

Programme Structure

The PGDM (General Management) shall consist of 6 Trimesters spread over a period of two academic years. The broad indicative theme of the Trimesters and number of courses are:

Trimester	Theme	No. of Courses	Marks	No. of Hours
1	Building Blocks of Management	7	700	420
2	Primer to Specializations	6	600	360
3	Nurturing Functional Specializations	7	700	420
4	Insights Into Sectorial Specialization	9	900	540
5	Transformational Leadership	6	600	360
6	Industry Integrated	5	500	300
	Total	40	4000	2400

Note: The number of courses, marks and hours are indicative and subject to change as and when circumstances demand, so as to make the Programme more contemporary.



Functional & Sectorial Mapping

Finance

Trimester 1 Building Blocks	Foundation Subjects			
Trimester 2 Primer to Specialization	Introduction to Specialization			
Trimester 3 Functional Specialization	Finance			
Trimester 4 Sectorial Specialization	Financial Market	Banking	Global Business Management	Entrepreneurship
Trimester 5 Leadership	General Management	General Management	General Management	General Management
Trimester 6 Industry Integrated	Industry-based Project	Industry-based Project	Industry-based Project	Industry-based Project

Marketing

Trimester 1 Building Blocks	Foundation Subjects			
Trimester 2 Primer to Specialization	Introduction to Specialization			
Trimester 3 Functional Specialization	Marketing			
Trimester 4 Sectorial Specialization	Retail Management	Advertising & Public Relations	Global Business Management	Entrepreneurship
Trimester 5 Leadership	General Management	General Management	General Management	General Management
Trimester 6 Industry Integrated	Industry-based Project	Industry-based Project	Industry-based Based Project	Industry-based Project



Human Resource

Trimester 1 Building Blocks	Foundation Subjects	
Trimester 2 Primer to Specialization	Introduction to Specialization	
Trimester 3 Functional Specialization	Human Resources Management	
Trimester 4 Sectorial Specialization	Global Business Management	Entrepreneurship
Trimester 5 Leadership	General Management	General Management
Trimester 6 Industry Integrated	Industry-based Project	Industry-based Project

Operations

Trimester 1 Building Blocks	Foundation Subjects			
Trimester 2 Primer to Specialization	Introduction to Specialization			
Trimester 3 Functional Specialization	Operations			
Trimester 4 Sectorial Specialization	Retail Management	Global Business Management	Entrepreneurship	Urban Infrastructure Management
Trimester 5 Leadership	General Management	General Management	General Management	General Management
Trimester 6 Industry Integrated	Industry-based Project	Industry-based Project	Industry-based Project	Industry-based Project

Systems

Trimester 1 Building Blocks	Foundation Subjects				
Trimester 2 Primer to Specialization	Introduction to Specialization				
Trimester 3 Functional Specialization	Systems				
Trimester 4 Sectorial Specialization	Financial Markets	Banking	Global Business Management	Entrepreneurship	Urban Infrastructure Management
Trimester 5 Leadership	General Management	General Management	General Management	General Management	General Management
Trimester 6 Industry Integrated	Industry-based Project	Industry-based Project	Industry-based Project	Industry-based Project	Industry-based Project



Trimester 1: Building Blocks of Management

A skyscraper cannot stand tall and withstand the turbulent weather if its foundation is weak. Thus, just as building a strong foundation is a pre-requisite for a skyscraper, so is the case with managers too. Every manager has to have a strong foundation in the art and science of management. The courses offered in this trimester are core courses focused on building strong foundations of management. After completion of these foundation courses, students shall be better equipped in achieving higher sophisticated skills in later trimesters. A total of courses mentioned below are the pre-requisite to proceed to subsequent trimester.

S. No.	Code	Subject Name	Credits	Marks
1	1.1	Perspective Management	6	100
2	1.2	Financial Accountancy	6	100
3	1.3	Managerial Economics	6	100
4	1.4	Quantitative Methods	6	100
5	1.5	Legal Aspects of Business & Taxation	6	100
6	1.6	Organisational Behavior & Cross Cultural Management	6	100
7	1.7	Personal Effectiveness and Corporate Communication	6	100
8	1.8	*Open Audit Course	-	-
		Total Marks	42	700

Note: One Credit is equivalent to 10 hours of Learning (Including both In-classroom as well as Off-Classroom)

** Open Audit courses are non credit courses, hence are not considered for calculating grades.*

Trimester 2: Primer to Specializations

The five main functional areas that exist in any organization are Finance, Marketing, Human Resources Management, Operations and Systems. A manager is expected to function in any of these areas. The Trimester 2 provides introductory courses relating to each of the functional areas. These courses enable students in judiciously selecting the functional area in which they have acumen to further their knowledge and skills. A total of eight courses are offered as listed below, which gives a flavour of each functional area.

S. No.	Code	Subject Name	Credits	Marks
1	2.1	Human Resource Management	6	100
2	2.2	Marketing Management	6	100
3	2.3	Financial Management	6	100
4	2.4	Operations Management	6	100
5	2.5	Macro Economics	6	100
6	2.6	Research Methodology	6	100
7	2.7	*Open Audit Course		
		Total Marks	36	600

*Note: * Open Audit courses are non credit courses, hence are not considered for calculating grades.*

Trimester 3: Functional Specializations

FINANCE

Finance is considered to be the life blood of any organization. The raising and deployment of funds in a judicious manner so as to maximize shareholders' value is one of the prime functions of any organization. A business is an activity, which is carried out with the intention of earning profits. Production, marketing and finance are the key areas in case of any manufacturing / services activity out of which finance is the most crucial area. It is so because the function of production and marketing cannot be carried out without finance. The students undergoing finance specialization would be learning about all the financial decisions being taken in any organization. The courses proposed for learning and enabling such decisions are as under:

Finance

Sr. No.	Code	Title	Credits	Marks
1	3.1	Operations Research	6	100
2	3.2	Advanced Financial Management	6	100
3	3.3	Strategic Cost Management	6	100
4	3.4	Derivatives and Risk Management	6	100
5	3.5	Financial Markets, Institutions and Products	6	100
6	3.6	Corporate Valuation and Mergers and Acquisition	6	100
7	3.7	Security Analysis and Portfolio Management	6	100
		Total	42	700





MARKETING

Understanding of markets is a key requirement for any business organization to be successful in achieving its organizational goals. In a free market economy the number of sellers and buyers are unlimited and competition is intense. Hence, customer retention and loyalty is the key to success. The competitive nature of markets calls for profound skills in marketing the services of the organization and also for service development and service innovation. There is a wide range of opportunities in marketing, including marketing management, consumer and industrial buying behaviour market research, market analysis, product management, retailing, sales promotion, international marketing etc. The students learn cutting-edge concepts and application of these concepts through diverse courses offered in marketing specialization. The marketing specialization of the PGDM Programme gives a solid foundation in marketing strategy, consumer behaviour and research, international marketing, etc. The proposed courses in marketing specialization are as under:

Marketing

Sr. No.	Code	Title	Credits	Marks
1	3.1	Operations Research	6	100
2	3.2	Marketing Strategy & Practices	6	100
3	3.3	Integrated Market Communication0	6	100
4	3.4	Rural Marketing & Sales Management	6	100
5	3.5	Distribution & Supply Chain Management	6	100
6	3.6	Product & Brand Management	6	100
7	3.7	Consumer & Industrial Buying Behaviour	6	100
		Total Marks	42	700



HUMAN RESOURCES

Human behaviour is dynamic in nature. Managing people resources requires a high degree of socio-psychological skills which can be acquired by undergoing appropriate training. The HR specialization focuses on managing human resources of the organization and their training, development and retention. The courses under this specialization adequate knowledge and skills in recruitment, employee training, evaluation and compensation of employees. The performance and productivity of employees get influenced due to changes in the government regulations, global competition, technological development and organizational transformations. The range of courses in this specialization provides students with technical knowledge and practical skills for dealing with change and the multi-cultural workforce. The innovative nature of courses in this specialization prepares students in developing new ideas on leadership and effective human resource management tools. The courses proposed under this specialization are:

Human Resources Management

Sr. No.	Code	Title	Credits	Marks
1	3.1	Operations Research	6	100
2	3.2	Learning and Development	6	100
3	3.3	Competency Mapping and Performance Management	6	100
4	3.4	HR Planning and HR Audit	6	100
5	3.5	Compensation, Benefits and Reward System	6	100
6	3.6	Industrial Relations	6	100
7	3.7	Building Learning Organisation and Knowledge Management	6	100
		Total Marks	42	700

OPERATIONS

Efficient production of goods, their distribution or development of services and their delivery is a key aspect of a business. The complex nature of markets and organization structure requires a high degree of coordination and facilitation in product or service delivery mechanism. Ensuring smooth operations is a complex task involving coordination of employees, machines and information across various levels in the organization. In today's fast changing business environment, operations management has become more information and technology driven. The Operations Management specialization endeavours to provide students the analytical and problem-solving abilities required to handle such evolving business issues. The courses in this specialization deliberate on wide-ranging tasks in operations management with focus on supply chain management, production planning and control, project management, quality management, etc. The courses proposed to be offered in this specialization are:

Operations Management

S. No.	Code	Title	Credits	Marks
1.	3.1	Operations Research	6	100
2.	3.2	Manufacturing Resource Planning & Control	6	100
3.	3.3	Logistics & Supply Chain Management	6	100
4.	3.4	Materials Management	6	100
5.	3.5	Total Quality Management	6	100
6.	3.6	Service Operations Management	6	100
7.	3.7	Operations Analytics	6	100
8.	3.8	Operations Outsourcing & Offshoring	6	100
		Total	48	800





SYSTEMS

Managing data and information is critical to all areas of operations and management decisions in a business. The rapid advancement of information technology calls for contemporary skills that present day managers should possess for decision making. The emphasis of this specialization is on theory of information systems and the modelling of decision making process. The courses in this specialization balance theory with applications in the form of case studies, simulation lab sessions, live projects, field studies, etc. The range of courses in this specialization will help students to garner necessary skills to leverage on Information Technology to create efficient organizations characterized by standardized business processes and integrated data. The courses will also prepare students for high level of compliance and security-intensive environments due to heavy integration of all business activities, such as trade secrets, production methods, product innovation, marketing strategy, financial details and so on with the help of Information Technology. Additionally, students will also learn how to innovate and create top-line growth and differentiation opportunities based on data-driven business intelligence, harnessing social media to understand customer preferences and by optimally leveraging sourcing of IT and IT-enabled business processes. The courses proposed to be offered in Systems specialization are as under:

Systems Management

S. No.	Code	Title	Credits	Marks
1.	3.1	Operations Research	6	100
2.	3.2	Database Management Systems & Data Warehousing	6	100
3.	3.3	Enterprise Management System	6	100
4.	3.4	Information System & Control Audit	6	100
5.	3.5	Knowledge Management	6	100
6.	3.6	Software Engineering	6	100
7.	3.7	Big Data and Business Analytics	6	100
8.	3.8	Managing Technology Business	6	100
		Total	48	800

Trimester 4: Sectorial Specialization

FINANCIAL MARKETS

The history of Indian financial markets can be traced back to the 18th century which is almost more than 300 years. The financial markets in India have gone through a sea change from the time India moved to open-door policy in 1991. The open-door policy has led to development of exotic financial products. Further, the advancement in information technology has transformed the practices and processes in the Indian financial markets. Over these years, globalization has also brought in best practices into the Indian financial markets. The sophisticated nature of present day financial markets and various structured financial products, as well as use of advanced technology for the development, trading, evaluation and processing of financial transactions call for professional skills which need to be cutting-edge. The sector specialization on Financial Markets shall equip the students in acquiring these required cutting-edge skill sets. The proposed courses for sector specialization are as under:

Finance - Financial Markets

Sr. No.	Code	Title	Credits	Marks
1	4.1	International Business	6	100
2	4.2	Mutual Fund & Alternative Investment	6	100
3	4.3	Treasury and Risk Management	6	100
4	4.4	A - Financial Planning & Wealth Management	6	50
		B - Behavioral Finance		50
5	4.5	Fixed Income Securities	6	100
6	4.6	International Finance	6	100
7	4.7	Open Elective - Financial Modeling	6	100
8	4.8	Summer Internship	12	200
		Total Marks	54	900



BANKING

The banking industry in India, though dates back to the 18th century, over the past decade or so has got transformed typically from brick and mortar type to more of technology-driven. The growing integration of the Indian economy with the world economy has brought in international best practices in Indian banking systems. While the product-mix and services offered by banks have seen complete transformation, the traditional services of providing advances and seeking deposits have also multiplied manifold. The growing variety of product offerings by banks and usage of advanced technology in the processes and delivery of the products demands a high degree of sophisticated skills amongst banking personnel. This sector specialization in Banking shall equip banking personnel with the much needed advanced skills. The proposed courses to achieve these advanced skill sets are as under:

Banking Management

S.No.	Code	Title	Credits	Marks
1.	4.1	International Business	6	100
2.	4.2	Banking Operations & Corporate Banking	6	100
3.	4.3	Treasury & Risk Management	6	100
4.	4.4	A – Financial Planning & Wealth Management	6	50
		B – Behavioural Finance		50
5.	4.5	Fixed Income Securities	6	100
6.	4.6	A – Mutual Fund & Venture Capital Management	6	50
		B – Co-op Banking, Rural Banking & NBFC		50
7.	4.7	Open Elective – Financial Modelling	6	100
8.	4.8	Summer Internship	12	200
		Total	54	900





RETAIL MANAGEMENT

Retail sector plays a very important role in the Indian economy. Lately the retail sector in India is growing exponentially, especially online retailing. The Indian retail sector is highly dynamic and with the entry of international retail players like Marks & Spencers, Ikea, etc, the retail marketplace is burgeoning. The Government of India's liberal policy on FDI in the retail segment has further accelerated retail businesses in India. More and more career opportunities are getting created in this sector. However, adequately skilled workforce for retail segment is not readily available. International retail players with deep pockets and sophisticated business practices and systems demand highly skilled managers who can efficiently deal with the nuances of retail management. This specialization endeavours to produce strategic global managers for retail operations in close tie-up with the industry players. The courses in this specialization combine theory and techniques that students can readily apply in global retail markets. The proposed courses in this specialization are as under:

Marketing - Retail Management

S.No.	Code	Title	Credits	Marks
1.	4.1	International Business	6	100
2	4.2	Retail Branding	6	100
3	4.3	Managing Retail Environment	6	100
4	4.4	Retail Strategy	6	100
5	4.5	E-tailing	6	100
6	4.6	Mall Management and Retail Store Management	6	100
7	4.7	Open Elective - Social Media Marketing & Digital Marketing	6	100
8	4.8	Summer Internship	12	200
		Total Marks	54	900



ADVERTISING & PUBLIC RELATIONS

What do Pepsi, Audi, and Vodafone all have in common? They all have immensely strong brands that are highly recognized throughout the globe. Brand promotion through effective advertising is the most fundamental method of increasing brand awareness, creating customer loyalty and increasing sales. Further, the rapid growth of integrated market communication has created unprecedented demand for professionals possessing high-end skills in advertising and public relations. Effective brand promotion through strategic advertising is what is needed in competitive marketplaces. The specialization in Advertising & Public Relations is a journey in which students learn the fundamentals of visual form, color theories and basic design principles through classroom sessions and projects. Then they move on to study various successful and unsuccessful advertising campaigns and thereafter plan, research and implement advertising campaign from scratch, encompassing different media, reach target audience and analyze the impact. The range of courses encompasses account management, advertising research, media planning, creative and art direction, copywriting, and workplace literacy skills in applicable multimedia technologies and professionally-oriented computer programmes. The courses proposed for the specialization are as under:

Marketing - Advertising & Public Relations

S. No.	Code	Title	Credits	Marks
1.	4.1	International Business	6	100
2.	4.2	Advertising Management	6	100
3.	4.3	Public Relations: Principles & Practice	6	100
4.	4.4	Media Design & Planning	6	100
5.	4.5	Advertising Management	6	100
6.	4.6	A. Account Management	6	50
		B. Digital Communications		50
7.	4.7	Open Elective	6	100
8.	4.8	Summer Internship	12	200
Total			54	900

GLOBAL BUSINESS MANAGEMENT

India moved from a closed economy to open-door policy in 1991. Since then the cross-border trade and flow of capital has been increasing both inward as well as outward. In the last two decades many foreign companies have entered India as well as Indian companies have set up or companies abroad. This calls for a professional approach and knowledge of international business environment. The sector specialization on International Business shall equip students in understanding the nuances of international management. It aims to provide a comprehensive coverage of all the important areas and disciplines relevant to international business activities. The broad courses proposed are as under:

HRM - Global HRM

S. No.	Code	Title	Credits	Marks
1	4.1	International Business	6	100
2	4.2	International Employee Branding and Employer Value Proposition	6	100
3	4.3	International HRM	6	100
4	4.4	Latest Trends in HR	6	100
5	4.5	Management of Corporate Social Responsibility in India & Abroad	6	100
6	4.6	A. Global Business Strategy	6	50
		B. International Economics		50
7	4.7	Open Elective - HR Trend, Process Design and Automation	6	100
8	4.8	Summer Internship	12	200
		Total Marks	54	900



ENTREPRENEURSHIP

Entrepreneurship is an important engine of economic growth. The opening up of Indian economy has amplified the scope for young minds to turn their ideas into business opportunities. Where, when, how do these opportunities arise? Is it the instinct that enables one in identifying these opportunities, or is it the idea that needs to be translated into action? A structured training is required to create an enterprise. In order to turn ideas into business opportunities a great deal of leadership skills too are necessary. The Entrepreneurship specialization empowers students in building business ventures by providing them theoretical background and necessary skills through projects- to lead, finance, deploy, develop, market and transform such business ideas into reality. The courses also emphasize on pursuit of business ideas that are socially responsible, innovative and sustainable. The proposed courses in this specialization are as under:

Entrepreneurship

S.No.	Code	Title	Credits	Marks
1.	4.1	International Business	6	100
2.	4.2	Entrepreneurial Perspective & Social Entrepreneurship	6	100
3.	4.3	Legal & Financial Aspects of Entrepreneurship	6	100
4.	4.4	Marketing & HR Aspects of Entrepreneurship	6	100
5.	4.5	MSME & Family Business Management	6	100
6.	4.6	Applied Entrepreneurship	6	100
7.	4.7	Open Elective	6	100
8.	4.8	Summer Internship	12	200
		Total	54	900



URBAN INFRASTRUCTURE MANAGEMENT

Over the last couple of years, India is witnessing rapid urbanisation. The present Government in its Vision document has proposed to set up 100 smart cities. The UN report on Urban Habitat of 2007 has estimated that more than fifty percent of the world's population would be living in cities in future. Urbanization is vital for the socio-economic development of a nation. However, unplanned urbanization has its pitfalls. Urbanization leads to large scale migration from villages and smaller towns to cities, which in turn may lead to deterioration in physical environment in the form of inadequate infrastructure, thus affecting the quality of life in cities. It may also lead to inequities amongst different sections of society, threat to heritage sites, unemployment, etc. An integrated approach is needed to resolve the pitfalls of urbanization. A professional and planned urban infrastructure management is required for sustainable development of the cities and a nation at large. The students of sector elective – Urban Infrastructure Management, would develop professional capabilities for sustainable Urban Infrastructure management by studying under-mentioned courses:

Urban Infrastructure

S.No.	Code	Title	Credits	Marks
1.	4.1	International Business	6	100
2.	4.2	Urban Infrastructure Planning & Execution	6	100
3.	4.3	Urban Development Management	6	100
4.	4.4	Infrastructure Investments & Public Private Partnership Models	6	100
5.	4.5	A. Environment & Disaster Management	6	50
		B. Urban Governance		50
6.	4.6	A. Energy & Health Infrastructure Management	6	50
		B. Transport Infrastructure & Transport Economics		50
7.	4.7	Open Elective	6	100
8.	4.8	Summer Internship	12	200
		Total	54	900

Trimester 5: Transformational Leadership

A manager's role in the era of Millennial is not just of managing the resources, but also leading an organization and its people towards the organizational and societal goals. The scope of managers thus covers both managing as well as leading. Additionally, business houses need to take care of the economy, society and the environment in which they operate, in order to remain sustainable. Organizations have to adopt value-based approach in their pursuit to achieve such goals. The aim of transformational leadership as an elective of this PGDM Programme is to create value-based managers and responsible corporate citizens. The courses proposed are as under:

Trim V - Transformational Leadership

Sr. No.	Code	Title	Credits	Marks
1	5.1	Business Environment and Ethics	6	100
2	5.2	Leading and Managing Projects	6	100
3	5.3	Business Data Analytics	6	100
4	5.4	High Performance Leadership	6	100
5	5.5 (F)	Financial Market, Regulations & Compliances	6	100
	5.5 (M)	Market Research & Analytics	6	100
	5.5 (H)	Employment Laws	6	100
6	5.6 (F)	A - Global Financial Markets and Practices	6	50
		B - Commodities Markets		50
	5.6 (M)	International Market	6	100
	5.6 (H)	Global HR Analytics	6	100
		Total Marks	36*	600**

* 6 Subjects x 6 Credits = 36 Credits.

** 6 Subjects x 100 Marks = 600 Marks

Trimester 6: Industry Integration

The objective of this trimester is to expose the students to real-life environment and offer them an opportunity to apply skills acquired in classrooms, in the real world. A student is expected to work on industry-based project and submit a report thereon.

Trim VI - Industry Integration

Sr. No.	Code	Title	Credits	Marks
1	6.1	Strategic Management	6	100
2	6.2	Strategy and Leadership	6	100
3	6.3	Entrepreneurial Perspective & Social Entrepreneurship	6	100
4	6.4	Industry Based Capstone Project Work	12	200
		Total Marks	30	500



Evaluation System

The evaluation of courses shall be done on the basis of Continuous Internal Evaluation in the form of assignments, presentations, field study reports, etc carrying 50% weightage and Trimester End examinations carrying weightage of 50%.

Evaluation Plan

Sr. No.	Particulars	Marks	Marks
1.	Trimester End Examination		50/25
2.	Internal Assessment Indicative		
	(a) Active Participation in Discussion, Viva and Presentation	10/5	
	(b) Active Participation in Class Assignments	10/5	
	(c) Project/Field work or any other project related activity	10/5	
	(d) Class Test	10/5	
	(e) Library Reading, Active participation in role play, management games, article review or any other innovative pedagogy	10/5	50/25
	Total		100/50