employee compensation, wage concepts and principles, factors affecting compensation plans, incentives – group and individual plans, wage and salary policies in India.

Attrition Management:

- Challenge for employee retention, strategies adopted by companies for employee retention. Reasons of attrition.

Human Resource Audit: Audit of corporate strategy, audit of human resource function, audit of managerial compliance, audit of employee satisfaction.

IHRM:

International human resource management, language training, cross-cultural training, expat selection, culture shock, expat failure, repatriation, reverse culture shock.

Module 3:

Organizational Culture:

- Organization structure, internal structure-Behavioural implications, informal organizations.
- Organizational culture, cultural dimensions, culture creation, culture sustenance, changes in culture.
- Organizational change and development, levels of change, resistance to change, managing changes, change implementation, planned change

Performance and appraisal: Nature, importance, process of evaluation, challenges. Types of appraisal. 360* appraisal Employee promotions, basis of promotion, transfer, reason for transfer, separation.

Motivation: Importance, theories, leadership, theories styles.

Communication: Interpersonal, organizational. Barriers and ways of overcoming barriers. Participative management, scope and way of participation, importance, requires, limitation, practices.

Labour welfare & Retention: Nature, types, approaches, practices. Empowerment – nature. Need and practices, industrial relations, causes for industrial disputes, ways of resolving disputes, preventive and curative a measure. Ergonomics, Role of ergonomics in employee retention.

Module 4:

Individual Behavior, Group Behavior & Conflict:

- Foundation of individual behaviour, environmental factors, personal factors, psychological factors.
- Foundation of group behaviour, usefulness of groups, determinants of group behavior, group dynamics, group task, group types, group cohesiveness, group norms.
- Leadership theories, leadership styles.
- Power and politics, power indicators bases of power, acquisition of power, ethics of power and politics.
- Communication, interpersonal, organizational, barrier and ways of overcoming barriers.
- Personality, shaping of personality, determinants of personality, personality types.
- Conflict changing views of conflict process, conflicts levels conflict resolution. Management of organization conflicts

Module 5:

Employee Remuneration:

Components of remuneration – devising a remuneration plan – theories of remuneration – factors influencing remuneration – challenges of remuneration – wage concepts – wage policies – incentives – benefits and services – executive remuneration

Module 6:

Project / dissertation or detailed assignment on any aspect of HRM.

Project / dissertation or detailed assignment on any aspect of OB.

BOOKS FOR REFERENCE:

1. *William B Werther & Keith Davis: Human Resource & personnel management, McGraw Hill.*
2. *Terry L Leap & Michael D Crino: Personnel, Human Resource management, Maxwell Macmillan.*
3. *H John Bernardin and Joyce E A. Russel: Human Resource management and experimental approach, McGraw Hill.*
4. *David A Decczo and Stephen P Robbins: Personnel/ Human Resource management, PHI*
5. *Micheal Armstrong: A handbook of personnel management, NP, Kogan Page.*
6. *Gary Dessler: Personnel management, Prentice Hall of India.*
7. *Edwin D Flippo: Personnel management, McGraw Hill Co.*
8. *Aswathappa K: Human Resource & personnel management, Tata McGraw Hill.*
9. *Wyne F Cascio and Clias N Awad: Human Resource management*

P321 103: BUSINESS ETHICS & CORPORATE GOVERNANCE

OBJECTIVES:

1. *To make the students conscious about ethical values in real life and in business.*
2. *To make students internalize ethical values and practices.*

Module 1:

Introduction To Business Ethics - Ethics in Business – Definition of business ethics – A model of ethics; ethical performances in business, managerial values and attitudes, ethical congruence; managerial philosophy; types of ethics; codes of ethics; importance of ethics in business – **Kohlberg’s Moral Development model.**

Module 2:

Ethical Theories - Ethical theories and corporate social responsibility – Cognitivism and Non – Cognitivism; consequentialism Vs non-consequentialism – Utilitarianism; Religion and ethics; Kantianism Vs Utilitarianism; Business and religion; Ethics and social responsibility; Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility – ethical climate in companies.

Module 3:

Marketing Ethics - Ethics in marketing – ethical dilemmas in marketing – unethical marketing practices – ethical and social issues in advertising – common deceptive marketing practices role of – consumerism

Module 4:

Ethics in HRM and IT - Ethics in human resource management: Human resource system – psychological expectancy model- human resource management practice and ethical implications- individualism Vs Collectivism in Human resource management practices.

Ethics and information technology: Ethical issues relating to computer applications; security threats – computer crime – computer viruses – software piracy – hacking – computer crime prevention – ethical prevention – ethical dilemmas and consideration.

Module 5:

Ethics In Finance And Accounts - Ethical issues in Finance and Accounts – Importance of Financial Statements, Importance of Transparency in Disclosure, Ethics in banking, insurance and share market, Insider trading, Money Laundering. Banking Ombudsman Scheme. Right to Information, Whistle blowing.

Module 6:

Corporate Governance And Corporate Social Responsibility - Corporate Governance: Principle of Corporate Governance- Issues- Strategies and Techniques to Sound Corporate

Governance- Indian Model. Obligation: investors, employees, customers, Managerial. Legislative changes.

Corporate Social Responsibility: Importance – Scope – Advantages – Steps- Theoretical Justification for CSR.CSR as a Business strategy for sustainable Development- Indian perspective- Ethics and CSR of business.

BOOKS FOR REFERENCE:

1. *V S Mahesh: Thresholds of motivation, Tata Mc Graw Hill.*
2. *Beanchamp Tom L: Ethical Theory and Business, Prentice Hall.*
3. *Bowie. Norman E: Business Ethics, Prentice Hall.*
4. *Donald Thomas: Ethical Issues in Business, Prentice Hall.*
5. *Manual G. Velasquez – Business ethics.*

P321 104: MARKETING MANAGEMENT

COURSE OBJECTIVES:

- 1. To provide conceptual skills in marketing management.*
- 2. To make students apply the conceptual skills in marketing decisions.*

Module 1:

An Introduction - Modern Concepts of marketing. Nature and scope of marketing -Needs, wants and demand – Maslow’s hierarchy of needs – different marketing offers - Marketing management - scope – Different philosophies/orientations of marketers - marketing v/s selling concepts - systems concept in marketing - marketing mix strategy. Understanding the marketing environment (PESTEL).

Module 2:

Consumer Behavior - Consumer behavior - Meaning, nature and importance –factors influencing behavior - buying motives, consumer buying decision process, Howard Sheth model of buyer behavior, Industrial buyer behavior and buying decision process - market segmentation strategy (STP process) – Consumerism.

Module 3:

Product and Pricing - Product Decisions: Product mix decisions - levels of product-classification of consumer and business products - new product development strategy, product life cycle concept, product positioning strategy, branding, packaging and labeling decisions- Pricing: objectives, methods and strategies, new product pricing strategies.

Module 4:

Promotion and Distribution - Distribution decisions - Channel functions – channel types/levels - factors affecting the choice of channel, channel design decisions, objectives and constraints, channel management decisions, channel power and conflicts and their resolution – retail/wholesale channels, Marketing systems.

Promotional strategies - IMC and promotional mix- advertising budgeting , DAGMAR-media planning and evaluation, sales promotion types, tools and techniques - personal selling and its steps.

Module 5:

Marketing Control - Marketing control - Marketing planning, annual plans, - steps in planning. BCG Matrix - Marketing audit, meaning and features – components of marketing audit.

Module 6:

Services Marketing And Recent Trends In Marketing - Services marketing – special characteristics – marketing mix: additional dimensions for services. Latest trends in marketing - Digital marketing, social media marketing, e-Commerce

BOOKS FOR REFERENCE:

1. *Phillip Kotler, Principles of Marketing, Prentice Hall of India.*
2. *William J Stanton etal, Fundamentals of Marketing, McGraw Hill.*
3. *Geoff Lancaster, Essentials of marketing, McGraw Hill.*
4. *Boyd & Westfall, Marketing research.*
5. *Cundiff W F & Still RR, Basic Marketing.*
6. *J C Gandhi, marketing: A managerial introduction.*
7. *S Neelamegham, Marketing Management & The Indian Economy, Vikas Publishing House.*
8. *Subash Mehta & Keshav Prasad, Marketing: Environment, Concept and cases, Tata McGraw Hill.*
9. *Britt & Boyal, Marketing Management and Administration.*
10. *E A Ramaswamy and Nama Kumari, Marketing Management – Text and cases, McMillan Publishing House.*

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COURSE STRUCTURE – PGD COURSE (2022-23)

II SEMESTER

Subject code	Title
P314201	BA/HRM/FM/MM

Paper No.	Title of the Paper	Marks		Total Marks	Credits
		CIA	ESE		
Business Administration (PGDBA)					
P321BA201	Accounts and Finance for Managers	50	50	100	4
P314FMBA202	Corporate Financial Management	50	50	100	4
P321BA203	Strategic Management	50	50	100	4
P321BA204	Business Negotiation	50	50	100	4
Human Resources Management (PGDHRM)					
P321HR201	Strategic Human Resource Management and International Human Resource Management (Including Training and Development)	50	50	100	4
P314HR202	Compensation and Benefits	50	50	100	4
P314HR203	Organization Culture, Changes and Development	50	50	100	4
P321HR204	Labour Legislations	50	50	100	4
Financial Management (PGDFM)					
P314FM201	Financial Modeling	50	50	100	4
P314FMBA202	Corporate Financial Management	50	50	100	4
P321FM203	Financial Risk Management	50	50	100	4
P321FM204	Mergers, Acquisitions & Corporate Restructuring	50	50	100	4
Marketing Management (PGDMM)					
P321MM201	Advertising and Sales Promotion	50	50	100	4
P321MM202	Brand Management	50	50	100	4
P314MM203	Consumer Behaviour	50	50	100	4
P314MM204	Product Sales and Distribution Management	50	50	100	4

P314201: BUSINESS ADMINISTRATION (BA)

P321BA201: ACCOUNTS AND FINANCE FOR MANAGERS

OBJECTIVES

- 1. To develop an insight of postulate, principles and techniques of accounting.*
- 2. To impart the knowledge in advanced techniques of financial management.*
- 3. To enable the students to apply the techniques in financial decision-making*
- 4. To utilize financial and accounting information for planning, decision making and control.*

Module 1:

Accounting – Definition, Characteristics, Objectives. Basic terms used in Financial Accounting, Types of Accounting, Generally Accepted Accounting Principles, Preparation of Revised Balance Sheet and Profit and Loss Account. Basic Accounting Ratios – Current Ratio, Quick Ratio, Gross Profit Ratio, Net Profit Ratio and Earning Per Share.

Module 2:

Management accounting – Meaning, Definition, concepts, need, importance and scope; preparation of Cash Flow Statement as per the Accounting Standard, Preparation of Fund Flow Statement.

Module 3:

Cost accounting – Meaning, Definition, need and importance. Cost Sheet, Preparation of Cost Sheet, Preparation of Quotations, Reasons for disagreement of profits as per Costing records and Financial records, Reconciliation of Financial and Cost Profits. Marginal Costing – BEP analysis and Margin of Safety.

Module 4:

Meaning of Financial Management – Modern Approach to Financial Management – Functions of Corporate Finance Manager – Financial Markets – Classification of Financial Markets. Leverages – Operating, Financial and Combined.

Module 5:

Sources of Short term and long-term finance, Project Report, Contents of a Project Report, Capital budgeting and its importance in decision-making. Techniques of investment appraisal – NPV, IRR, Simple Payback and Discounted payback and Profitability Index.

Module 6:

Project / dissertation or detailed assignment on any aspect of Accounting or Finance.

BOOKS FOR REFERENCE:

1. *Anthony R.N. and Reece J.S, Accounting Principles, Homewood, Illinois, Richard D Irwin.*
2. *Bhattacharya SK and Dearden JH., Accounting for Management: Text and Cases, Vikas, New Delhi.*
3. *Heitger LE and Matulich, Serge, Financial Accounting, New York, Mc Graw Hill.*
4. *Hingorani NL and Ramanathan AR., Management Accounting, Sultan Chand, New Delhi.*
5. *Weston & Brigham, Essential of Managerial Finance, The Dryden Press.*
6. *James Vanhorn, Fundamentals of Financial Management, Prentice Hall Inc.*
7. *John Hampton, Financial Decision Making – Concepts, problems & cases, Prentice Hall of India.*
8. *Schall & Hally, Financial Management, McGraw Hill, New York.*

P314FMBA202: CORPORATE FINANCIAL MANAGEMENT

OBJECTIVE:

To make students fully aware of the role of Corporate Finance Manager in a Multinational /Global Enterprise.

Module 1:

Introduction to Corporate Finance Management:

Introduction – Meaning of Financial Management – Modern Approach to Financial Management – Investment Decision, Finance Decision, Dividend Decision; Functions of Corporate Finance Manager – Goals of Financial Management – Financial Markets – Classification of Financial Markets.

Module 2:

Working Capital Management:

Meaning – Objectives – Types – Operating Cycle Concept – How to reduce Operating Cycle – Problems on Operating Cycle – Factors determining Working Capital Requirement – Zero Working Capital – Overtrading – Over Capitalization and Under Capitalization of Working Capital – Symptoms of Poor Working Capital. Methods of estimating Working Capital Requirement.

Module 3:

Management of Inventory & Receivables:

Meaning & Classification of Inventory – EOQ – Fixation of Inventory levels – Cost of extending Credit – Credit rating of Customers – Credit Policy – Receivables Collection Policy – Process of Receivables Management – ABC Analysis of Receivables – Factoring of Book Debts.

Module 4:

Treasury Management:

Meaning – Functions of Treasury Department – Advantages of Centralized Treasury Management – Advantages of Decentralized Treasury Management – Management of Liquidity – Reasons for Cash flow problems – Effects of Cash Deficit – Methods of Improving liquidity – Reasons for Holding Cash Balance – Costs of Holding & Shortage of Cash – Cash conversion Cycle – Collection Float – Payment Float – Concentration Banking – Lock Box System – Zero Balance Account – Computerized Cash Management.

Module 5:

Sources of Finance:

Sources of Short Term and Long Term Finance – Financial Institutions – Project Appraisal by Financial Institutions – Detailed Project Report and its Contents.

Module 6:

Investment Decisions & Dividend Policies:

Investment Appraisal Techniques – Simple Pay Back Period, Discounted Pay back Period – Net Present Value – Internal Rate of Return – Profitability Index – Dividend Policies – Types of Dividend - Theories on Dividend Policies.

Module 7:

Cost of Capital and Capital Structuring:

Elements of Cost of Capital – Cost of Equity – Dividend Yield Method, Dividend Growth Method, Price Earning Method, Capital Asset Pricing Method – Cost of Retained Earnings, Cost of Preference Share, Cost of Debt - Weighted Average Cost of Capital – Determining Optimal Capital Structure - Debt-Equity Ratio Analysis – EBIT-EPS Analysis – Financial Break Even and Indifference Analysis.

Module 8:

Budgeting and Budgetary Control:

Budget – Budgeting – Budgetary Control – Requirements of a Sound Budgeting System – Advantages of Budgeting – Problems in Budgeting – Preparation of Sales Budget, Production Budget, Cash Budget – Flexible Budgeting.

Module 9:

Foreign Investment and Financing Sources:

Opportunities for Foreign Trade and Investment – Risks in International Projects - Global Depository Receipt – Foreign Currency Convertible Bonds – American Depository Receipts.

BOOKS FOR REFERENCE:

- 1. Financial Management by Ravi M. Kishore*
- 2. Financial Management Policy by James C. Van Horne*
- 3. Options, Futures and Other Derivates by John C Hull*

P321 BA 203: STRATEGIC MANAGEMENT

COURSE OBJECTIVES:

Module 1:

Introduction - Strategy and strategic management process - Strategic management: an introduction, Characteristics, Dimensions – Approaches to Strategic Decision Making - strategic management process - Strategic role of Board of Directors and Top Management

Module 2:

Strategy Formulation - Strategy Formulation and Strategic Analysis- Company's Goals, Mission and Social Responsibility, Vision – Objectives

Module 3:

Environment Analysis - Environment Analysis, Michael Porter's Five Force Analysis - Porter's five Generic strategies - Alternative strategies for specific situations including turnaround strategy - Tailoring strategies to fit specific industry and company situations; External Growth Strategies – Mergers, Acquisition, Joint Ventures and Strategic Alliance

Module 4:

Strategy Implementation - Strategy implementation, Structure, culture and leadership – Functional and matrix structures, organizational culture, universal inner structure of effective leaders, 7-S McKinsey model - Corporate Social Responsibility – frameworks, social audit

Module 5:

Strategy And Technology - Strategy and technology - technology management, in-house development of technology, acquisition and absorption of technology.

Module 6:

Strategic Review - Strategic Review- Evaluating the Strategic Performance – Criteria and Problems –Concepts of Corporate Restructuring, Business Process Reengineering, Benchmarking, TQM.

BOOKS FOR REFERENCE:

1. *Crafting and executing strategy* by thomson, strickland and arun kumar
2. *Strategic management of technology and innovation* by burgelman, christensen and wheelwright

P321 BA 204: BUSINESS NEGOTIATION

COURSE OBJECTIVES:

Module 1:

Introduction - The nature of negotiation: Interdependence, value creation, conflict and conflict management.

Module 2:

Bargaining Strategy - Strategy and tactics of distributive and integrative bargaining; positions taken during negotiations - BATNA- Best Alternative Techniques of Negotiation

Module 3:

Essentials Of Negotiation - Negotiation strategy, planning and process: goal definition, perception and cognition, communication and negotiating power

Module 4:

Negotiation Skills And Leadership - Individual negotiation skills; best practices of negotiation and ethics of negotiation - Leadership and Different Negotiation-Styles in leaders for effective conflict management.

Module 5:

Trends In Negotiation - Negotiating across cultures; Global Cross cultural negotiations for M&A, Financing, etc. - Latest trends in Negotiation - Beyond Dyads - Agents and 3rd Parties - getting all the parties right.

Coalitions - map the players, change the game

Team Negotiation - getting to compromise

BOOKS FOR REFERENCE:

1. *Negotiation by Lewicki, Saunders and Berry*
2. *International Business Negotiation by Moran and Stripp*

P321 HR 201: STRATEGIC HUMAN RESOURCE MANAGEMENT AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT (INCLUDING TRAINING AND DEVELOPMENT)

COURSE OBJECTIVES:

Module 1:

Introduction - Overview – Introduction, Strategic HRM, Strategic vs Traditional HR, Investment Approach to HRM, HR Challenges to Indian Companies, Opportunities, Challenges and Recent Trends in HRM, Global Environment of HR.

Module 2:

Models in SHRM - Basic SHRM Model, Industrial Organization Model, Resource Based Model, Relationship of HR Strategy with Overall Corporate Strategy, Universalistic, Contingency and Configurational Approach

Module 3:

HRP, R&S, T&D - Meaning of HRP, Factors Affecting HRP, Barriers to HRP, Strategies to Manage Surpluses and Shortages of Manpower, Sourcing and Attraction, E-Recruiting, Internal Sourcing, Training & Development, Strategizing Training & Development.

Module 4:

Employee Relations and Industrial Relations - Safety and Health of Employees, Reasons for Accidents, Prevention of Accidents, Workplace Violence, Issues that Affect Employment, Industrial Relations and HRD, Trade Unions, Collective Bargaining, Agreements Between Management and Labor, Work Life Balance, Diversity.

Module 5:

Introduction to IHRM - Definitions of IHRM, Types of International Organizations, Three Broad Approaches to IHRM, Morgan Model of IHRM, Differences between Domestic HRM and IHRM, Culture Shock, Reverse Culture Shock .

Module 6:

Strategies in IHRM - Managing people in an International context, Meaning of Expatriates and Repatriates, Unique Issues in Managing international HRP, Selection Criteria and International Staffing, Training Needs Analysis, Strategizing T&D, Cross Cultural Training, Devising CCT Programs, Strategies for Post-Merger

P314 HR 202: COMPENSATION AND BENEFITS

OBJECTIVES:

- 1. To familiarize the students with the various issues that have their impact on compensation & benefits in organizations.*
- 2. To enable the students apply the concepts and principles in given situations.*

Module 1:

Introduction, Factors affecting pay structures, Compensation goals and objectives, Min Wage, Fair Wage, Living Wage, Compensation philosophy & Strategy. Strategies for an organization's salary policy – Lag the market; Lead the market, Lead Lag models. Compensation relationship Matrix, Compensation plans and payouts,

Module 2:

Compensation mix, Elements of Compensation – Indian context, Direct Compensation, Indirect Compensation, Framework or Anatomy of a pay structure – Pay range, Mid Point, Market pricing, Range Spread, Compa Ratio, Range Penetration, Bell Curve fitment Vs performance.

Module 3:

Employee Benefits – Indian Context, Factors affecting Benefit programs, Benefit programs, Flexible Benefit Plan.

Module 4:

Expatriate compensation – Employee Mobility trend, Issues in Employee Mobility, Potential reasons for expat failures, Assignment variants – Business Trips, Short and Long term assignments, Expat Compensation evaluation, Expat assignment lifecycle, Cost of living Concepts - Index & allowances, Spendable Income, Quality of living, Balance sheet approach.

Module 5:

Rewards & Recognition – Reasons to have rewards and recognition, Recognition culture, forms of recognition – Formal, Informal, Everyday, Appreciation, Rewards & recognition approach & implementation model - R&R industry practice.

Module 6:

Project / dissertation or detailed assignment on any aspect of Compensation and Benefits.

BOOKS FOR REFERENCE:

1. *Raymond A Noel (et al): Human Resource Management - Gaining Competitive Advantage, Irwin McGraw Hill.*
2. *George Bohlander (etal), Managing Human Resource, Thomson, South Western.*
3. *Louis R. Gomez, Mejia (etal): Managing Human Resource, Person Education.*
4. *Ian Breadwell & Holden: Human Resource Management - A Contemporary Perspective.*
5. *Peter Ward: 360 Degree Feedback, Jaico Publishing House.*
6. *Paying for Performance: A Guide to Compensation Management by Peter T. Chingos*
7. *Global Compensation – Foundations and Perspectives. By:- Luis Gomez-Mejia and Steve Werner*
8. *Global Compensation and Benefits – Developing policies for local Nationals. By:- Roger Herod*
9. *1001 ways to reward employees.*

P314 HR 203: ORGANIZATION CULTURE, CHANGES AND DEVELOPMENT

OBJECTIVES:

To familiarize the students with the concepts of organizational culture, change and development.

Module 1:

Nature of organization – why organization exist – organization design and structure – organizations for future.

Module 2:

Nature of culture – levels of culture – organizational culture – how culture is created how culture is sustained – culture and organizational effectiveness – managing organizational culture.

Module 3:

Multiculturalism – multicultural manager – implications of cross – cultural management – models to aid cross culture manager – (value orientation model and hofstede).

Cross culture communications – practical issues in cross culture business communications. Leadership across cultures. Motivation across cultures.

Module 4:

Nature of change – levels of change – type of change – reasons for change – resistance to change – model of change – change process. OD techniques.

Module 5:

Organization development – OD intervention – MBO. Grid Training, survey feedback, team building, T-group training – effectiveness of OD programmes what are the current OD practice.

Module 6:

Innovation – managing the innovation process – creating a culture for innovation. Building innovation as part of organization structure.

Module 7:

Project / dissertation on relevant aspect of Organizational Culture, Change & Development.

BOOKS FOR REFERENCE:

1. *Fred Luthans, Organisational Behaviour, McGraw – Hill.*
2. *Aswathappa K: Human Resource and Personnel Management, Tata McGraw Hill.*
3. *Gareth R Jones, Organisational Theory, Pearson Education.*
4. *John B Cullen, Multinational Management, South Western.*

P321 HR 204: LABOUR LEGISLATIONS

COURSE OBJECTIVES:

To provide understanding, application and interpretation of the various labour laws and their implications on industrial relations and labour issues.

Module 1:

INTRODUCTION -Emergence and objectives of labour laws and their Socio-economic Environment; industrial relations laws. Overview of all the major labour laws of India

Module 2:

THE CODE ON WAGES, 2019 - Laws relating to Minimum Wages, Payment of Wages, Payment of Bonus - *Central Advisory Board and State Advisory Boards, Payment of Dues, Claims And Audit Inspector-Cum-Facilitator, Appointment of Inspector-Cum-Facilitators and Their Powers. Offences and Penalties, Miscellaneous.*

Module 3:

THE CODE ON SOCIAL SECURITY 2020 - Social Security Organizations, Employees Provident Fund, Employees State Insurance Corporation, Gratuity, Maternity Benefit, Employee's Compensation, Authorities, Assessment, Compliance and Recovery, Employment Information And Monitoring, Miscellaneous.

Module 4:

THE OCCUPATIONAL SAFETY, HEALTH AND WORKING CONDITIONS CODE, 2020 - Registration, Duties of Employer and Employees etc., Health Safety and Working Conditions Hours of Work and Annual Leave with Wages, Maintenance of Registers (Records and Returns), Inspector cum Facilitators and Other Authority.

Module 5:

SPECIAL PROVISIONS - Special Provision Relating To Employment of Women, Special Provisions for Contract Labour and Inter State Migrant Worker etc., Offences and Penalties, Social Security Fund, Miscellaneous.

Module 6:

THE INDUSTRIAL RELATIONS CODE, 2020 ("IR CODE") - Trade Unions, Standing Orders, Notice of Change, Voluntary Reference of Disputes to Arbitration, Strikes and Lock Outs, Lay Off Retrenchment and Closure, Special Provisions Relating To Lay Off Retrenchment and Closure In Certain Establishments, Worker Re-skilling Fund, Unfair Labour Practices, Offences and Penalties, Miscellaneous.

BOOKS FOR REFERENCE:

1. *Ghaive B R: laws and procedure of department enquiry in private and public sector, Lucknow, eastern law company.*
2. *Malhotra, O P., The law of industrial disputes, vol I and II, Bombay, N M.Tripathi.*
3. *Srivasta S C., Industrial Relations and Labour law, New Delhi, Vikas.*
4. *Seth DD, Industrial Disputes Act. 1947, vol I and II, Bombay, N M. Tripathi.*

P314201: FINANCIAL MANAGEMENT (FM)

P314 FM 201: FINANCIAL MODELING

OBJECTIVES:

This course will teach you how to bring together what you know of finance, accounting and the spreadsheet to give you a new skill – Building financial models.

In today's paperless corporate culture MS excel plays a vital role and it is one of the dominated spreadsheets system approach. Learning spreadsheets usage (MS Excel) is a value added course, sometimes which alone will be considered as industry specific skill.

A spread sheet without data, equations and specific relationships among the variables will not become a financial model. So this course not only makes you proficient in spread sheet but with also financial modeling.

Module 1:

Basics of Excel, Quick Access Toolbar, Mini toolbar, Formula AutoComplete, multiple copies of a workbook, Shortcuts, multiple work sheets etc.

Module 2:

Range Names, Tables- one way and two way tables, scenario managers, circular reference, format cells – custom, sum , count, average, sum if, count if functions. IF conditions (very detail).

Module 3:

Lookup Functions, INDEX Function, MATCH Function, Text Functions, Dates and Date Functions, Time and Time Functions.

Module 4:

Evaluating Investments by Using Net Present Value Criteria, Internal Rate of Return, calculation of present value and future value. EMI calculations. Goal seek function. Sensitivity Analysis with Data Tables,

Module 5:

Statistical applications – calculation of Standard Deviation, Regression, Correlation and Covariance analysis. One way ANOVA and two ways ANOVA.

Module 6:

Portfolio and derivatives

Calculation of BETA, risk and return. Preparation of PAY OFF tables for call and put options and graphs for short and long put and short and long call.

P314 FMBA 202: CORPORATE FINANCIAL MANAGEMENT

OBJECTIVE:

To make students fully aware of the role of Corporate Finance Manager in a Multinational /Global Enterprise.

Module 1:

Introduction to Corporate Finance Management:

Introduction – Meaning of Financial Management – Modern Approach to Financial Management – Investment Decision, Finance Decision, Dividend Decision; Functions of Corporate Finance Manager – Goals of Financial Management – Financial Markets – Classification of Financial Markets.

Module 2:

Working Capital Management:

Meaning – Objectives – Types – Operating Cycle Concept – How to reduce Operating Cycle – Problems on Operating Cycle – Factors determining Working Capital Requirement – Zero Working Capital – Overtrading – Over Capitalization and Under Capitalization of Working Capital – Symptoms of Poor Working Capital. Methods of estimating Working Capital Requirement.

Module 3:

Management of Inventory & Receivables:

Meaning & Classification of Inventory – EOQ – Fixation of Inventory levels – Cost of extending Credit – Credit rating of Customers – Credit Policy – Receivables Collection Policy – Process of Receivables Management – ABC Analysis of Receivables – Factoring of Book Debts.

Module 4:

Treasury Management:

Meaning – Functions of Treasury Department – Advantages of Centralized Treasury Management – Advantages of Decentralized Treasury Management – Management of Liquidity – Reasons for Cash flow problems – Effects of Cash Deficit – Methods of Improving liquidity – Reasons for Holding Cash Balance – Costs of Holding & Shortage of Cash – Cash conversion Cycle – Collection Float – Payment Float – Concentration Banking – Lock Box System – Zero Balance Account – Computerized Cash Management.

Module 5:

Sources of Finance:

Sources of Short Term and Long Term Finance – Financial Institutions – Project Appraisal by Financial Institutions – Detailed Project Report and its Contents.

Module 6:

Investment Decisions & Dividend Policies:

Investment Appraisal Techniques – Simple Pay Back Period, Discounted Pay back Period – Net Present Value – Internal Rate of Return – Profitability Index – Dividend Policies – Types of Dividend - Theories on Dividend Policies.

Module 7:

Cost of Capital and Capital Structuring:

Elements of Cost of Capital – Cost of Equity – Dividend Yield Method, Dividend Growth Method, Price Earning Method, Capital Asset Pricing Method – Cost of Retained Earnings, Cost of Preference Share, Cost of Debt - Weighted Average Cost of Capital – Determining Optimal Capital Structure - Debt-Equity Ratio Analysis – EBIT-EPS Analysis – Financial Break Even and Indifference Analysis.

Module 8:

Budgeting and Budgetary Control:

Budget – Budgeting – Budgetary Control – Requirements of a Sound Budgeting System – Advantages of Budgeting – Problems in Budgeting – Preparation of Sales Budget, Production Budget, Cash Budget – Flexible Budgeting.

Module 9:

Foreign Investment and Financing Sources:

Opportunities for Foreign Trade and Investment – Risks in International Projects - Global Depository Receipt – Foreign Currency Convertible Bonds – American Depository Receipts.

BOOKS FOR REFERENCE:

- 1. Financial Management by Ravi M. Kishore*
- 2. Financial Management Policy by James C. Van Horne*
- 3. Options, Futures and Other Derivates by John C Hull*

P321 FM 203: FINANCIAL RISK MANAGEMENT

COURSE OBJECTIVES

Module 1:

Overview of Risk -Overview of Risk, Nature, Need and Scope of Risk. Source, Measurement, Identification and Evaluation, Assessment & management of Risk. Types of risk – Product Market Risk and Capital Market Risk. Possible Risk Events, Risk Indicators, Risk Management Process, Misconceptions of Risk. An Integrated Approach to Corporate Risk Management. Risk Management Approaches and Methods. A Comprehensive view of Risk in Financial Institutions. Risk Reporting Process – Internal and External.

Module 2:

Basics of Securities Analysis & Portfolio Management - Basics of Securities Analysis & Portfolio Management – types of securities - Stock Exchanges and its working – Introduction to valuation, Method of buying and selling of securities - Valuation of securities – Time value of money Value at Risk (VaR): The Concept, Computation, Stresses Testing, Back Testing. Cash Flow at Risk (CaR): VaR and CaR to make Investment Decisions.

Managing Risk when risk is measured by VaR or CaR. Non-Insurance Methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Module 3:

Forward And Futures - Structure of forward and Futures markets, Risk management using futures & forwards — valuation of futures —valuation of long and short forward contract — mechanics of buying and selling futures, margins, hedging using futures —commodity futures — index futures —interest rate futures and currency futures— arbitrage.

Module 4:

Swaps - Concept, nature and features of swap, Risk management using SWAPS — mechanics of interest rate swaps — currency swaps, pricing and valuing swaps.

Module 5:

Options - Risk management using options — types of options — option pricing — factors affecting option pricing — call and put options — put-call parity— options on stock index — options on futures — interest rate options - Hedging & trading strategies involving options— valuation of options: basic model— one step binomial model — Black & Scholes analysis — option Greeks

Module 6:

Risk Management in Relevant Areas - Risk management using Forward Rate Agreements (FRA) — interest rate derivatives - Other issues in risk management — risk management in Banks and FIs — BASEL committee — BASEL II — Credit risk — reducing exposure to

credit risk — historical default experience — credit default swaps — total return swaps — credit spread options — collateralized debt obligation

BOOKS FOR REFERENCE:

1. *Options Futures & Other Derivatives – JOHN C HULL – 6th Edition – Prentice Hall of India.*
2. *Options and Futures – VOHRA & BAGRI – Tata McGraw Hill – 4th Edition*
3. *Derivatives – Valuation & Risk management – DUBOFSKY & MILLER – Oxford University Press*
4. *Introduction to risk management –Insurance – DORFMAN – Pearson -8th edition**
5. *Financial Risk Management — Dun & Bradstreet — Finance Essentials Series.*
6. *D D Mukherjee — Credit Appraisal, risk analysis & Decision Making — Snow White*
7. *Harrington Nehaus — Risk Management & Insurance — Tata McGraw Hill**
8. **These books are about insurance*

P321 FM 204: MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

OBJECTIVES:

Module 1:

INTRODUCTION TO MERGERS AND ACQUISITIONS - Overview, types and characteristics of mergers, Motives behind mergers, Theories of mergers - operating, financial & managerial synergy of mergers, Value creation in horizontal, vertical and conglomerate mergers, Mergers and Acquisitions- a strategic perspective.

Module 2:

MERGER AND ACQUISITION PROCESS - Five stage model, Due diligence, Types of due diligence, Methods of financing mergers - cash offer, share exchange ratio, Mergers as a capital budgeting decision, Process of merger integration, Post-Merger integration - Managerial challenges, organizational and human aspects, Mergers and Acquisitions in the Indian context.

Module 3:

CORPORATE RESTRUCTURING - Introduction and concepts, Methods of corporate restructuring - Joint ventures and Strategic Alliances, Divestitures, Sell off and Spin off, Equity carve out, Leveraged buyouts (LBO), Management buy outs (MBO), Master Limited Partnership (MLP), Employee stock ownership plans (ESOP).

Module 4:

VALUATION - Creating value from Mergers and Acquisitions, Valuation approaches - Discounted cash flow valuation, Relative valuation, valuing operating and financial synergies.

Module 5:

ACCOUNTING AND LEGAL ASPECTS, TAKEOVER DEFENSES - Accounting for Mergers and Acquisitions, Procedure and Provisions laid down under Indian Companies Act, 2013, Legal and regulatory frame work, Taxation aspects, Impact of Indian Stamps Act on Mergers and Acquisitions, Recent policy changes pertaining to Mergers and Acquisitions, SEBI takeover codes, Takeover defenses - financial defensive measures, Coercive offer and defense, Anti-takeover amendments, Poison pill defense.

Module 6:

EMERGING TRENDS IN MERGERS AND ACQUISITIONS - Cross-border Mergers and Acquisitions, Role of Professionals in the corporate restructuring practices, Industry wise analysis of Mergers and Acquisitions deals in the Indian context.

BOOKS FOR REFERENCE:

1. *Takeovers, Restructuring and Corporate Governance: J FRED WESTON, KWANG SW CHUNG & JUAN A SIU – Prentice Hall publication.*
2. *Mergers & Acquisitions: J FRED ESTON & SAMUEL C WEAVER – Tata McGraw Hill Publication*
3. *Value Creation From Mergers & Acquisitions: SUDI SUDARSANAM – Pearson Education*
4. *Corporate Finance – Theory & Practice – ASHWATH DAMODARAN – John Wiley & Sons.*
5. *Corporate Amalgamations & Takeovers – Concept, Practice & Procedure – J C VERMA, SANJEEV KUMAR – Bharat Law Publication*
6. *Ravinder Vadapalli — M & A and business valuation*

P314201: MARKETING MANAGEMENT (PGDMM)

P321 MM 201: ADVERTISING AND SALES PROMOTION

COURSE OBJECTIVES

- 1. To expose the students to the theoretical and practical aspects of advertising.*
- 2. To develop an understanding of the different elements of integrated marketing communication and their integration.*
- 3. To develop the necessary skills among the students with regard to advertising.*
- 4. To develop Sensitivity towards legal and ethical considerations in the formulation and implementation of Communication strategies.*

Module 1:

Introduction To Integrated Marketing Communications - Concept and definition of IMC – promotion mix – components - advertisement – classification of advertisement : national, regional/local, consumer, B2B, institutional, retail, trade and professional- Social and Economic Implications of advertisements – criticism on advertising-, advertisement in marketing mix.

Module 2:

Advertisement Media - Planning And Strategy - Advertising department and advertisement manager - objectives and functions - Role of advertisement agencies-types and functioning of advertisement agencies- selection and remuneration- Advertising agency skills and service- client agency relationship-Advertisement campaigns – DAGMAR Approach – Campaign planning process -Copywriting – Copy testing – Types of appeals

Budgeting: Types of budgets - determining optimal expenditure, decision models, sales response and decay, communication, state, competitive share -

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - Media strategy and scheduling - Characteristics, media selection, optimizing and non-optimizing approaches, media scheduling, media research- Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation, insertions, contract.

Module 3:

Design And Execution Of Advertisements - Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements - Pre-testing, post testing, experimental designs – Case studies.

Module 4:

Sales Promotion - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion- national and international promotion strategies – Integrated promotion – IMC - Coordination within the various promotion techniques.

Module 5:

Regulatory Framework - Regulatory framework related to advertising – Advertising Standards Council, Legal implications and controls in India.

Module 6:

Recent Trends In Advertising - Recent trends in advertising – Online advertising – Opportunities of Internet as Media – websites, portals, e-commerce, search engines – formats of Internet ads: banners, content sponsorship, pop-ups, links, paid searches, contextual ads, rich media, interstitials, webcasting and push, behavioral targeting, blogs, etc. - Social Media Advertising – types, efficacy, advantages and disadvantages – sales promotion on the Net – measuring online ads audience.

BOOKS FOR REFERENCE:

1. *Belch & Belch - Advertising Management - Tata McGraw Hill, 2002.*
2. *Rajeev Batra, John G Myers, David A Aaker, Advertising Management, PHI, 2001.*
3. *Rossister and Percy - Advertising Communications & Promotion Management - McGraw-Hill International, 1998.*
4. *Manendra Mohan - Advertising Management - Tata McGraw hill, New Delhi - 17th Edition, 2002.*
5. *Semenik, Promotion and Integrated Marketing Promotion, Thomson Learning.*

P321 MM 202: STRATEGIC BRAND MANAGEMENT

COURSE OBJECTIVES:

Module 1:

Brand Management Perspective - Concept, meaning, and scope - importance of branding to customers and firms – brand vs product – brand equity- David Aaker's brand equity model. – brand awareness, brand knowledge, brand associations, brand image, identity, brand loyalty, etc.

Module 2:

Brand Development - Planning and implementing brand development programmes - brand elements and criteria for choosing elements – brand naming procedure - brand mantras – brand audit and brand tracking – role of IMC in brand development.

Module 3:

Brand Positioning - Identifying and establishing brand positioning – points of parity and points of difference - different positioning strategies – emotional branding - Brand Personality, Brand Image,

Module 4:

New Brands and Brand Extensions - Product vs brand extensions -Need for brand extensions – different extension strategies – advantages and disadvantages of extensions - brand revival, rejuvenation, relaunch, brand repositioning – brand imitations – brand name genericisation and brand cannibalization.

Module 5:

Brand Association and Brand Equity - Leveraging secondary brand associations: Leveraging brand knowledge – meaning and dimensions of brand knowledge – secondary brand associations/ elements – identifying and leveraging secondary associations – Measuring sources of brand equity: Qualitative and quantitative research techniques.

Module 6:

Global Brands - Strategies for global branding - adaptation in countries – the 10 commandments of global branding.

P314 MM 203: CONSUMER BEHAVIOUR

OBJECTIVES:

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

Module 1:

Understanding Consumer Behavior – An Overview – Need for understanding consumer behavior – Consumer insights examples – Diversity of the Indian Market – Changing pattern of Indian consumer – Factors influencing Consumer Behavior – General Model of Consumer Behavior – Micro-factors influencing Consumer Behavior – Understanding the Buying Decision Process.

Module 2:

The Consumer as an Individual – Consumer Motivation – The Concept of Motivation – Maslow’s Theory of Motivation – McGuire’s theory of Motivation – Role of Motives in Guiding Behavior – Involvement of consumer

Consumer Perception – Elements & Dynamics of perception – Complexities in Consumer Perception – Perceptual Mapping – Brand Positioning – Perceived Price – Perception of colours – Perceived quality – Perceived risk – Risk reduction strategies

Consumer Beliefs and Attitudes – Consumer beliefs – popular consumer beliefs – consumer feelings – Consumer attitudes – Characteristics of attitudes – Functions of Attitudes – Attitude Formation Models – Tri-component attitude model – TORA – Multi-attribute Attitude Model – How to change Consumer’s attitude

Consumer Learning and Experience – Consumer Learning – Learning Theories – Behavioral Learning theories – Cognitive Learning theory - Elaboration Likelihood Model – Branding Concepts – Experiential marketing

Consumer Personality and Self-image – What is Personality? Nature of personality – Theories of Personality – Freudian personality theory – Trait theory - Personality related consumer issues – Brand personality – Constituents of Brand’s personality - Dimensions of brand personality – Brand Image.

Module 3:

CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS

Effect of Personal Factors – Influence of age on Consumer behavior – effect of life-cycle-stage – effect of occupation – Social class and their behavioral patterns – Effect of lifestyle – The New sub-cultures

Influence of Reference Groups – Role of Reference groups – Patterns of Reference Groups influence – Consumption-related Reference Groups – Effect of Reference Groups on Consumer Decision-making – Examples of endorsement by celebrities

Culture and Western influence on consumer Behavior – Manifestations of culture in India – Impact of culture on product acceptance – Emergence of new consumer culture – Importance of cultural values – Cultural diversity and their positive impact on Consumer Behavior

Module 4:

CONSUMER'S DECISION-MAKING PROCESS

Consumer's Decision Making – The decision making process – Impulse buying decision – Decision-making criteria – Evaluation strategies – Factors influencing decision-making – Role of Family in decision-making – Purchase decisions: Issues and Resolution – Indian consumer Psyche.

Comprehensive Models of Consumer Decision Making – Andreason Model – Nicosia Model – Howard-Seth Model – Engel-Kollat-Blackwell Model – Bettman's Information-Processing Model – Sheth-Newman-Gross Model

Module 5:

UNDERSTANDING INDIAN MARKET DIVERSITY AND EVOLVING CONSUMER BEHAVIOR

Diversity of Indian Market – Demographic picture of the Indian market

Changing Indian consumer Behavior – Drivers of change – consumer trends – Significance of rural marketing – Rural consumer behavior – New consumption patterns – Products – category-wise: new behavioral patterns – Final insights

BOOKS FOR REFERENCE:

1. *Consumer Behavior* – Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, 10th Edition, Prentice Hall (Pearson).
2. *Consumer Behavior – Insights from Indian market* – Ramanuj Majumdar – PHI Learning Private Ltd., New Delhi. Eastern Economy Edition, 2011.
3. *David L. Loudon and Albert J Della Bitta, Consumer Behaviour, 4th Edition, Tata McGraw Hill, 2008.*
4. *Solomon M.R. Consumer Behavior, Prentice Hall, 4th Edition, 1998.*

P314 MM 204: PRODUCT SALES AND DISTRIBUTION MANAGEMENT

OBJECTIVES:

1. To expose the students to the concepts, and principles of sales and distribution management.
2. To develop the necessary skills among the students regarding the personal selling and physical distribution.

A -SALES

Module 1:

Nature and Importance of Sales Management, Dimensions of Sales Management. Planning and Organizing Sales Force - Estimating Market Potential and Forecasting Sales, Importance & Definitions, Sales Forecasting Methods, Quantitative & Qualitative Techniques, Organising the Sales Force - Nature and Characteristics, Basic Types of Organisation, Specialisation within Sales Department.

Module 2:

Management of the Sales Force - Sales Force Staffing Process - The Planning Phase, The Recruiting Phase, The Selection Phase, Hiring & Assimilation Phase. Training the Sales Force - Training Assessment, Designing and Implementing Training Programmes, Evaluation of Training Programmes, Refresher Training.

Directing the Sales Force - Time and Territory Management, Objectives & Criteria for Territory Formation, Sales Territories Design, Time Management, Routing & Scheduling.

Sales Quotas and Compensation - Purpose, Types of Quotas, Administration of Quotas, Objectives of a Compensation Plan, Developing the Compensation Plans, Basics & Combination, Trends in Compensation Plan.

Motivating & Leading the Sales Force - Importance of Motivation, Behavioral concepts, Selection of Motivational Tools, Challenge of Sales Force Motivation, Sales Leadership, roles, Skills and styles, Supervision, Tools and Techniques, Morale-Factors, Effects and Building process.

Controlling and Evaluating the Sales Force - Analysis of Sales, Costs and Profitability, Budgeting, Sales Analysis, Marketing Cost Analysis, Increasing Sales Force Productivity.

Measuring and Evaluating Sales Force Performance, Nature and Importance of Performance Evaluation, Establishment of Standards, Measuring Sales Force Performance and Evaluation Follow-up.

Module 3:

The Environment For Personal Selling Management - Social & Cultural, Technological & Competitive Environment, Unethical Sales Force Behaviour, Social Responsibility, Legislation Affecting Selling & Sales Management.

Personal Selling Process - The Different Approaches, Benefit Selling, Relationship Selling, The Various Stages of Selling Process, Prospecting, Pre-approach, Approach, Presentation, Trial Close, Handling Objections, **Close**, Follow-up, Selling Aids.

BOOKS FOR REFERENCE:

1. *Cundiff & Still - Sales Management: Decisions, Strategy & Cases - PHI, 5th Edition.*
2. *Charles M Fu Trelle - Sales Management Teamwork, Leadership & Technology - Thomson.*
3. *William J. Stanton and Rosann Spiro - Management of a Sales Force - 10th Edition, Irwin-McGraw Hill, 1999.*

B - DISTRIBUTION MANAGEMENT

Module 4:

An Overview of Distribution Management - Marketing Channels Analyzing Marketing Channel Structure, Functions and Flows, Channel Relationship.

Channel Structure - The retail environment Importance, Structure & Economic Factors, Different Formats, Shopping Behaviour,

Retail Planning Strategies, Retail Marketing Mix, Procurement & Distribution, Merchandise Plan Retail Management, Performance

Measurement, Evaluation. Wholesaling - importance, Structure & Functions, Different Format, Selection & Using Wholesalers.

Channel Planning - Designing Channel System, Organisational Patterns in Marketing Channels, Vertical Integration, Outsourcing, Electronic channels.

Module 5:

Channel Management - Management of Marketing Channels, Managing Intra Channel Conflict, Managing Multiple Channels. Marketing Channel Policies - Market, Customer Coverage, Pricing, Product Line Policies.

Channels Information System - Elements of Channels Information Systems, Impact on Service, Performance Parameters, Assessing Marketing Channel Performance. Measurement and Evaluation of Channel Members Contribution, Result of Channel Performance.

Module 6:

Marketing Logistics & Demand Chain Management - Logistics & Competitive Strategy, Customer Service Dimension, Developing the Logistics Organization & Management, Transportation and Warehousing Decisions, Marketing Handling, Inventory Management, Marketing Logistics Cost and Performance, Benchmarking.

BOOKS FOR REFERENCE:

1. *Anne T. Coulghon Etall - Marketing Channels - Pearson Education.*
2. *Martin Christopher - Logistics & Supply Chain Management, Strategies for reducing Cost & Improving Service – Pearson*
3. *Education - 2nd* Edition- 1998.*
4. *Charles M. Futrell, Sales Management- Thomson.*
5. *William J. Stanton and Rosann Spiro, Management of Sales Force, McGraw-Hill.*