

# **SYLLABUS**

## **Post Graduate Diploma in Management (PGDM) programme**

**w.e.f 2022 Admissions**



**XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP  
BANGALORE**

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# Regulations for Post Graduate Diploma in Management (PGDM)

## 1. Short Title

These Regulations shall be called Xavier Institute of Management & Entrepreneurship (XIME), Regulations governing the PGDM Programme the

## 2. Scope

The regulations provided herein shall apply to the PGDM program, conducted by XIME Bangalore with effect from 2022 admission.

## 3. Title of the Programme

The title of the program is POST GRADUATE DIPLOMA IN MANAGEMENT

## 4. Definitions

- **Assessment** is the process of collecting, recording, storing, describing, and interpreting information about the outcome of the learning which is an ongoing process. (Ref. UGC Report in November 2019 on 'Evaluation Reforms in Higher
- **Institute** means Xavier Institute of Management & Entrepreneurship (XIME), Bangalore
- **Continuous Assessment (CA)** is continuous feedback to the scholar through examinations, assignments, etc., which assess the academic progress of the scholar during the semester.
- **Course:** A basic unit of education and/or training. A course or collection of courses forms a program of study.
  - **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.
  - **Elective Course:** is an elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure. A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may

also be referred to as open elective courses.

- **Course Outcome (CO):** Course Outcomes are statements that describe what students should be able to do at the end of a course.
- **Credit:** means the standard methodology of calculating one hour of theory/tutorial or two hours of laboratory work, per week for a duration of a trimester (10-12 weeks)
- **Student Handbook:** A rule book issued to all students and faculty about the Academic Programme- which is a binding engagement for all students about the student engagement for the academic programme including the examinations, and evaluation
- **Dipolma:** A title/ qualification awarded after satisfactory completion of and achievement in a programme
- **Duration of the Programme** means the period of time required for the conduct of the programme. The duration of the XIME PGDM programme shall be 6 trimesters spread over two academic years.
- **Evaluation** is the process of making judgments based on evidences and interpretations gathered through examination and assessment and on the basis of agreed upon criteria
- **Examination** is a quantitative measure of learner's performance and is held at the mid and end of the academic session or semester
- **Internship** is a period of time during which a student works for a company or organization in order to get experience of a particular

**COURSE INDEX**

<b>Term</b>	<b>Name of the course</b>	<b>Course Type</b>	<b>Credit</b>
I	Statistical Method for Decision making	Core	3
	Business Government & Society	Core	2
	Financial Analysis & Report	Core	3
	Managerial Economics	Core	3
	Organizational Behaviour -I	Core	3
	Marketing Fundamental	Core	3
	Effective written communication	Core	3
	Presentation skills	Core	2
II	Marketing Planning & implementation	Core	2
	Cost and Management Accounting	Core	3
	Macro Economics	Core	2
	Organizational Behaviour II	Core	2
	Optimisation Model	Core	2
	Environmental Issues & Sustainability	Core	2
	Research Methodology	Core	2
	Business analytics Fundamental	Core	2
III	Contemporary Business Environment	Core	1.5
	Corporate Finance	Core	3
	HRM	Core	3
	Managerial Effectiveness	Core	2
	Operations Management	Core	3
	Learning Circles	Core	1.5
	ITPM	Elective	2
	Consulting	Elective	2
IV	Research Project	Core	2
	Business Strategy	Core	3
	Entrepreneurship	Core	2
	Contemporary Business Environment	Core	1.5
	IT Project Management	Elective	3
	DB Data Warehouse BI	Elective	3
	Big Data Analysis	Elective	3
	Total Quality Management & Lean	Elective	3
	Enterprise Resource Management	Elective	3
	Supply Chain Management	Elective	3
	HR Analytics	Elective	3
	Talent Management	Elective	3
	Learning and Development	Elective	3
	Performance Management	Elective	3
	Indian Banking and Financial System	Elective	3
	Financial Derivatives	Elective	3
	Financial Analytics	Elective	3
	Investment Analysis & Portfolio Management	Elective	3
Consumer Behaviour	Elective	3	
Service Marketing	Elective	3	

	Advertising and Sales promotion	Elective	3
V	International Business	Core	3
	Business Ethics	Core	2
	Information System for Managers	Elective	3
	Data Mining	Elective	3
	Cloud Computing IOT & AI	Elective	3
	Agile Methodology	Elective	3
	Compensation & Benefits Management	Elective	3
	Competency-Based Management	Elective	3
	Strategic HRM	Elective	3
	Enterprise Risk Management	Elective	3
	Fixed Income Securities	Elective	3
	Mergers & Acquisitions	Elective	3
	B2B Marketing	Elective	3
	Marketing Analytics	Elective	3
	Digital Marketing	Elective	3
	Product & Brand Management	Elective	3
	Sales & Operations	Elective	3
	Services Operations Management	Elective	3
	Strategic Operations & Innovation Management	Elective	3
Supply Chain Analytics	Elective	3	
VI	Business Law	Core	2
	Leadership in Action -1.5 Credits	Core	1.5
	IT Strategy	Elective	3
	Digital Transformation	Elective	3
	Business Analytics using Python	Elective	3
	Organisational Planning & Development	Elective	3
	Personal Growth Lab	Elective	3
	Industrial Relations & Employee Welfare	Elective	3
	Private Equity & Venture Capital	Elective	3
	International Finance	Elective	3
	Corporate Tax	Elective	3
	Customer Relationship Management	Elective	3
	Rural Marketing	Elective	3
	Retail Marketing	Elective	3
	Marketing Research	Elective	3
	Design Thinking	Elective	3
	Procurement and Material Management	Elective	3
	Production Planning & Control	Elective	3
	Project Management	Elective	3
	SUPA (Socially Useful & Productive Activities)		2
	SIP (Summer Internship Programme)		5
	Research Paper		2

- type of work or research.
- **'Grade'** for a course is a letter symbol which indicates the broad level of performance of a student in a course.
- **Plagiarism** is the unreferenced use of other authors' material in project/dissertations/ assignments etc. and is a serious academic offence.
- **Program Educational Objectives:**
- **Programme Outcome (PO):** Programme outcomes are what knowledge, skills and attitudes a graduate should have at the time of graduation.
- **SWAYAM** (Study Webs of Active Learning for Young Aspiring Minds) is a program initiated by the Government of India and designed to provide the best teaching and learning resources to all.
- **Programme Structure:** Details are published through Programme Bulletin for every Academic year.
  - a. Name of the Programme: Post Graduate Diploma in Management (PGDM)
  - b. The medium of instruction and examination: English
  - c. Programme Duration: 6 Trimesters over a period of two academic years.
  - d. Total credits required for the successful completion of the program: 114
- 
- **Selection Criteria:** Selection of the students is made on the basis of the National entrance test and Group discussion and the details are published through Programme Bulletin for every Academic year

## 5. Program Educational Objectives & Program Outcome

## Program Educational Objectives

The PGDM Programme of XIME aims at the professional and personal development of students in pursuit of the following Programme Educational Objectives (PEOs):

PEO 1. The students will be able to assume managerial roles in business, industrial or other organizations and/or undertake entrepreneurial ventures such as would drive economic growth and technological innovation in the country.

PEO 2. The students will attain all-around professional and personal development by dint of analytical, problem solving, and decision-making capabilities combined with soft skills.

PEO 3. The students will imbibe the best Corporate Governance practices and have it in them to take decisions upholding high societal values and professional ethics.

PEO 4. The students will be proficient in teamwork as future managers with a global perspective as well as the potential to achieve organizational goals while having the mindset to act responsibly towards all stakeholders.

## Program Outcomes

The Program Outcomes are aligned to XIME's Mission and to its Program Educational Objectives. The Program Outcomes are categorized into five key competencies/skills a management graduate should possess and demonstrate at the end of the two-year PGDM program.

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop value-based leadership ability
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

## 6. Evaluation

Evaluation of student's performance at XIME is a continuous and



multifaceted process. Assessment is made through Class Participation, Case Studies, Seminars, Assignments, Quizzes, Mid-Term Tests and End-Term Examinations. As a general rule, the End-Term Examinations will not have more than 40 percent weightage in deciding the grade for a course.

Evaluation of performance will be on a 9 point scale (8 to 0).									
Grade	A+	A	B+	B	C+	C	D+	D	F
Grade Point	8	7	6	5	4	3	2	1	0

The minimum level of performance for pass in any course will be 'C'.

A relative grading is followed. Normalized scores of students will be considered for awarding grades rather than raw scores.

The procedure will be as follows:

All the marks of students, 35% or more, will be converted into normalized score  $[(\% \text{ marks of student} - \text{average of the class}) / \text{standard deviation of the class}]$ . This normalized score will generally range between -3 and +3. The following table shall be referred to determine the grade from the normalized scores:

Normalized Score	Grade
2.00 or more	A+
0.80 to 1.99	A
-0.20 to 0.79	B+
-1.30 to -0.21	B
-2.40 to -1.31	C+
less than -2.40	C

- Students getting less than 35% marks will be awarded a grade using the table given below:

% Marks	Grade
30-34.99	D+
25-29.99	D

- Though the minimum level of performance in a single course is only 'C', the average minimum level of performance taking all the

courses together is higher and is subject to the fulfillment of the following requirements:

**From one term to the next:**

A minimum Grade Point Average (GPA) of 3.5 in every term is essential for the student to continue in the PGDM programme. Student failing to achieve this will be dropped from the programme.

**From first to the second year:**

Cumulative Grade Point Average (CGPA) required at the end of Term III (I year) is 4.50 for promotion to the second year. Other criteria are:

- Not more than one F grade is to occur in the courses taken during the first year.
- Not more than '1F' and '2D/D+', or '3D/D+' grades in the courses taken during the first year.

**For completion of the PGDM programme:**

At the end of the second year, a student would qualify to receive the Post Graduate Diploma only if the student has a Cumulative Grade Point Average of '5.00' for both the first and the second years put together. This is further subject to the fulfillment of the following requirements:

- Grade of at least 'C+' in the Summer Internship Project,
- Not more than than '2F' and '2D/D+'; or '1F' and '3D/D+'; or '4D/D+' grades should occur in the courses taken during the two years.

A student should get a minimum CGPA of 4.80 at the end of the Fourth / Fifth Term to be sponsored by the Institute for campus placement.

If a student obtains C or a lower grade in Summer Project, that student has to do another intensive project for 2 weeks under the guidance of an XIME faculty before completion of Term V.

Students who do not qualify to award of PGDM (i.e. securing a CGPA of < 5.00 for both first and second year put together) have the following options to improve their CGPA to 5.00 or more and qualify to receiving the award of PGDM:

- Repeat a term and improve grades in the subjects
- Repeat one or more subjects when the subjects are offered at the Institute in any of the next year terms
- Select a new subject and improve the CGPA. A student can select a new subject and delete the grade of the old subject and add the new subject with a better grade.

In all the cases, the student will be required to pay proportionate tuition fee for the repeating subjects. Such students will have to make their own arrangements for stay.

As per the Institute's policy, students who register for PGDM will be given if necessary, an additional two years to complete their course. Thereafter their registration will lapse. For example, a student joining in 2022 must finish the course by April 2026.

Note: There is no provision for make-up examinations.

## 7. Nature of the Academic Programme:

XIME's PGDM Programme is a fully residential programme where all students are required to stay in the campus hostels.

Student Identity System:

- Students will be issued identity cards. They must always have the card in their possession and produce it if asked for proving their identity. The Identity Card will be displayed (worn around the neck) within the Campus during working hours (9 am to 5:00 pm).
- Loss of the Identity card must be reported to the Administrative Officer/Manager (Admin) as soon as noticed so that the lost card may be deactivated.
- In case of loss of the identity card, a duplicate card will be issued on payment of Rs.250/-.

- On completion of their programme, students should return the Identity Card to the Administrative Officer in order to obtain a 'No Dues Certificate'. NDC is mandatory for award of the Diploma as well as refund of the caution deposit.

#### Attendance:

- 100% attendance is expected in every course in the programme.
- Absence is permitted for reasons like sickness, accidents, bereavements or officially assigned work. (Prior written application must however be submitted to the Batch Coordinator and approved by the Batch Coordinator. Dean (Acad) can condone absence up to 10% of class sessions in a course in cases where the candidate is sanctioned prior leave of absence for such reasons.
- Director, on the recommendation of the Dean (Acad), can condone a further absence of 5% in a course.
- Any case of absence beyond 15% but less than 25% in a course will be placed before the Standards and Discipline Committee for condonation. The Committee will consider each case on its merits and decide whether the student can continue with the programme and if so, the work required to be undertaken by the student concerned to make up for the absence.
- Whenever the absence exceeds 25% in a course, the concerned student will not be allowed to write the End-Term Examination for the course and will have to get readmitted to the course when it is offered to the next batch of students.
- Abstaining from the exams will attract heavy fines. Students unable to attend Term exams due to valid reasons would be allowed to appear for re-exam. The fee for re-exam is Rs. 2500 per paper. Such students have to meet Batch Coordinator to fix the date and timings for re-exam. The re-exam date should be within a week from the original schedule of the exam.
- On all working days, students should be present in the campus even if no classes are scheduled for that date. They should attend all special classes or common activities / events at the Institute.

#### Punctuality:

- Late coming/early leaving without permission will constitute indiscipline and attract appropriate punishment.

- Students must be punctual in attending talks, guest lectures, industry interaction sessions and such other activities or functions as are arranged by the Institute. These are essential components of the PGDM programme.

#### Ethical Practices:

- XIME is established to train and develop ethically responsible business through adherence to the highest standards of academic integrity and overall ethical conduct. The student will strive for these standards in representations, academic pursuits, and respect for the property and individual rights of others. Therefore, every student should develop a sense of individual responsibility to foster an environment of honor and trust within the Institute.
- While representing XIME every student will maintain the highest standards of honesty and integrity.
- The student will not use any dishonest method to gain an unfair advantage over other students in academic pursuits, especially through, but not limited to:
- Giving or receiving any unauthorized aid on an assignment or exam, including working in groups on any assignment that has been designated as individual by the professor;
- Failure to comply with the academic guidelines established by the instructor for assignments;
- Submitting for credit substantially the same work done for another assignment either academic or professional, except with prior approval from the instructor.
- Malpractice of any kind (like copying in an examination/test/quiz, copying other's assignment/ report, plagiarism from books/journals/internet) will not be tolerated. Strict disciplinary action will be taken on students who engage in such unfair methods - could even lead to suspension or dismissal from the Institute.

#### Dress Code:

- On all days students shall be in their formals fitting to a professional institution of higher learning. Propriety must be observed at all times. Students will be well groomed at all times while in the Institute.

- On Mondays students will wear their Uniform - suit and neck-tie for male students and sarees for female students. Uniform will be arranged by the Institute.
- During working hours, male students will wear leather shoes with socks and female students will wear footwear generally worn by managers in reputable organizations.
- Jeans, T-shirts, sleeveless dress, short blouse, sneakers, chappals, etc. are not permitted in the class (and Auditorium) during working hours

#### Facilities and Upkeep:

- Cleanliness must be ensured in the campus (including hostels). Bins for garbage segregation are in place. Disposal of garbage must conform to instructions and municipal regulations on the subject. Similarly, guidelines and advice on energy and water conservation must be followed.
- XIME campuses have excellent facilities for curricular and co-curricular activities. Sports and games are encouraged. Students are advised to utilize these facilities to the maximum (ensuring care in their handling and maintenance).
- Students may bring their personal transport along and should park these only at designated places. Parking near the portico or on pathways is prohibited. Use of helmets while riding two wheeler is mandated by law and must be complied with. XIME campus is well connected by public transport and personal transport requirement will be limited, considering the academic routine.

#### Mobile Phone:

- Considering the disturbance and distractions caused, mobile phones are not permitted (include texting and chatting) in the academic and administrative spaces of the Institute between 8:30 am and 5:00 pm on working days.
- However, students may be permitted to use mobile, if directed by the faculty within the class room for assessments or different other

academic purposes.

- If a student wants to use mobile during 8.30 am to 5pm on working days, he/she shall go out of the building to the lawn near the front gate.
- Students can use the mobile in the canteen.
- Students expecting urgent calls can leave the phone in library and the staff will help you take messages for you.
- Violations of the above rules will result in punitive actions including fine. The fines collected will go to XSEED fund.

#### Environment:

- XIME observes a 'No Smoking' policy. Hence, the campuses are 'No Smoking Zones'. Use of Chewing Gum/Pan/Gutka is not permitted anywhere in the Campus.
- Consumption or possession of alcohol anywhere in the campus is forbidden. If found in hostel rooms all roommates are liable for disciplinary actions.

#### Prohibited Conduct:

- Ragging in any form is strictly prohibited (refer F.No.37-3/Legal/AICTE/2009 - details given on XIME website). Students shall refer to the Affidavits furnished by them and their parents. If engaged in ragging, the offending student will be terminated from the PGDM programme.
- Intentionally causing physical harm to any person on the Institute premises.
- Intentionally initiating false reports, warning or threat.
- Unnecessary interference in the Institute's sponsored activities, including classes, studying, teaching, research, sports or Institute administration.
- Intentionally or maliciously furnishing false information to the Institute or about the Institute.
- Forgery, unauthorized alteration, or unauthorized use of any Institute document or instrument of identification.

- Unauthorized use of computer hardware or software.
- All forms of academic dishonesty, including cheating, fabrication, plagiarism, and collusion.
- Theft of property or services on Institute premises; or being in possession of stolen property.
- Intentionally destroying or damaging the Institute's property or property of others on the premises.
- Failure to comply with the directions of the Institute's officials, including administrative officers and the campus Security acting in performance of their duties.
- Non-payment of any type of fees on time, and non-returning of library books on time or failure to pay any dues owed to the institution.
- Unwanted and non-professional relationship or groups activities with co-students, faculty members and other supportive service staff shall be subject to severe actions.
- Derogatory remarks against any particular caste, religion, region, state or disadvantaged persons shall be punishable.
- Repeated or aggravated violations of any provision of this code may also result in expulsion or suspension or the imposition of any other penalty as appropriate.

#### Policies, Rules, and Regulations

- Interpretation of Regulations: Disciplinary regulations at the Institute are set forth in writing in order to disseminate among the students and to make them understand prohibited conduct.
- Inherent Authority: The Standards and Disciplinary Committee (Hence forth referred to as SDC) reserves the right to take necessary and appropriate action to protect the safety and well-being of the campus community. Final authority in disciplinary matters, however, is vested in the Institute administration and in the Board of Governors.
- Accountability: Students will be accountable for their acts which constitute violations of norms, guidelines, codes or instructions.



## 8. Disciplinary Proceedings

### Investigation and Complaint

- When the Dean (Academics) receives information that a student has allegedly violated any code of conduct, shall investigate the alleged violation. After completing the preliminary investigation, Dean (Academics) may:
- Dismiss the allegation as unfounded, either before or after conferring with the student; or
- Proceed administratively and impose disciplinary action; or
- Prepare a complaint based on the alleged violation for use in disciplinary hearings along with a list of witnesses and documentary evidence supporting the allegation.
- Dean (Academics) may place the student alleged to have committed the violation/misconduct under suspension pending enquiry, if the case so warrants.
- Dean (Academics) may further refer the case to SDC wherever the case is of a serious nature.

### Summons and Actions:

- The Committee shall summon the student regarding an alleged violation by sending the student a letter. A copy of the letter shall be sent to the student at his or her last known address as it appears in the records of the Office and a copy of which shall be delivered personally to the student
- The letter shall direct a student to appear at a specific time and place not less than 3 working days after the date of the letter. The letter shall describe briefly the alleged violation and cite the code of conduct which has been violated.
- If the student fails to appear before the Standards and Disciplinary Committee even after providing two opportunities to appear, the committee may proceed to conduct and conclude the enquiry *exparte*.
- Based on the findings of the enquiry, appropriate actions will be taken.

#### Suspension:

- Dean (Acad) may suspend a student immediately, without prior notice, for an interim period, pending disciplinary proceedings. A student who is suspended on an interim basis shall be given an opportunity to appear before the SDC within 5 working days from the effective date of the interim suspension.

#### Punishment:

- Director/Dean (Acad) or any other empowered authority of the Institute shall take any one or combination of the following action/s against the guilty, depending on the nature and gravity of the offense.
- Cancellation of admission.
- Suspension from attending classes.
- Withholding/withdrawing scholarship/fellowship and other benefits.
- Debarring from appearing in any test/examination or other evaluation process.
- Withholding results.
- Debarring from representing the institution in any regional/National or International meet, tournament, youth festival, etc.
- Suspension/expulsion from the hostel.
- Rustication from the institution for a period.
- Expulsion from the institution.
- Collective punishment: when the persons committing or abetting the crime of ragging are not identified, the institution shall resort to collective punishment as a deterrent to ensure community pressure on the potential raggers.
- The SDC may follow its own procedure and consider:

- The reliability of the information concerning the student's conduct, including the matter of his or her identity;
- Whether the conduct and surrounding circumstances reasonably indicate that the student's continued presence in the institute premises poses a substantial threat to himself or herself, to others or to the stability and continuance of normal institute function.
- After the hearing, the Committee may modify/confirm the interim suspension as reasonable to protect the interest of the student and the institute.

## 9. Student Grievance Procedure

### Definition

- A student grievance is an Institute-related internal problem or condition which a student believes to be unfair, inequitable, discriminatory, or a hindrance to the educational process.

### Scope

- This student grievance procedure is designed to provide the student with the opportunity to seek remedy to the conditions which the student believes impede education or instruction. This student grievance procedure is not designed to include changes in policy, course content, teaching methodology nor does it apply to grading practices.

### Procedure:

Students who believe that they have a Institute-related grievance:

- Should discuss it with the mentor the conditions which brought about the alleged grievance.
- If the discussion does not resolve the matter to the student's satisfaction, the student may appeal to Dean (Academics) in writing, and if not satisfied can appeal to the Student Grievance Redressal Committee.

### Student Grievance Redressal Committee (SGRC)

### Procedure:

- A student who wishes a grievance to be heard must submit a written request to the Student Grievance Redressal Committee.
- The appeal must be heard by the Committee within 3 class days from the date of submission of grievance from the student.
- The committee will consist of five members five members as suggested by AICTE and will be headed by the Director.
- The decision of the Committee shall be final.

## 10. Standing Committees at the Institute:

- The Academic Council
- Standards and Disciplinary Committee
- Student Grievances Redressal Committee
- Online Redressal Mechanism
- Anti-Ragging Committee/Squad
- Internal Complaints Committee (Protection Against Sexual Harassment Cell)
- Institution-Industry Interaction Cell (Placement Committee)
- Admissions Committee
- Mess Committee
- External Programmes Committee

## 11. The Library

- The Library houses select books on Business Management and allied subjects. The collection gets updated continuously. The Library also procures many Indian and International journals and popular magazines in print form and the current magazines are displayed in the Library along with newspapers for viewing. In the periodicals section, the current journals in print are displayed and the bound volumes of back issues of important journals are stacked

for reference and research purposes.

- The 'Journal of Management & Entrepreneurship' published by XIME and books and conference proceedings authored and edited by the Faculty of XIME are displayed in the Library. XIME Libraries in Bangalore, Chennai & Kochi are Wi-Fi enabled and subscribe to online databases and journals, which are accessible within the Campuses.

## 12. Membership

- All the enrolled students and faculty of XIME are automatically the members of XIME Library. Everyone will be given a barcoded ID card and the same barcodes will be embedded with library software to use them as library cards.
- Students are expected to follow the Library rules and if any member is found violating the rules repeatedly, the membership may be canceled.

### Information Retrieval

- OPAC (Online Public Access Catalogue) facility is provided to the users to search the availability of library documents. It is accessible all over the campus through Internet. Users are privileged to access by using the link <https://xime-opac.opensio.co.in/>

### Online Renewal:

- Online renewal of documents also available through the link <https://xime-opac.opensio.co.in/cgi-bin/koha/opac-user.pl>

## 13. Library Services

### Circulation

- Books are issued for a fortnight except for those which are classified as Reference books, New Arrival books and Books with Red stickers are issued for overnight use only as these are of limited number of copies.
- Students can borrow a maximum of 3 books and Research Scholars can borrow a maximum of 5 books for 14 days.

- Books in demand by other members will not be renewed.
- Users are responsible for books issued against their names.
- The Library reserves the right to recall any issued book before the due date, if it is required by the Faculty.
- Books should not be left on the counter and Users are advised to ensure that the loan record is cancelled and their borrower's card returned before leaving the counter.

#### 14. Academics

- The Academic council shall design all the courses offered in the programme. The Council shall design and introduce new courses, modify or re-design existing courses and replace any existing courses with new/modified courses to facilitate better exposure and training for the students.
- The syllabus of a course shall include the title of the course, course outcomes, instructional hours, the number of credits and reference materials.

#### Course and PO Correlation

PO	COURSE	Level of Relevance
PO 1	Managerial Economics	H
PO 1	Marketing I	L
PO 1	Effective Written Communication	L
PO 1	Business, Government, and Society	M
PO 1	Quantitative Techniques I	H
PO 1	Organization Behaviour I	H
PO 1	Financial Analysis and Reporting	H
PO 1	Learning Circle	M
PO 1	Macro Economics	H
PO 1	Presentation Skills	L
PO 1	Cost & Management Accounting	H
PO 1	Organization Behaviour II	H
PO 1	Marketing II	L
PO 1	Quantitative Techniques II	H
PO 1	Contemporary Business Environment	L
PO 1	Manufacturing Operations	H
PO 1	Accelerated Professional Development	L
PO 1	Research Methodology	H
PO 1	Business Law	H

PO 1	CSR, Environmental Issues & Sustainability	M
PO 1	Business Analytics	H
PO 1	Human Resource Management	M
PO 1	Service Operations	H
PO 1	Managerial Effectiveness	M
PO 1	Corporate Finance	H
PO 2	Managerial Economics	H
PO 2	Marketing I	M
PO 2	Effective Written Communication	L
PO 2	Business, Government and Society	H
PO 2	Quantitative Techniques I	H
PO 2	Organization Behaviour I	H
PO 2	Financial Analysis and Reporting	H
PO 2	Learning Circle	M
PO 2	Macro Economics	H
PO 2	Presentation Skills	L
PO 2	Cost & Management Accounting	H
PO 2	Organization Behaviour II	H
PO 2	Marketing II	M
PO 2	Quantitative Techniques II	H
PO 2	Contemporary Business Environment	M
PO 2	Manufacturing Operations	H
PO 2	Accelerated Professional Development	L
PO 2	Research Methodology	H
PO 2	Business Law	H
PO 2	CSR, Environmental Issues & Sustainability	M
PO 2	Business Analytics	H
PO 2	Human Resource Management	H
PO 2	Service Operations	H
PO 2	Managerial Effectiveness	M
PO 2	Corporate Finance	H
PO 3	Managerial Economics	L
PO 3	Marketing I	M
PO 3	Effective Written Communication	M
PO 3	Business, Government and Society	H
PO 3	Quantitative Techniques I	H
PO 3	Organization Behaviour I	H
PO 3	Financial Analysis and Reporting	M
PO 3	Learning Circle	H
PO 3	Macro Economics	M
PO 3	Presentation Skills	H
PO 3	Cost & Management Accounting	M
PO 3	Organization Behaviour II	H
PO 3	Marketing II	M

PO 3	Quantitative Techniques II	M
PO 3	Contemporary Business Environment	H
PO 3	Manufacturing Operations	M
PO 3	Accelerated Professional Development	H
PO 3	Research Methodology	L
PO 3	Business Law	M
PO 3	CSR, Environmental Issues & Sustainability	M
PO 3	Business Analytics	M
PO 3	Human Resource Management	H
PO 3	Service Operations	M
PO 3	Managerial Effectiveness	H
PO 3	Corporate Finance	M
PO 4	Managerial Economics	H
PO 4	Marketing I	H
PO 4	Effective Written Communication	H
PO 4	Business, Government and Society	H
PO 4	Quantitative Techniques I	L
PO 4	Organization Behaviour I	M
PO 4	Financial Analysis and Reporting	M
PO 4	Learning Circle	H
PO 4	Macro Economics	H
PO 4	Presentation Skills	H
PO 4	Cost & Management Accounting	M
PO 4	Organization Behaviour II	M
PO 4	Marketing II	H
PO 4	Quantitative Techniques II	M
PO 4	Contemporary Business Environment	H
PO 4	Manufacturing Operations	M
PO 4	Accelerated Professional Development	H
PO 4	Research Methodology	M
PO 4	Business Law	H
PO 4	CSR, Environmental Issues & Sustainability	H
PO 4	Business Analytics	M
PO 4	Human Resource Management	H
PO 4	Service Operations	H
PO 4	Managerial Effectiveness	H
PO 4	Corporate Finance	M
PO 5	Managerial Economics	H
PO 5	Marketing I	H
PO 5	Effective Written Communication	M
PO 5	Business, Government and Society	M
PO 5	Quantitative Techniques I	H
PO 5	Organization Behaviour I	H
PO 5	Learning Circle	H



PO 5	Financial Analysis and Reporting	H
PO 5	Macro Economics	M
PO 5	Presentation Skills	M
PO 5	Cost & Management Accounting	H
PO 5	Organization Behaviour II	H
PO 5	Marketing II	H
PO 5	Quantitative Techniques II	M
PO 5	Contemporary Business Environment	M
PO 5	Manufacturing Operations	M
PO 5	Accelerated Professional Development	M
PO 5	Research Methodology	M
PO 5	Business Law	H
PO 5	CSR, Environmental Issues & Sustainability	H
PO 5	Business Analytics	M
PO 5	Human Resource Management	H
PO 5	Service Operations	H
PO 5	Managerial Effectiveness	H
PO 5	Corporate Finance	H

## 15. Rubrics for PO Attainment

XIME Rubrics for PO Attainment has 8 steps

1. Decide the target to be attained for each PO for a batch. (*It was set at 65%*)
2. Define the Course outcome of every course by the faculty concerned
3. Establish correlation between Course Outcome and Program Outcome
4. Calculate PO attainment based on the correlation matrix between PO & CO (Direct assessment)
5. After the completion of the PGDM programme conduct a survey to assess their perception of attaining the POs. (Indirect assessment)
6. Add both direct & indirect assessments and calculate the PO attainment for a batch.
7. Compare the PO attainment with the target set
8. Decide on action plans to improve PO attainment or revise the PO target level.

## PEO and PO Correlation

PO Attainment Target is set at 65% for all POs.

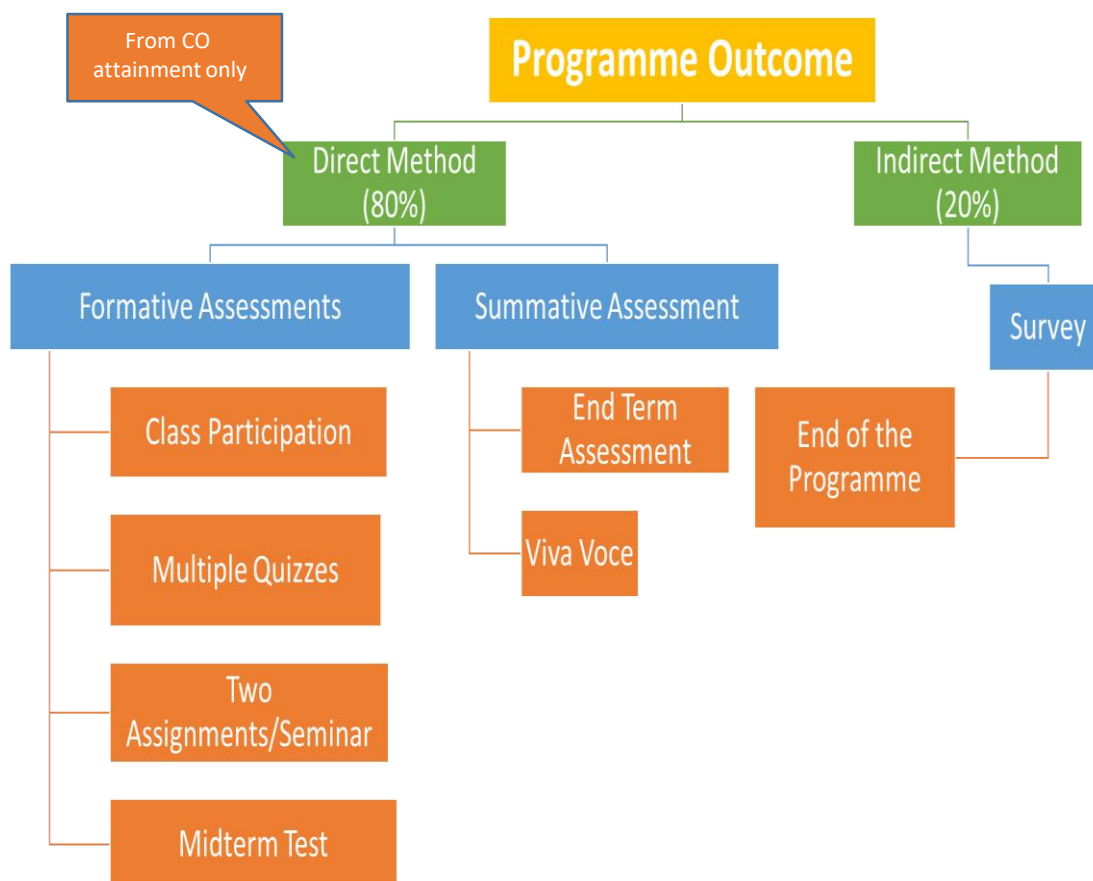
	PO1	PO2	PO3	PO4	PO5
PEO1	3	2	2	2	2
PEO2	2	3	2	2	2
PEO3	2	2	3	2	2
PEO4	2	2	2	3	3

## PO and Mission Correlation

PO to Mission Mapping	M1	M2	M3
PO1	High	Medium	Medium
PO2	Medium	High	High
PO3	High	High	Medium
PO4	Medium	High	High
PO5	Medium	High	High

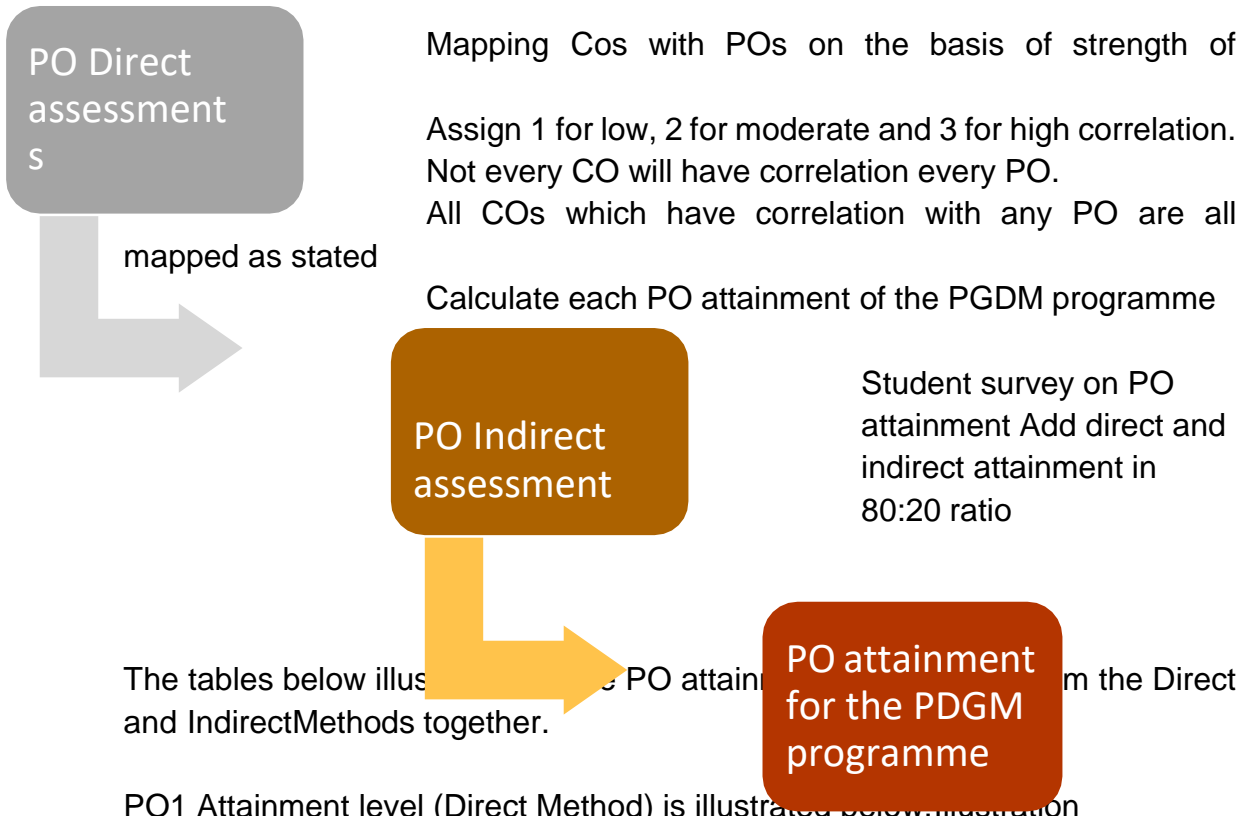
## ATTAINMENT OF PROGRAM OUTCOMES

The chart below lists the tools and processes used to gather data on Programme Outcome attainment by XIME Bangalore.



### PO Attainment Calculation

Eighty percent of Program Outcome (PO) attainments were calculated through the mapping of CO to PO. The PO attainment is calculated from the direct assessments of CO attainments. Direct assessment of PO attainment is through formative and a summative assessment of COs. XIME has prepared the remaining 20% PO attainment calculation from the student exit survey conducted by the Institute every year. In the exit survey students give their own perception about the attainment of the POs by them.



PO1 Attainment level (Direct Method) is illustrated below illustration

- CO attainment calculated from the direct assessments are as given in the second column
- The correlations between COs and PO1 are as is given in column three.
- Then the attainment of PO1 will be calculated as is shown in column four. The average value is taken as the PO1 attainment through the direct method.

COs	CO Attainment Levels	PO1	
		Degree of Correlation to PO1	Attainment
CO1	1.9	3	$1.9 \times 3/3 = 1.9$
CO2	1.6	2	$1.6 \times 2/3 = 1.06$
CO <sub>n</sub>	1.9	1	$1.9 \times 1/3 = .63$

Sum	3.59
Average	3.59/3 = 1.19
PO1 Attainment through Direct Method	1.19

Similarly, suppose that PO1 attainment through the Indirect method is = 1.75 (*Outcome of the Exit Survey*) the PO1 attainment from both direct and indirect methods together will be calculated as given below.

#### PO Overall Attainment Calculation

PO overall attainment is measured with the following formula. (Wt. x POn Direct Attainment)  
+ (Wt. POn Indirect Attainment)

PO Attainment	Assigned Weightage	Calculated Attainment	PO Attainment Calculation	PO Attainment
Weighted PO1 Direct Method	0.8 (80%)	1.19	0.8 x 1.19	0.952
PO1 Indirect Method	0.2 (20%)	1.75	0.2 x 1.75	0.350
Overall PO1 Attainment				1.3

#### Mapping CO to PO

Mapping of COs to POs was done based on the strength of association between the COs and POs. Accordingly, XIME marks this strength at three levels; low, moderate and high and give them values 1, 2, and 3 respectively. The strength of association is assessed by the faculty concerned. The method is to determine the strength of association based on the following formula.

- If > 40% of classroom sessions address a particular PO, it is considered that PO association is at Level 3
- If 25 to 40% of classroom sessions address a particular PO, it is considered that PO association is at Level 2
- If 5 to 25% of classroom sessions address a particular PO, it is considered that PO association is at Level 1
- If there are only < 5% of classroom sessions addressing a particular PO, it is considered that PO is considered not-addressed

- The level of association may also be judged by the Faculty and as per the formula given and mapped to the POs.

#### Gap Analysis and Efforts to Bridge the Gaps

Once the PO attainment of a batch is measured, the IQAC is in charge of examining the gaps in the attainment. The gaps between the attainment and the target is calculated by IQAC. The report on gaps in attainment if any will be send to the Dean Academics who will present it to Area (*Functional Area of Management*) Heads to propose methods to bridge the gap in the coming years. Wherever the target is achieved, an increase in attainment level is proposed based on the PO attainment data of the previous years after due deliberations in the department.

#### Feedback and Curriculum Revision

Informal feedbacks are collected by IQAC from all relevant stakeholders – both from Industry and Academia on knowledge, skills and attitudes of the graduating students and are provided to the Curriculum Revision Committee. The IQAC also provides identified gaps in PO attainment and their insights and findings to the Curriculum Revision Committee. Based on these feedbacks, appropriate modifications will be suggested in the syllabus, extension lectures, industry visits, summer internships, and SUPA. The proposal by the Curriculum Revision Committee is submitted to the Academic Council for evaluation and approval – with or without modification.

#### Sample PO Attainment

Course	PO1	PO2	PO3	PO4	PO5
C101	1.55	1.13	2.00	1.92	2.33
C102	1.22	1.33	1.40	1.23	2.10
C103	1.46	1.33	2.10	1.10	1.40
C104	1.08	0.94	1.78	0.94	0.79
C105	2.11	1.83	1.90	2.33	2.21
C106	1.95	1.95	2.15	2.50	2.15
C107	1.84	1.84	1.82	1.93	1.47
C108	1.69	1.37	1.83	2.33	1.95
C201	1.77	1.77	2.13	2.13	2.13
...	...	...	...	...	...
Cn	1.80	1.53	1.66	1.47	1.50
AVERAGE	1.84	1.83	1.82	1.84	1.87

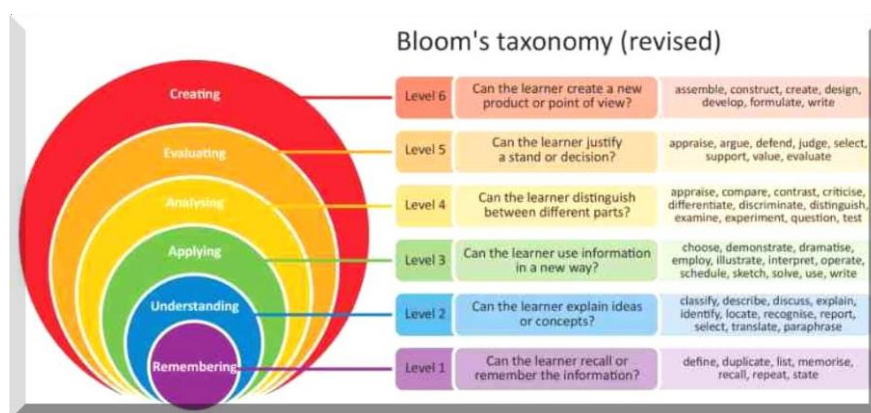
PO attainment is calculated with 80% weightage from direct assessment and

20% from Indirect assessment. Table below gives the PO attainment for calculation

Method	PO1	PO2	PO3	PO4	PO5
80% of Direct	1.47	1.46	1.46	1.47	1.50
20% of Indirect	0.42	0.42	0.43	0.39	0.47
Total	1.89	1.89	1.88	1.86	1.97
In %	63.07%	62.87%	62.80%	62.07%	65.67%

## COURSE OUTCOMES

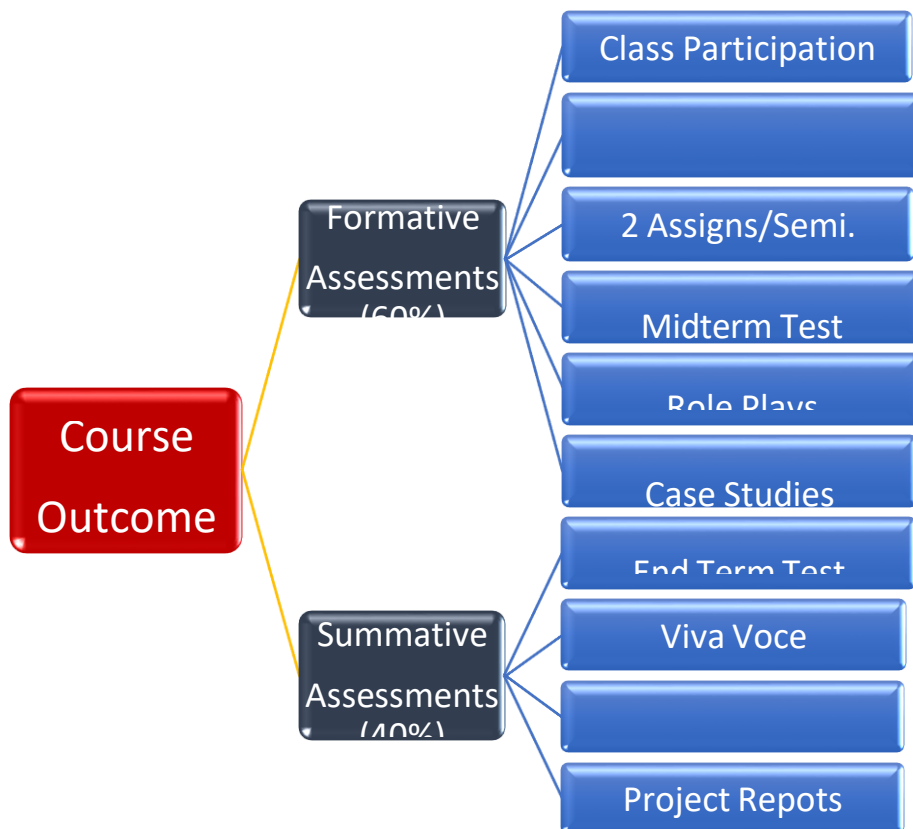
Course Outcomes (CO) for each course are formulated by the faculty concerned before starting the classes. While framing CO the Faculty members try to create COs after having considered Blooms Revised Taxonomy.



Picture taken from [Niall McNulty](#) article

As far as possible every CO will be framed in such a way to develop critical and higherorder thinking from students. The COs are communicated by the faculty to the students in one of the first few sessions itself.

The students are also given a fairly good understanding of the Outcome assessments. Course Outcomes are measured directly through different assessment methods as listed below. Since COs are directly assessed they are also stated in the assessment tool along with the questions. This helps the students to answer questions more effectively. If the questions are mapped to more than one CO, the marks will be awarded to multiple COs as stated in the assessment tool.



#### Deciding on CO Attainment Levels

COs are developed by individual faculty members. The attainment levels are also decided by individual faculty on the basis of discussions conducted under the leadership of Area Head. When different faculty members take the same course for different batches they sit together and develop appropriate COs. Also they together decide on attainment levels.

In order to determine the attainment levels, the faculty collect data from the previous batches, the CGPA of the existing students and the report about their performance in the previous semesters etc.

Assessment tools used at XIME Bangalore and their respective weightages in the final evaluation of Course outcome

Assessment		Weight age %	CO attainment	
Type	Tools			
Continuous Assessment 65%	Mid Term Exam	Written Mid-Term (WMT)	25	0.25 x WMT + 0.40 x WET
	End Term Exam	Written EndTerm (WET)	40	

Internal Assessment 35%	Assignments/ Quizzes	Written/ Oral Internal Assessment (WIA)	35	+ 0.35 x WIA
	Projects			
	Presentations			
	Seminars			
	Case Study			
	Role play			
	Attendance & Class Participation			
	Total			

#### Method of Calculation of Course Outcome Attainments

XIME ensures that attainment of each CO is assessed multiple times. This gives students to improve their performance. In order to do that the Institute has (a) Continuous Assessment method (b) Mid-Term and (c) End-Term examination. Mid-Term examination carries 25% of weightage and End-Term examination carries 40% of weightage. The Continuous Assessment consists of the following

- Written Assignment
- Quizzes
- Case Studies
- Role plays
- Mini Projects
- Attendance & Class Participation
- Presentations and
- Seminars

The below table shows the method of calculating CO attainment. As the first step the marks obtained for CO from all assessments are brought down to out of three. Therefore, assume that the average attainment for CO1 for Managerial Economics Course in Mid-Term = 2/3, End-Term = 2/3 and Internal Assessment = 2.5/3. The Mid-Term, End-term and Internal Assessment CO1 attainments are multiplied with weightage of 25%, 40% and 35% respectively.

#### Example of Calculation of CO1 Attainment Level of a Course

Tools	Assigned Weightage	Tools Attainment level	CO1 Attainment Calculation	CO1 Attainment
Mid Term	0.25 (25%)	2	0.25 x 2	0.50



End Term	0.40 (40%)	2	0.40 x 2	0.80
Internal Assessment	0.35 (35%)	2.5	0.35 x 2.5	0.875
CO1 Attainment Overall (0.50+0.80+0.87)				2.17

#### Student Evaluation Components of Evaluation

Type	Component	%
Continuous Assessment	Attendance & Class Participation	5
	Assignment / Quiz	10
	Mid- Term Exam	20
Examinations	Mid- Term Exam	25
	End- Term Exam	40
Total		100

As part of the continuous assessments students are given challenging assignments which include review of research articles, field work, writing of journal, etc. The number of internal assessment tests to be conducted along with their weightages are presented in a course plan and approved by the department at the beginning of the course in a term. The levels of attainment are determined based on the past data of the previous batches and also based on CGPA of the batch concerned from the previous examinations.

#### CO Attainment level computation

Three levels of CO attainment targets are fixed by the faculty at the beginning of the trimester. They are Level -1, Level- 2 and Level -3. Level-1 is the lowest and Level-3 is the highest target level. The faculty based on the performance of students in the previous batch and also the performance details of the students concerned, fixes three targets of achievement at the beginning. At the end of the term, CO attainment calculations will be made. The faculty will then examine the attainment level of the batch and also will also analyse the attainment levels of different students.

#### Step 1: Assigning CO's and Assessments

All the questions of the assessment tools like Mid- Term, End-Term, Quiz, and assignments are mapped with CO's of the course. There can also be questions that are mapped to more than one Course Outcome. If one question is mapped to more than one Course Outcome, the proportionate division of marks are also shown in the question paper. A sample mid-term exam CO attainment template is shown in the table.

### Mid-term exam template with COs mapping

Mid-Term Question	Course Outcome	Maximum Mark	Marks Scored						
			Student 1	Student 2	Student 3			Student n	Total Average Score out of 25
Q1	1	5	2	3	4			n	n
Q2	2	5	3	4	2			n	n
.	.	.	.	.	.			n	n
.	.	.	.	.	.			n	n
Qn	n	n	n	n	n			n	n

### Assignment template with COs mapping

Assignment Question	Course Outcome	Maximum Marks	Marks Scored						
			Student 1	Student 2	Student 3			Student n	Total Score out of 20marks
Q1	1	5	2	3	4			n	n
Q2	2	5	3	4	2			n	n
Qn	n	n	n	n	n			n	n

### Quiz template with COs mapping

Quiz 1	Course Outcome	Maximum Marks	Marks Scored						
			Student 1	Student 2	Student 3			Student n	Total Score out of 10 marks
Q1	3	5	2	3	4			n	n
Q2	4	5	3	4	2			n	n
.	.	.	.	.	.			n	n
.	.	.	.	.	.			n	n
Qn	n	n	n	n	n			n	n

As is shown in the tables above, the CO attainments from different assessments will be taken to calculate the attainment of final attainment of each CO. For this purpose, the weighted average of marks against each CO is taken and calculated out of 3.

## Step 2: Calculation of CO

After calculating the Course Outcome attainment for the entire COs as per the method shown in the Step 1. The weighted average of COs to be calculated as shown in table below. The below table assumes that the average CO1 attained in Internal Assessments is 3.0, Midterm =1 and End-Term=2. Similarly, for CO2, CO3 and so on.

### Weighted average COs attainment calculation

Average of CO's attained in Assignment, Class Presentation and Quizzes and other internal assessments (Weightage=0.35)	3.0	3.0	3.0	
Average of CO's attained in Mid-Term (Weightage=0.25)	2.0	2.0	3.0	2.0
Average of CO's attained in End-Term (Weightage=0.40)	2.0	3.0	1.0	2.0
Weighted Average of CO's attained	2.35	2.75	2.2	1.3

Weighted Average is calculated for CO1 =  $3*(0.35) + 2*(0.25) + 2*(0.4)$   
= 1.05 + 0.50 + 0.8  
= 2.35

Weighted Average is calculated for CO2 =  $3*(0.35) + 2*(0.25) + 3*(0.4)$   
= 1.05 + 0.50 + 1.2  
= 2.75

Weighted Average is calculated for CO3 =  $3*(0.35) + 3*(0.25) + 1*(0.4)$   
= 1.05 + 0.75 + 0.4  
= 2.2

Weighted Average is calculated for CO4 =  $2*(0.25) + 2*(0.4)$   
= 0.50 + 0.8  
= 1.3

### Step 3: CO attainment Level Calculation

At the end of the trimester, CO attainment level of the batch is calculated against the three levels of attainment which was fixed by the faculty at the beginning of the term. As an example let us assume that for a particular course the faculty has assumed the following three levels of attainment for his/her course.

- 50 to 60 % of the students scoring more than 60% marks out of the relevant maximum marks. (Level 1)
- Between 60 to 70 % of the students scoring more than 60% marks out of the relevant maximum marks. (Level 2)
- More than 70% of the students scoring more than 60% marks out of the

relevant maximum marks. (Level 3)

The table below gives the CO attainment levels as per the achievement of the batch.

CO Attainment	CO1	CO2	CO3	CO4	CO5
No of Students above 60%	91	135	116	135	39
Percentage of students above 60%	51%	75%	65%	75%	22%
Attainment Level	1	3	2	3	1

CO attainment is measured in terms of actual percentage of students getting the targeted percentage of marks. If the targets are achieved for all the course outcomes, then the outcomes for that course are attained for that year. If the targets are not achieved, corrective actions are taken to bridge the gap of achievement. The faculty concerned try to bridge the gap in two ways (a) During the course itself (b) After the course.

When the faculty finds that the targets are not being achieved during the continuous assessments, additional study materials are provided to students. E.g. Videos, other reference books. Also tutorials are taken if necessary.

After the course, the attainment of CO is bridged through extension lectures and talks by experts from the industry. However, the contribution to each CO attainment is not measured after these types of activities.

## COURSE INDEX

Term	Name of the course	Course Type	Credit	Page No.
I	Statistical Method for Decision making	Core	3	
	Business Government & Society	Core	2	
	Financial Analysis & reporting	Core	3	
	Managerial Economics	Core	3	
	Organisational Behaviour -I	Core	3	
	Marketing Fundamentals	Core	3	
	Effective Written Communication	Core	3	
	Presentation skills	Core	2	
II	Marketing Planning & Implementations	Core	2	
	Cost and Management Accounting	Core	3	
	Macro Economics	Core	2	
	Organisational Behaviour -II	Core	2	
	Optimization Model	Core	2	
	Environmental Issues & Sustainability	Core	2	
	Research Methodology	Core	2	
	Business analytics Fundamental	Core	2	
Contemporary Business Environment-I	Core	1.5		
III	Corporate Finance	Core	3	
	HRM	Core	3	
	Managerial Effectiveness	Core	2	
	Operations Management	Core	3	
	Learning Circles	Core	1.5	
	ITPM	Elective	2	
	Consulting	Elective	2	
	Research Project		2	
IV	Business Strategy	Core	3	
	Entrepreneurship	Core	2	
	Contemporary Business Environment-II	Core	1.5	
	IT Project Management	Elective	3	
	DB Data Warehouse BI	Elective	3	
	Big Data Analysis	Elective	3	
	Total Quality Management & Lean	Elective	3	
	Enterprise Resource Management	Elective	3	
	Supply Chain Management	Elective	3	
	HR Analytics	Elective	3	
	Talent Management	Elective	3	
	Learning and Development	Elective	3	
	Performance Management	Elective	3	
	Indian Banking and Financial System	Elective	3	
Financial Derivatives	Elective	3		

	Financial Analytics	Elective	3	
	Investment Analysis & Portfolio Management	Elective	3	
	Consumer Behaviour	Elective	3	
	Service Marketing	Elective	3	
	Advertising and Sales promotion	Elective	3	
V	International Business	Core	3	
	Business Ethics	Core	2	
	Information System for Managers	Elective	3	
	Data Mining	Elective	3	
	Cloud Computing IOT & AI	Elective	3	
	Agile Methodology	Elective	3	
	Compensation & Benefits Management	Elective	3	
	Competency-Based Management	Elective	3	
	Strategic HRM	Elective	3	
	Enterprise Risk Management	Elective	3	
	Fixed Income Securities	Elective	3	
	Mergers & Acquisitions	Elective	3	
	B2B Marketing	Elective	3	
	Marketing Analytics	Elective	3	
	Digital Marketing	Elective	3	
	Product & Brand Management	Elective	3	
	Sales & Distribution	Elective	3	
	Services Operations Management	Elective	3	
	Strategic Operations & Innovation Management	Elective	3	
	Supply Chain Analytics	Elective	3	
VI	Business Law	Core	2	
	Leadership in Action -1.5 Credits	Core	1.5	
	IT Strategy	Elective	3	
	Digital Transformation	Elective	3	
	Business Analytics using Python	Elective	3	
	Organisational Planning & Development	Elective	3	
	Personal Growth Lab	Elective	3	
	Industrial Relations & Employee Welfare	Elective	3	
	Private Equity & Venture Capital	Elective	3	
	International Finance	Elective	3	
	Corporate Tax	Elective	3	
	Customer Relationship Management	Elective	3	
	Rural Marketing	Elective	3	
	Retail Marketing	Elective	3	
	Marketing Research	Elective	3	
	Design Thinking	Elective	3	
	Procurement and Material Management	Elective	3	
	Production Planning & Control	Elective	3	
	Project Management	Elective	3	

	<b>Total</b>		
	SUPA (Socially Useful & Productive Activities)	2	
	SIP (Summer Internship Programme)	4	
	Research Paper	2	
	<b>Total</b>	8	



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term I**

**Course Name:** Statistical Methods for Decision Making (SMDM)

**Course Credits: 3**

**Introduction**

The primary objective of this course is to make sure that students are comfortable and skilled in the art and science of formulating problems in a way that allows for statistical analysis and testing, using numbers for reasoning, estimation, and analysis. Probabilistic modelling and statistical inference are the keys to analysing data and hence form the core of the learning objective.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Articulate Basic principles of statistical inference and core concepts of probability theory
CO2	Understanding and explaining the implications and limitations of the statistical analysis
CO3	Ability to use excel tool for basic functions of the statistical analysis
CO4	Ability to formulate the problem and its solution in the statistical framework

**Syllabus**

- Introduction to Statistics: Introduction to Statistics; Data and data types, Population and Sample, Exploring how data can be represented using diagrams, graphs and tables
- Descriptive Statistics: Frequency distributions, Relative Frequency, Cumulative frequency representation using Histograms, frequency curves and Ogives
- Measures of Central Tendency and Variation: Mean, Median, Mode, Standard deviation, Coefficient of variation, Skewness, Kurtosis, Box Plots, Outliers
- Probability Basics: Concept of probability, Vocabulary of Probability, Contingency tables, Compute conditional probabilities directly, check for the independence of events, Compute conditional probabilities using Bayes' theorem
- Probability Distributions: Introduction, Random Variables
- Discrete Probability Distributions: Binomial Distribution, Poisson Distribution
- Continuous Probability Distributions: Working with Normal Distribution, Introduction to t distribution- F distribution- Chi-Square distribution.
- Testing Assumptions: Formulating hypothesis, Sample distribution of the mean, law of large numbers and the central limit theorem, Logic of hypothesis testing, understanding and computing the p-value for these tests, Type 1 and type 2 errors
- Confidence Interval: Confidence interval in different cases like when the standard deviation is known & unknown



- Testing two populations: Test of two population means- Independent samples and Paired samples
- Chi Square tests: Goodness of fit test, Test of independence testing two Populations
- Analysis of variance (ANOVA): One Way ANOVA, Two Way ANOVA, Interpreting Interaction effects
- Understanding Relationships : Compute the covariance and correlation between jointly distributed variables
- Understanding Cause –effect Relationship: Compute and Interpret simple linear regression, Improving the Model, Qualitative Independent Variables, Confidence and Prediction Intervals
- Case Study

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term I**

**Course Name: BUSINESS GOVT AND SOCIETY**

**Course Credits: 2**

**Introduction**

The Course deals with forces in business, government, and society that shape our world. While current events move rapidly over the surface of the subject matter, the underlying principles and relationships at its core lie undisturbed. This course intends to introduce the students to the basics of Business, Government, and Society.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Define the key concepts, and terms, state the theories and the models used in the Business, Government and Society correctly
CO2	Explain the key concepts, terms, terminology, theories, and models in Business, Government, and Society, clearly
CO3	Apply the knowledge of the subject to provide a feasible solution or take a decision to a given business political or social situation
CO4	Analyse and present a given real-life business, Political or Social situation, working in teams effectively.

**Syllabus**

- Introduction - Introduction - Why is BGS field important to managers? Models of BGS relationship: market capitalism model, the dominance model and the countervailing forces model and stakeholders model.
- Business Power and critics of Business
- Business in Politics and Regulation of Business.
- Multinational Corporations
- Globalization, Trade, and corruption
- Consumerism
- Theory of Games, Prisoners Dilemma

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term I**

**Course Name: FINANCIAL ANALYSIS & REPORTING**

**Course Credits: 3**

**Introduction**

This course intends to introduce the students to the basics of financial accounting and to familiarize them the preparation of accounting as per the requirements of Indian as well as International Accounting Standards. The objective of teaching this course is to make the student able to read and understand the annual report of a company.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will be able to take financial decisions based on accounting knowledge and understanding while placed in different functional areas.
CO2	The learners will be able to apply accounting rules, regulations, theories, and concepts in day-to-day work and its impact on the financial performance of the company
CO3	The learners will possess the requisite skills and ability to analyse the financial statement and understand the financial position current and predict the future of the firm
CO4	The learners will be able to use the knowledge of accounting in making strategic decisions for the company

**Syllabus**

- Introduction to Financial Accounting- Need and usage of Accounting information.- Forms of business- Basic terminology – The Accounting equation- Transaction Processing- Accounting Cycle- Preparation of Journal- Ledger- Trial Balance- Subsidiary Journal - Classification of Cash book -Rectification of Errors - Regulatory environment and Accounting standards.
- Introduction to Income Measurement- Accrual Accounting and Matching Principle- Accounting for Merchandising- Revenue items- Cost of Goods sold- Operating and Non-operating expenses - Calculation of Gross Profit- Net Profit and Retained Earnings. Preparation of Financial Statement through Trial balance with adjustments.
- Accounting for Service organization- Preparation of Financial Statements through Accounting Equation - Income Statement- Balance sheet- Statement of Changes in Equity – Cash flow statement and its components- Computation of Cash flow from operating activities – Direct and Indirect method.
- Current Assets- Trade Receivables and their Financial Analysis- Financial Assets- Bills Receivables- Credit Losses and estimated credit losses and their accounting treatment – Short- term investments and Closing Stock.
- Fixed Assets- Types of Non- Current Assets - Depreciation Methods- Revising of Depreciation methods- Disposal and Replacement of Depreciable assets- Long Term

Investments; Liabilities- Current and Long term liabilities- Types of liabilities and Accounting treatment - Shareholder's Fund- Components and their accounting aspects.

- Analysis of Financial Statements- Techniques- Horizontal and Vertical analysis- Trend and Ratio analysis- Introduction of Annual Reports of Corporates- Practical analysis.

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term I**

**Course Name: MANAGERIAL ECONOMICS**

**Course Credits: 3**

**Introduction**

This course is intended to enable the student to understand microeconomic principles in general and business economics in particular. To begin with, the student will learn basic terms, concepts and variables used in microeconomic and business economic discussions. The next step will be for the students to get a broad understanding of consumer behaviour, production function, cost and revenue relationships, market conditions, advertisements, price determination, factor markets, externalities and government intervention. The course aims at developing students' knowledge and skill to understand the modern world of business and enabling them to take efficient managerial decisions.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	analyse the demand and supply conditions and understand and assess the position of a company.
CO2	Design competition strategies, including costing, pricing, product differentiation, and market environment according to the nature of products and the structures of the markets.
CO3	Analyse real-world business problems with a systematic theory from developing the habit of systematic prior preparation for the presentation as well as in stretching it with facility and ease of work.
CO4	Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

**Syllabus**

**Introduction to Business Economics:** Nature and Scope of Business Economics; Positive and Normative Economics, Micro and Macro Economics; Role and Responsibilities of Business Economists; The Economic Problem - wants and resources - Scarcity and Choice; Tradeoff and Opportunity cost

**Demand and Supply Analysis:** Concept of Demand, Demand Schedule, Individual and Market Demand Curve, Determinants of Demand, Law of Demand, Changes in Demand; Concept of Supply, Supply Schedule, Individual and Market Supply Curve, Determinants of Supply, Law of Supply, Changes in Supply; Equilibrium of Demand and Supply, Determination of Equilibrium Price and Quantity, Effect of a shift in Demand or Supply; Demand elasticity and Supply elasticity

**Theory of Consumer Behaviour:** Cardinal Utility and Ordinal Utility Analysis -Law of Diminishing Marginal Utility, Indifference Curve Approach - Indifference Curves,

Properties of Indifference Curves, Budget Line, Consumer's Equilibrium; Consumer Surplus-  
Business Applications

**Theory of Production and Costs:** Law of Variable Proportion and Law of Returns to Scale; Economies and Diseconomies of Scale Theory of Production- Factors of Production, Basic Concepts, Production Function, Production Possibility Frontier, Law of Variable Proportions, Returns to Scale; Producer's Equilibrium; Theory of Costs - Basic Concepts, Short-run Total Cost Curves; Fixed and Variable costs, Short-run Average and Marginal Cost Curves, Average and Marginal Cost Curves in long-run

**Analysis of markets:** Basic Concepts of Revenue, Revenue Curves, Relationship between Average and Marginal Revenue Curve; Market and its main forms; Equilibrium of the Firm - meaning, Objectives of Firm, Price and Output under a determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly

**Economics of Risk and Uncertainty:** basics of game theory

Dean Academics



# XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP, BANGALORE

## Programme: PGDM

Year – 2022-2024

Term I

Course Name: Organisational Behaviour

Course Credits: 3

### Introduction

The course helps the learners to understand what organizations are all about and what is involved in becoming productive and satisfied members in them. The course will help the learners to appreciate how the human side of management is an essential component to the technical skills learning in other courses.

### Course Outcome:

CO	Course Outcome Description
CO1	The learners will be able to identify the significance of people skill in the organisation.
CO2	The learners will be capable of devising strategies to handle people related problems in the workplace by applying the concepts and frameworks of OB.
CO3	To enable learners with skillsets required to manage the diverse workforce
CO4	To enable learners to introspect, analyse self and others
CO5	The learners will be able to motivate by using various techniques and transform people in the workplace.

### Syllabus

- Management Thought - Approaches to Management: Classical, Behavioural, Quantitative, Systematic etc. - Management Principles of Taylor, Weber, Fayol;
- Objectives of learning organizational behaviour - Disciplines that contribute to the OB field - Evolution of OB as a field of study - Developing an OB Model - Challenges & Opportunities for OB - OB in the context of globalization, workforce diversity.
- Learning and Behaviour - Theories of Learning - Application of the learning theories for behavior modification - Applications of Learning in Organizations; Individual Learning and Behavior.
- Attitudes, Values and Job Satisfaction - The Nature and Dimensions of Attitudes - Components of Attitude - Sources and types - Cognitive dissonance theory - Values – Types of Values - Classifying Values – Measuring job satisfaction - The effect of job satisfaction on employee performance.
- Personality - Concept, Meaning, Importance of Personality - Personality Determinants - Personality Traits - Emotional Intelligence – Myers-Briggs Type Indicator - The Big 5 Personality Model - Transactional Analysis
- Perception and Attribution - Nature and Importance - Basic Elements in the Perceptual Process - Factors Influencing Perception - Common Perceptual Errors - Attribution Process & Theory - Rational decision making model, bounded rationality - Linkage Between Perception and Individual Decision Making

- Motivation - Meaning and Importance - Primary, General Motives and Secondary Motives - Early theories of Motivation: Maslow, Herzberg, McGregor - Contemporary: ERG, Reinforcement, Equity and Expectancy - McClelland – Theory of Motives – Achievement, Affiliation & Power - Job Design, Goal Setting and Motivation - Motivation and Productivity
- Group dynamics and work team – definition of groups, types, group structure, dynamics and informal groups
- Nature, Types of teams, creating effective teams, managing intergroup relations, teams and innovations
- Leadership - Understanding Leadership - Nature of Leadership - Difference between a Leader and a Manager - Meaning, Importance and Leadership Styles - Leadership Skills - Determinants of Leadership - Theories- Traits, Behavioural, Contingency Model of Leadership - Productivity and Leadership - Transformational Leadership - Leadership and Organizational Performance - Visionary Leadership - Challenges to leaderships in virtual teams.

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**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term I**

**Course Name: Marketing Fundamentals –I**

**Course Credits: 3**

**Introduction**

Marketing is considered as the core of all functional businesses. It talks about customers, competitors, collaborators, customer values, satisfaction, and the micro and macro environment. It involves planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services. It identifies consumers' needs and wants, and tries to satisfy them with its products and services by developing market in strategies and creating brand awareness. The course provides a learning of the major elements of the marketing mix, communication, and pricing and understands how they fit within different analytical frameworks that are useful for managers. This will enhance understanding and envisions how Marketing efforts and strategies impact the business world

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Apply key marketing theories and consumer behaviour frame works to solve marketing problems
CO2	To conduct essential marketing research and be able to apply marketing tools
CO3	To analyse - the major challenges and strategies in the areas of Marketing
CO4	To learn and develop effective marketing strategies and assess market opportunities
CO5	To evaluate the importance of brands and how brands add value to an organization's products and services

**Syllabus**

- Introduction to Marketing-
- Understanding Fundamentals of Marketing : Definition and evolution of marketing, Scope of marketing: Fundamental marketing concepts, needs, wants, demand, PESTEL factors.
- Customer Value Satisfaction : Concept of value, Total customer satisfaction, Monitoring satisfaction, product and service quality, attracting and retaining customers
- Marketing Process- Steps in marketing process Goal setting , Criterion for planning the process Analysis of current situation
- Loyalty, types, importance and loyalty programmes
- Factors Influencing Consumer Behaviour
- Buying Decision Process
- Theories of Consumer Decision

- Introduction to Organizational Buying
- Key terms and processes of market research
- Role of Market Research in the decision-making system; Ethics in Marketing Research
- Product Life cycle - Stages and Strategies for Different Stages of PLC
- Segmentation, Targeting, and Positioning
- Role of Brands, Scope of Branding
- Defining Brand Equity, Building Brand Equity,
- Devising a Branding Strategy
- Revision

Dean Academics



**Programme: PGDM**

**Year – 2022-2024**

**Term I**

**Course Name: Effective Written Communication**

**Course Credits: 2**

**Introduction**

Present day business world demands best communication. In order to suffice the demand we need to create best communicators with experience in both written and oral form. A few courses are envisioned to train the students as per the industry requirement. The same way the Written communication course is designed to help students to improve their overall writing skills with an implication on workplace writing using appropriate language, style, format and purpose. The emphasis will be to create error-free writing. It also provides with strategies and resources to enhance written communication skills and quick delivery of effective messages to readers.

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Apply their understanding to eliminate common spelling and grammar errors to make communication more effective
CO2	analyse various situations and the audience and use effective and efficient language or messages to avoid confusion when addressing both positive and negative messages/news
CO3	Create formal proposals, and organizational reports as per the requirements
CO4	Use the power of persuasion to increase mutual understanding and to serve the organization
CO5	To create a better future and find opportunities by writing good resumes and CV's

**Syllabus**

- Introduction: Purpose & Importance of Written Communication
- Construction of clear sentences, paragraphs
- Planning Written Messages – determining purpose & type of message
- Communicating Electronically
- Applied Writing : Conveying Goods News, Neutral Messages, Bad News Messages and Persuasive Messages
- Proposal writing
- Report writing
- Preparing Resumes & Business Messages
- Communicating across Cultures

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term I**

**Course Name: Presentation Skills**

**Course Credits: 2**

**Introduction**

To strengthen the art of Communication which is central in management as well as in leadership. While strengthening the skills of the students, the course will also make them aware of the common pitfalls in communication. It will also make the students sensitive to the audience and train them in modulation of voice and tone for impactful rapport with them.

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The skill and confidence in making presentations of varied kinds.
CO2	Strengthening the vocabulary will be specially addressed as being essential in effective communication.
CO3	developing the habit of systematic prior preparation for the presentation as well as in stretching it with facility and ease.

**Syllabus**

- Overview of Effective Presentation
- Role of Communication in Leadership
- How to prepare for the speech/presentation
- Audience and Audience contact
- Finding Background Materials
- Structuring the Speech
- Posture and Gestures
- Using the whole body in presentation
- The Opening Statement
- The Body of the Speech
- Effective Story Telling and weaving in Anecdotes
- The Conclusion
- Leading a Group Discussion
- How to conduct a participative Committee Meeting?

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term II**

**Course Name: Marketing Planning & Implementation(MPI)**

**Course Credits: 2**

**Introduction**

Understand, and apply the concepts of the marketing mix which are the foundations of marketing planning, specifically price, place and promotion and evaluate from options available how they are used for business success. In addition show evidence on how to implement this in solving practical marketing problems.

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understand and articulable the importance of pricing and the foundations/factors on which pricing is established including psychology of pricing, elasticity –sensitivity etc. Also be able to contrast between the 2 broad pricing models which is cost based and value based pricing
CO2	Understand and articulate the importance and role of marketing channels (customer access) in the customer buying journey. In addition understand types of channels and how to channel architecture is designed and the basics of channel management.
CO3	Role and types of Retailers and wholesalers. Including how these distinct marketing channels add value and how to take decision in choosing the most appropriate type. Briefly look at trends affecting these channels.
CO4	How the Promotion mix is used to communicate value and the need for Integrated marketing communication
CO5	Know, develop and put to use the top elements that make up integrated marketing communication – including advertising, Public relations, Personal Selling , Sales Promotion, Direct and Digital marketing

**Syllabus**

- Recap of Marketing & Product- What is marketing, needs vs wants - Recap of what is a product and its role in the marketing mix.
- Pricing: - What is pricing, its history, why it is important and how it captures value. Objectives of Pricing Drivers of price sensitivity, elasticity of demand, types of costs, Psychology of Pricing and Pricing Methods Types of Pricing strategies and Product Mix Pricing approaches. How economy pricing can be used to effectively to be successful on revenue and profits. Decision on New product pricing.
- Place – Customer Access
- Retail & Wholesaling

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term II**

**Course Name: Cost & Management Accounting**

**Course Credits: 3**

**Introduction**

This course is aimed at making students knowledgeable on using the accounting information for managerial decisions. It gives stress to the more analytical uses of accounting information by managers.

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will be able to take financial decisions based on the cost accounting knowledge and understanding while placed in different functional areas.
CO2	The learners will be able to apply cost accounting rules, regulations, theories, concepts in day to day work and will be capable of devising strategies of various situations.
CO3	The learners will possess the requisite skills and ability to pursue research on accounting applications/ control and to come out with findings to handle the critical financial situations effectively
CO4	The learners will be able to be competent enough on the various cost accounting modules and can apply them in real life.

**Syllabus**

- **An Introduction to Cost Terms and Purposes**- Cost Classifications – Cost centre, cost object, cost unit and cost allocation- Preparation of Cost Statements- Allocation of direct and indirect cost- Comparison of cost accounting with financial accounting – Relationship between Cost accounting and Management accounting.
- **Material Cost Control** -Procurement of materials – Material purchase procedure - Pricing of material issues - Material Cost Control- Physical verification of Inventory and related issues- Scrap, wastage, spoilage, defectives- Treatment of normal and abnormal losses.
- **Methods of Costing**- Job Costing- Contract Costing- Process Costing- Activity Based Costing- Standard costing and Variance-Analysis,
- **Marginal Costing**: Break Even Analysis and Cost-volume-profit analysis; break-even charts and profit charts; differential cost analysis; stock valuation under marginal costing vs. absorption costing; applications of marginal costing in decision making.
- **Budgeting and Budgetary Control**-Budgetary Control and Preparation of Functional Budgets - Master Budget -Fixed, Variable, Semi-Variable Budgets- Zero Based Budgeting (ZBB)- Strategic Planning & Budgeting, Comparison of standard costing & budgetary control.
- **Transfer Pricing** – Methods- Determination of Inter-departmental or Inter-company Transfer Price.

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term II**

**Course Name: Macro ECONOMICS**

**Course Credits: 2**

**Introduction**

Economics I course focuses on providing candidates with an understanding of the areas of economic activity relevant to an organization’s decisions and, within this context, the numerical techniques to support such decision-making. Therefore, the course is designed to cover the key areas, viz. Economic and operating context of business (i.e. how the factors of competition, the behaviour of financial markets and the economic policy of government can influence the performance and decisions of an organization) and Information available to assist management in evaluating and forecasting the behaviour of consumers, markets and the economy in general.

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understand the roles of managers in firms & Understand the internal and external decisions to be made by managers
CO2	Analyze the demand and supply conditions and assess the position of a company
CO3	Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
CO4	Analyse real-world business problems with a systematic theoretical framework. Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

**Syllabus**

**Course Content**

- **Introduction to Business Economics:** Nature, Scope of Business Economics-Role and Responsibilities of Business Economists- Wants and resources- Problem of choice- Production Possibility Frontier-Opportunity costs.
- **Demand and Supply Analysis:** Demand forecasting techniques: Survey Method and Statistical Method; Concept of Elasticity – Types and Measurement of Price Elasticity-Types and Measurement of Income Elasticity-Theory of Supply
- **Theory of Consumer Behaviour:** Cardinal Utility Analysis and Ordinal Utility Analysis-Consumer Equilibrium. Consumer Surplus-Business Applications
- **Production Function:** Law of Variable Proportion and Law of Returns to Scale; Economies and Diseconomies of Scale

- **Competitive markets:** Cost and Revenue Analysis- Output Decisions- Revenues, Costs, and Profit Maximization; Perfect Competition Market- Price and Output Determination; Monopoly- Price and Output Determination; Monopolistic Competition- Price and Output Determination
- Oligopoly market-Kinked Demand Curve; Oligopoly and Duopoly Markets
- **Economics of Labour Market and Public Sector:** Demand for & Supply of Labour; Equilibrium in factor market and distribution of income. Externalities, Market failures & Government failures, Public Goods-Markets with Asymmetric Information; Moral Hazard
- **Economics of Risk and Uncertainty:** Arbitrage and geographic structure of price- Speculation and price alignment in time -Distribution of risk by means of hedging - The basics of game theory

Dean Academics





**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term II**

**Course Name: ORGANISATIONAL BEHAVIOUR -II**

**Course Credits: 2**

**Introduction**

This course provides the student with the knowledge and skills to understand and evaluate individuals, groups and organizational processes. The student will also gain an appreciation of the relevance of the study of organizational behaviour to the practice of people management. The course focuses on how the human side of management is an essential complement to the technical skills learned in other courses. Learning these concepts and approaches will enable the students to analyse organizational problems and develop appropriate solutions to resolve conflicts and improve organizational effectiveness through satisfied employees

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will be exposed to various leadership approaches which will enable them to understand the right approach to be a leader and develop suitable skillsets to be an effective leader
CO2	The learners will be able to understand and manage emotions of self and others and improve their emotional intelligence.
CO3	The learners will be capable of applying theories and concepts of organization culture, organization change & development
CO4	The learners will be capable of understanding the sources of stress and design suitable measures to manage their own stress and for all the organization
Co5	The learners will be able to design and redesign organizational structure and manage power and politics for smooth functioning

**Syllabus**

**Course Content**

- Leadership – Nature, Difference between a Leader and a Manager, Leadership Styles. Theories – Trait Theory, Behavioural
- Contingency Model of Leadership, Charismatic Leadership, Transformational Leadership, Servant Leadership

- Leadership Case
- Emotions & Moods The Basic Emotions, Basic Moods – Positive & Negative Affects, Sources of Emotions & Moods, Emotional Labour – Affective Events Theory.
- Emotional Intelligence – Case for and against EI –EI test, Applications of Emotions & Moods.
- Conflict Management, Types of Conflicts and Process,
- Conflict Resolution Techniques, Bargaining & Negotiation Skills
- Conflict Management
- Organizational Change, Forces for Change - Managing Planned Change
- Resistance to Change - K Lewin's Force Field Analysis
- Change Management
- Work Stress – Potential Sources of Stress; Managing Stress
- Stress Management
- Organization - Basic Org. Concepts
- Structural Designs - Centralization and Decentralization
- Organizational Culture, Strong and Weak Culture
- Functions of Culture, Creating and Sustaining Ethical and Positive Culture
- Organisation Culture
- Power & Politics in Organizations Bases of Power, Leadership and Power
- Political Behaviour – causes and consequences
- Revision class

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term II**

**Course Name: OPTIMIZATION MODELS**

**Course Credits:2**

**Introduction**

Course objective: Operations Management (OM) is one of the key functional areas in any organization or company that deals with the production of goods and services. OM is concerned with managing the processes that transform inputs (materials, labor, information, energy, customers etc) into outputs (goods and services). The objective of this course is to introduce concepts and techniques related to the design, planning, control, and improvement of manufacturing operations. In particular, we will be discussing process description and analysis, flow diagrams, capacity analysis, forecasting, inventory management, risk pooling, quality management, make vs. buy and supply chain basics, procurement, lean management etc

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understand drivers of operational performance for gaining competitive advantage
CO2	Develop capabilities for designing production/ service systems
CO3	Developing capabilities for analysis of production / service systems
CO4	Learn to plan and control operations and manage supply chains

**Syllabus**

**Course Content**

- Introduction: Transformation Process- Overview; History, New Concerns
- Holistic Case – Process Analysis: Case & Discussion
- Technology
- Facility Location and Layout: Factors that govern, Case Discussion
- Quality Management: Nature, Dimensions, TQM, SQC, Six Sigma, Discussion– Exercise
- Forecasting: Qualitative and Quantitative methods, Case & Discussion, Exercises
- Operations Planning Aggregate planning to Scheduling – Discussion, Case & exercises
- Inventory Management: Nature, Types -Discussion and Exercises
- Supply Chain Management SCM, SCRM
- Lean Manufacturing: JIT, Lean – Case and Discussion
- Procurement Management: Process, Criteria, Auctions, Case and Discussion
- Transportation and Logistics: Modes, Criteria, Analysis
- Sustainable Operations: Green Manufacturing – Case & Discussion

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term II**

**Course Name: Environment Issues and Sustainability in Business**

**Course Credit :2**

**Introduction**

To understand the context of UN Sustainable Development Goals for 2030, the Paris Climate Agreement (COP 21) and the need to view sustainability as a crucial lever to survive and prosper in the post-pandemic world. To enable students to develop an understanding of the relevance of triple bottom line (Profit, People and Planet) in relation to socio-environmental challenges. To enable students to understand the nature and scope of Sustainability Reporting as per the Global Reporting Initiative (GRI) guidelines and the Indian government’s guidelines on Business Responsibility Reporting and Corporate Social Responsibility(CSR). To familiarize students with the substance of and tools for the development and implementation of corporate sustainability strategies across functional domains such as Marketing, Supply Chain & Operations, Finance, Human Resources Development and Entrepreneurship

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The nature and implications of environmental issues and their salience in areas like energy, consumption and in business and industry practices and strategies. The concept of sustainability in business in terms of CSR practices and role of business.
CO2	The meaning and scope of triple bottom line principles.
CO3	Evaluation and application of the process of Sustainability Reporting as per the guidelines and the Indian government’s guidelines on Business Responsibility Reporting and Corporate Social Responsibility
CO4	Corporate sustainability strategies across functional domains in the context of entrepreneurship and community participation

**Syllabus**

**Course Content**

- Environment, Development and Components of Environment.
- Carrying capacity of Eco System, Pollution and its control, Dimensions of Environmental Management
- Environmental Management system and process – ISO 14000, EIA; Waste Management, water Resource and Management, Developmental management.
- Sustainable Development, Environmental awareness, Legal framework, Environmental Management Institutions.
- Global warming and Climate change, Environmental risk management, Environmental strategy, Barriers to sustainable Business
- Introduction to CSR, History of CSR, Planning and Implementing CSR activities, Developing and Evaluating CSR Activities, CSR and Sustainability.

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term II**

**Course Name: Research Methodology**

**Course Credit-2**

**Introduction**

Research is central to economic and especially business activities where decision making is a huge challenge and an opportunities for progress. The major purpose of academic and business research is to investigate a research question with a new to generate knowledge to solve an issue. A hypothesis is tested with the help of empirical evidence based on data. Literature senior provides relevant information on a subject or problem. A researcher selects a method and a methodology course provides the academic context for strategic business research to be provided by a Ph.D. research scholar.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	To explain the research jargons (concepts, constructs, variables, propositions and hypotheses, theory and models),
CO2	To identify and review relevant literature on a given topic and arrive at the research gap and formulate research questions and hypotheses
CO3	To create a research design and necessary data collection tools
CO4	To use suitable sampling techniques for identifying respondents
CO5	To perform statistical analysis and interpret the data
CO6	To write research articles

**Syllabus**

**Course Content**

- Introduction to Business Research: Research, Business Research and Types, Overview of Research Process, Language of Research (concepts, constructs, variables, propositions and hypotheses, theory and models)
- Research Problem: Literature Review, Gaps in Literature, Formulation of Research Problem, Research Question, Hypothesis
- Research Design: Types of Research (Exploratory Vs. Descriptive Vs. Casual, Qualitative Vs. Quantitative, Cross-sectional Vs. Longitudinal, Experiments Vs. Surveys)
- Sources and Collection of Data: Secondary Data Sources, Data collection Methods, Measurement and Scaling, Questionnaire Design, Sampling and Sampling Distribution
- Data Analysis and Presentation: Data Preparation and Description, Descriptive and Inferential Statistics, Hypothesis Testing, Bi-variate Analysis, Multi-variate Analysis, Communication of Research Findings
- Discussion, Contribution, Plagiarism Check, Ethics in Research, Limitations, Scope for future work

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**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term II**

**Course Name: Business Analytics Fundamentals**

**Course Credit-2**

**Introduction**

The objective of the course is to introduce basic concepts and algorithms in business analytics to PGDM students. The orientation of the course is to introduce the concepts and the logic behind them rather than computational aspects and skills. M.S Excel and Addin Real Statistics will be used for computations whenever required.

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Demonstrate the fundamental concepts of Analytics
CO2	Demonstrate the basic statistical analysis techniques
CO3	Apply Descriptive, Predictive, and Prescriptive Analytics
CO4	Demonstrate to Implement analytics tool

**Syllabus**

**Course Content**

- Introduction to Business Analytics and Machine Learning
- Predictive Analytics 1 - Simple Linear Regression – Theory of regression, Regression Model (Graphical Representation), Model building using Excel, Interpretation of Regression output
- Predictive Analytics 2 - Multiple linear Regression – MLR estimation using M.S Excel, OLS Assumptions, Regression with categorical independent variables, Prediction using MLR
- Predictive Analytics 3: Logistic Regression – Theory of Logistic Regression, Estimation of Logistic Regression using Excel (Can use the free Excel addin Real Statistics), Classification Analysis
- Data Mining 1 – Introduction to data mining, Association Rule Mining, KNN Algorithm and Decision Trees
- Data Mining 2– Clustering–K-means Clustering and Clustering of Categorical Data.

Dean Academics

**Programme: PGDM**

**Year – 2022 -2024**

**Term II**

**Course Name: Contemporary Business Environment-I**

**Course Credits: 1.5**

**Introduction**

This course has as its focal point the contextual conditions as well as developments reported day to day by the multiple media that constitute the broad setting for business and industry, national and global.

It seeks primarily to make the future managers well-informed on the market economy around them, understanding it clearly as a blend of state and market.

That apart, the course also seeks to validate the theories and concepts of business management, even as the students learn them, through interface with business, here and now, ranging from manufacturing and services to regulatory regimes.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	To interpret and analyse current developments in the domains of business, industry and public policy.

**Syllabus**

- Articles in journals/ business magazines and newspapers/ internet.

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**Programme: PGDM**

**Year – 2022-2024**

**Term III**

**Course Name: Corporate Finance**

**Course Credits: 3**

**Introduction**

The course provides an overview of Corporate Finance and its application. The course starts with Objective, Scope, Profit Vs Wealth Maximization and Time Value Money (TVM) Concepts in the introduction Module. Capital Budgeting DCF and Non DCF Techniques are the project evaluation techniques taught in the module two. Capital Structure and Cost of capital cases / problem solving exercises will be discussed in the Module III & IV. Dividend theories and Leverages concepts will be the final part of the Corporate Finance. It is skill-based course, students were exposed to get training in excel and online trading software's.

**Course Outcome:**

CO	Course Outcome Description
CO1	Understanding the Basic Function of Corporate Finance for Managerial Excellence (BT -Level 2)
CO2	Applying Capital Budgeting Techniques- DCF & Non DCF for the Project Selection and Evaluation (BT -Level 3)
CO3	Design or Construct Optimum Capital Structure for the Shareholders Wealth Maximization (BT -Level 4)
CO4	Evaluate Specific Cost of Capital and Overall cost of Capital for the betterment of Profit and Wealth Maximization (BT -Level 5)
CO5	apply & Analyse Dividend Theories / Approaches for better corporate decision (BT Level 5)

**Syllabus**

- Basics of Corporate Finance CI –PPT. Part 1 Valuation & Return Nature of Financial Management
- Time Value of Money Beta Estimation
- Investment Decisions Part -2 Capital Budgeting Cost of Capital Weighted Cost of Capital: Financing Decisions : Part -3 Financial & Operating Leverage Capital Structure Valuation of
- Financing: Dividend Decisions : Part -3 Dividend Theory Dividend Policy





**Programme: PGDM**

**Year – 2022-2024**

**Term III**

**Course Name: Human Resources Management Course Credits: 3**

**Introduction**

The course aims at inculcating the learner the skills and techniques of Human Capital Management by imparting the concept of good people management. It is not only about developing the knowledge of HRM but also about imparting the practical skills needed to manage the Human Capital. The learner is expected to manage the opportunities and challenges associated with the Human Capital in the dynamic business environment. The change in the macro-environmental variables calls for a change in the way people are managed in the organizations. This in turn urges the HR professional to assume the roles of a strategic partner in business organizations.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will demonstrate the knowledge of basic role, scope of HR. Will be capable of analyzing man power requirement, jobs and preparing Job Analysis, Job Description and Job Specification
CO2	The learners will develop skillsets to design suitable recruitment, selection, onboarding process for any organization.
CO3	The learners can design training programs, analyse and suggest appropriate performance appraisal method for any organization
CO4	The learners will demonstrate competency in developing and solving problems in the area of career development and compensation
CO5	The learners will demonstrate knowledge on managing industrial relation and employee welfare according to the nature of the organization.

**Syllabus**

- Human Resource Management - Introduction, Concept - Human Resource Management: Scope, Evolution - Components of HRM, Recent Trends
- Human Resource Planning: Need, Processes - Promotion, Transfer - Layoffs, Separation and Absenteeism - Attrition, Downsizing - Onboarding, Induction

- Job Analysis and Design: Job Description, Job Specification - Job evaluation, Job Design - Job Enlargement, Job Enrichment, Job Rotation
- Recruitment and Selection process: Objective, Policies, Sources - Selection Processes & Procedures
- Performance Management: Performance Appraisal - Performance Management: Needs, Methods - Problems in Implementation, Distortion, Potential Appraisal, Appraisal Counseling
- Training & Development: Concepts, Needs Identification - Types of Training - Methodology, Supervisory Development - Management Development, Evaluation of their Effectiveness, Organization Development.
- Career Planning: Planning and development - Succession Planning / Employee suppression
- Compensation Management: Wage & Salary Administration Challenges - Time and Piece Rates, Wages Differentials, Consumer Price Index, DA Fringe Benefits, Incentive Payments, ESOPs.
- Concept of Reward Management - Implementing reward management in various types of organizations
- Industrial Relation: Grievance Handling - Industrial Relation: Discipline Maintenance, Collective Bargaining - Employee Welfare and Working Conditions: Concepts and Scope, Welfare Measures, Safety and health
- Workers Participation, TQM, Quality Circles
- Labour Acts
- Trends and future of HRM

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**Programme: PGDM**

**Year – 2022-2024**

**Term III**

**Course Name: Managerial Effectiveness**

**Course Credits: 2**

**Introduction**

The course focuses on laying the foundation to groom management students to become Effective Managers for the 21 st Century. This course would enable students to understand, learn and acquire the specific characteristics, skills and traits for Managerial Effectiveness.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Learn the important characteristics, skills and traits of an effective manager, and understand how to use these to deal with the day-to-day business problems.
CO2	Analyse organizational structure and data points to spot opportunities for managerial intervention and apply managerial skills to take better informed decisions in improving the organizational performance.
CO3	Develop value-based business models where managers can effectively act as leaders and deliver benefits to the organization.
CO4	Evaluate the changing business environment across the industries and create perspectives of change management necessary for the organization to adopt to these changes.

**Syllabus**

- Introduction & fundamentals – Managers, Types of Managers
- Versatility and relevance to Managerial Types
- Efficacy, Internality, Values
- Creativity
- Time Management
- Team work
- Communication
- Communication
- Emotional Intelligence
- Self-Development
- Development of Others
- Negotiating skills
- Decision Making
- Change Management

**Programme: PGDM**

**Year – 2022-2024**

**Term III**

**Course Name: Operations management**

**Course Credits: 3**

**Introduction**

Course objective: Operations Management (OM) is one of the key functional areas in any organization or company that deals with the production of goods and services. OM is concerned with managing the processes that transform inputs (materials, labour, information, energy, customers etc) into outputs (goods and services). The objective of this course is to introduce concepts and techniques related to the design, planning, control, and improvement of manufacturing operations. In particular, we will be discussing process description and analysis, flow diagrams, capacity analysis, forecasting, inventory management, risk pooling, quality management, make vs. buy and supply chain basics, procurement, lean management etc.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understand drivers of operational performance for gaining competitive advantage
CO2	Develop capabilities for designing production/ service systems
CO3	Developing capabilities for analysis of production / service systems
CO4	Learn to plan and control operations and manage supply chains

**Syllabus**

- Introduction: Transformation Process- Overview; History, New Concerns
- Holistic Case – Process Analysis: Case & Discussion
- Technology
- Facility Location and Layout: Factors that govern, Case Discussion
- Quality Management: Nature, Dimensions, TQM, SQC, Six Sigma, Discussion– Exercise
- Forecasting: Qualitative and Quantitative methods, Case & Discussion,
- Exercises
- Operations Planning Aggregate planning to Scheduling – Discussion, Case & exercises
- Inventory Management: Nature, Types -Discussion and Exercises
- Supply Chain Management SCM, SCRM
- Lean Manufacturing: JIT, Lean – Case and Discussion
- Procurement Management: Process, Criteria, Auctions, Case and Discussion
- Transportation and Logistics: Modes, Criteria, Analysis
- Sustainable Operations: Green Manufacturing – Case & Discussion

## Programme: PGDM

Year – 2022-2024

Term III

**Course Name: IT Project Management Course Credits: 2**

### Introduction

. This course offers an introduction to the body of knowledge in the area of Project Management. For the student aspiring to make a career in project management, a comprehensive survey of topics in the five process groups of Initiating, Planning, Executing, Monitoring and Controlling, and Executing is necessary and this course provides the same.

### Course Outcome:

CO	Course Outcome Description
CO1	Demonstrate a strong theoretical foundation in Project Management
CO2	Identify typical constraints that underline a project
CO3	Create process flow and interactions among processes in different knowledge areas
CO4	Evaluate the tools and techniques in different processes, that allow one to select the options in a given situation
CO5	Do a situational analysis in a project and take appropriate preventive or corrective actions

### Syllabus

- Project management, Project Governance, a socio-technical approach to project management. Features of IT projects and why do they fail?
- Defining the project – Project Scope, Project Priorities, creating a Work Breakdown Structure, Integrating the WBS with the Organization, Coding the WBS for the Information System. Software Development Life Cycle (SDLC) - Importance of SDLC in IT project implementation, various SDLC models in practice in the industry.
- Project Planning, Scheduling and Budgeting - How to develop a project plan, scheduling of activities, sequencing of activities, resource allocation and leveling, project baselining, using MS Project tool to create and baseline project plan
- Estimating and managing Project Times and Costs – Factors influencing the Quality of Estimates, Guidelines for Estimation of Times, Costs, and Resources, Top-down

- versus Bottom-up Estimation, Methods for Estimation, Types of Costs, refining estimates, creating a database for estimating. , earned value analysis at each project milestone, managing cost to improve profitability. Tracking deviations in projects
- Developing a Project Plan – Developing the project network, from work package to network, constructing a project network, Activity-on-Arrow fundamentals, Network computation process, Using the forward and backward pass information and , Level of detail for activities. Software Engineering Metrics and Approaches
  - Managing Risk – Risk Management Process, Contingency Planning, Opportunity Management, Change Control Management
  - Scheduling Resources and Costs – Resource scheduling problem, Types of resource constraints, Classification of a scheduling problem, resource allocation methods, Benefits of scheduling resources, assigning project work, using the resource schedule to develop a project cost baseline
  - Introduction to Quality Management – QA, Plan Quality, Control, V&V, ISO 9000 and CMM/CMMI concepts and application.
  - Project Communication Management. Communication Management - Importance of communication while managing project implementation, horizontal, vertical and downward communication, communication channels, project report document as a means of communication, importance of project review meetings.
  - Stakeholder Management - Stakeholder identification, analysis, communication plan, review and issue handling. Stakeholder satisfaction.

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**Programme: PGDM**

**Year – 2022-2024**

**Term III**

**Course Name: Consulting**

**Course Credits: 2**

**Introduction**

This course is designed to provide an overview of the consulting profession with subsequent emphasis on organization consulting issues. Effort will be placed on developing proficiencies in a range of skills required to practice consulting. The course is relevant to those 1) who are specifically interested in consulting careers and / or 2) whose current or future jobs involve staff consulting or line management using consultants.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Demonstrate an understanding of key terms, theories / concepts and practices within the field of Consulting.
CO2	Demonstrate competence in development and problem-solving in the area of Consulting
CO3	Provide innovative solutions to problems in the field of Consulting
CO4	Be able to identify and appreciate the significance of the ethical issues in Consulting.
CO5	Develop a strong point of view and contribute in the field of Consulting

**Syllabus**

- 80:20 Rule in Consulting, Selling a Consulting Study
- Assembling a Team
- Managing Hierarchy
- Doing Research
- Conducting Interviews
- Brain Storming
- Making Presentations
- Data Based Decision Making
- Influencing and Persuading Skills
- Personality Profiling
- SPIN Selling
- Problem Solving Tools
- Social Etiquette and Grooming



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term III**

**Course Name: Learning Circle**

**Course Credits: 1.5**

**Introduction**

Learning Circles (LC) is a USP of XIME. Students across all major institutes are usually not exposed to classics in management literature, the primary source for themes and theories of management, and also cases and examples to address questions on how they are relevant for contemporary practice. The design and content of LC seek to address this issue. This course is designed such that the students not only get an opportunity to read from primary source of a theme or an idea, they also get an opportunity to articulate those themes and theories using examples of their own. The expectation is that the students develop new perspective in this process. Among the positive outcomes of the course include improving critical thinking , improving both oral and written communication skills, developing a historical perspective on many issues in management, increasing reading speed and also working as a team. The pedagogy followed ensures that the students have to work in teams to present the literature selected for each session, thereby the effect on communication and teaming skills.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Enable improving Critical thinking ability of students
CO2	Develop independent perspective, among students, on major themes in management
CO3	Develop articulation skills of students both in oral and written formats

**Syllabus**

- Twelve Articles and any other subject of relevance consistent with the objectives of the course will be discussed

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**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: – Business Strategy**

**Course Credits: 3**

**Introduction**

In today’s economy, Strategy plays an important role in gaining and sustaining competitive advantage, which has become harder than ever. There are several themes that constitute the dynamic perspective on strategy, like adaptability to changing times, integration of strategy formulation and implementation, mergers & Acquisitions etc. In addition, there are dramatic changes in the Market place, where Future is not necessarily an extension of the Present. This course captures the complexity of the current business environment and present various options to develop strategies to suit different scenario. Course is supported by Case Studies to explain strategic processes adopted by world class companies and gives the students a hands-on experience to apply principles of strategy to real life corporate situations.

**Course Outcome:**

CO1	Explain the basics of Strategy and its importance to business performance.
CO2	Make Choices and formulate strategy by analysing internal, external and industry factors, by using strategy frameworks/concepts like SWOT, VRIO, Porter’s 5 forces, PESTLE & Core Competency
CO3	Create, deploy, cascade and evaluate strategies using Strategic management systems including Balanced Score Card, OGSM, OKR
CO4	Put in practise newer Strategy concepts including Blue Ocean and Transient Competitive Advantage
CO5	Analyse options using Ansoff’s, BCG & GE 9 box matrix to identify growth opportunities and make strategic choices. Improve decision making ability by narrowing/filtering choices that are available.

**Syllabus**

- **Strategy Fundamentals:** To give an overview of what is strategy as a process for competitive advantage. Concepts of Vision Mission and Values
- **Strategy Formulation Process:** Steps in Strategy Formulation. Environment Scan & Analysis. Internal & External Analysis (SWOT) Concepts of Core Competencies VRIO Analysis
- **Industry Analysis:** This module introduces students to Industry Analysis Using Porters’ 5 Forces model, PESTLE Analysis
- **Competitive Strategies:** Competitive Strategies- Building Competitive Advantage through Functional Level Strategies, Business Level Strategies, Strategy & Technology Blue & Red Ocean Strategy, Blue Sky Strategy, Blind Spots

- **Strategy Implementation: Implementing** a Formulated Strategy Cascading a Strategy from Corporate to Business and Functional Level Deriving HR & Financial Strategies from Organizational Strategy
- **Evaluating Strategy Effectiveness:** Balance Score Card Method, KPI/KRA concepts
- **Business Model Innovation and Strategy Tools:** Business Model Innovation, Ansoff Matrix, Technology S Curve, Business Model Canvass BCG Matrix
- **Corporate Level Strategy:** Modifying the scope of the firm Horizontal and Vertical Diversification Implementing Strategies in companies that compete in a single Industry Implementing Strategies in companies that compete in a Multiple Industry Mergers & Acquisitions, Strategic Alliances, Internationalization
- **Trends of Competitive Strategy for Future, Strategy games:** Transient Competitive Advantage, External Analysis where Market Forces become Outliers, Analyse Industry Disruptions and business uncertainties and create Scenario Analysis to develop smart Strategic Options Columns of Confusion Game Market Opportunity Navigator Game

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# XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP, BANGALORE

## Programme: PGDM

Year – 2020-2022

Term IV

Course Name: – Entrepreneurship

Course Credits: 2

### Introduction

For sustained economic growth and development, more wealth would need to be created and more employment generated. Innovative entrepreneurs create such wealth and employment. An economy therefore requires a constant supply of entrepreneurs. Nurturing entrepreneurs becomes an important task of government, society and educational institutions. Understanding the art and practice of entrepreneurship facilitates the process of inculcation and development of entrepreneurial qualities among students, young managers and executives.

### Course Outcome:

CO1	Understand the characteristics of an entrepreneur, process of entrepreneurship, innovation and ideation, understanding types of entrepreneurship like rural entrepreneurship, women entrepreneurship.
CO2	Analyzing industry environment, and evaluating opportunities, Conceptualizing a Business Model, creating value proposition, understanding and identifying customer segments and reaching out to market
CO3	Identify and Evaluate risks involved, understanding legal aspects including IPR, resources planning, financial planning, estimating funds requirement, understanding and analysing funding sources.
CO4	Creating a Business Model and Business Plan. Pitching to investors

### Syllabus

- Fundamentals of entrepreneurship Characteristics of an entrepreneur. Entrepreneurial mind set/ entrepreneurship process, New business ideas/innovation
- Designing Business models, patterns of Business Models
- Identifying opportunities, industry analysis
- Lean start up
- corporate entrepreneurship
- Creating value proposition and go to market strategy
- Starting business and risks and challenges
- Team Building and Talent search
- Protecting ideas and innovations- IP and legal requirements
- Financial aspects of new venture; institutional finance, VCs, angels
- Creating Business plan
- Business Plan Presentations

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# XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP, BANGALORE

## Programme: PGDM

Year – 2020-2022

Term IV

**Course Name: – Contemporary Business Environment**

**Course Credits: 1.5**

### Introduction

This course has as its focal point the contextual conditions as well as developments reported day today by the multiple media that constitute the broad setting for business and industry, national and global. It seeks primarily to make the future managers well-informed on the market economy around them, understanding it clearly as a blend of the state and market. That apart, the course also seeks heuristically to validate the theories and concepts of business management, even as the students learn them, through interface with business, here and now, ranging from manufacturing and services to regulatory regimes. Towards this end, the class room learning in the course will be that of a seminar consisting of the following elements:

- Thematic presentations based on reading and web-based research on current issues, developments and trends across the wide range of business and industry.
- Summarized coverage of media news reports on developments relating to the state of the economy, international business, the socio-economic processes, technological changes and public policy.
- Quizzes and class tests.
- Debates and discussions as a constant feature of the class room routines.

Students are the key actors in this course. Interactive and peer learning with faculty as facilitators is central to its class room dynamics. To ensure that it remains so and thereby provides a stimulating experience to the students, a lively blending of the above elements is recommended to the faculty.

### Course Outcome:

CO1	Interpret and analyse current developments in the domains of business, industry and public policy.
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**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: Advertising & Sales Promotion -1**

**Course Credits: 3**

**Introduction**

The main objective of this course is to focus on the marketing and sales aspects of an organization. This course covers the marketing communication process and functions and helps students to understand the various components of the integrated communication process. This course also enables learning on how to effectively create a desired position in consumers mind about brands and products. This course covers concepts, technologies and processes related to advertising and sales promotion, with the help of real-life examples, case studies and assignments, to make the students 'industry ready', when it comes to advertising & sales promotion.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Develop and manage the communication process by understanding the coding, decoding, production, execution and consumption of a wide gamut of organizational messaging
CO2	Analyse how the various constituents of the communication eco-system interact with each other
CO3	Communicate with different stakeholders in the eco-system through an integrated media approach
CO4	

**Syllabus**

- Introduction to Integrated Marketing
- Communications
- Advertising Planning & Decision Making: Frameworks, Strategy and Situation Analysis, Communication Process, Planning, Agencies, Factors
- Segmentation & Positioning: Segmentation strategy, Positioning Strategies, Determining the Positioning Strategy, Making the Positioning Decision
- Brand Equity, Image & Personality, Brand Equity, Brand personality Associations, Importance of Brand Personality Associations, Implementing a Brand Personality Strategy.
- Creative Strategy: Rational Creative Approaches, Emotional Creative Approaches
- Copywriting: The Creative process: Coming up with an idea, Copywriting, Illustrating, Layout, Creative styles, Execution.
- Copy Testing: Copy Testing strategy, Diagnostic copy tests, Tracking studies, Selecting Copy Tests: Validity and Reliability

- Production & Implementation: The Advertising Production Process, Model of creative and Production process, Client Agency Relationship
- Media Planning, Strategy & Tactics: Media class decisions, Media vehicle decisions,
- Creativity in Media Planning, Media Plan, Allocation of media budgets, Media Vehicles, Scheduling,
- Global Marketing & Advertising: Globalization of markets, Global advertising, Message strategy, tactics, media strategy, media tactics.
- Sales Promotion
- Public Relations
- Revision

Dean Academics



**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: SERVICES MARKETING**

**Course Credits: 3**

**Introduction**

Gain an appreciation for the challenges inherent in marketing and managing services, and in developing/delivering quality service. Learn strategies, tools, and approaches for addressing the challenges of services management and marketing. Develop essential knowledge on the various components of the "services marketing mix" (three additional P 's) as well as key issues in managing service quality. Become a more perceptive and effective manager (and consumer) through understanding the complexities of service design, delivery, and communication—all aimed at building sustainable service brands. Further develop communication skills and critical thinking through written projects, cases, in-class discussions, and other assignments

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Foundations for Service Marketing
CO2	Understanding Customer Requirements
CO3	Aligning Service Design and Standards
CO4	Delivering and Preforming Services
CO5	Managing Service Promises

**Syllabus**

- Introduction to Module and Foundations for Services Marketing: - Introduction of course, goals, marking, and use of cases, etc. What are Services? Understand how services contribute to a country's economy. Why Service Marketing?
- How Service Characteristics Affect Marketing Strategy: Service and Technology, Characteristics of services and the distinctive marketing challenges they pose., Service Marketing Mix,
- Introduction to The GAPS Model of Service Quality Focus on the Customer, Customer Expectations of Service, Service expectations Factors that influence Customer expectation of service Issues involving Customers' Service Expectations
- Case Stud Discussion
- Customer Perceptions of Service-I: Customer Perceptions Customer Satisfaction
- Customer Perceptions of Service-2, Service Quality, Service Encounters- The building blocks for Customer Perception

- Understanding Customer Requirements, listening to Customers Through Research Using Customer Research to Understand Customer Expectations Elements in an effective Service Marketing Research Program
- Upward Communication
- Case Study Discussion
- Building Customer Relationships & Relationship Marketing: - Customer Profitability Segments Relationship Development Strategies.
- Service Recovery-1: Impact of Service Failure & Recovery How customers respond to Service Failures.
- Service Recovery-2 Service Recovery Strategies Service Guarantees
- Case Study discussion
- Aligning Service Design and Standards: Service Innovation and Design-1, Challenges of Service Innovation & Design, Important considerations for Service Innovation  
Types of Service Innovation
- Service Innovation and Design-2 Stages in Service Innovation & Development, Service Blueprinting
- Customer defined Service Standards-1: Factors necessary for appropriate Service Standards Types of Customer defined Service Standards
- Customer defined Service Standards-2 • Development of Customer defined Service Standards
- Physical Evidence and the Servicescape: Physical Evidence, Types of Servicescape Strategic Roles of the Servicescape Guidelines for Physical Evidence Strategies
- Delivering and Performing Service: Employees' Roles in Service Delivery-1 & Service Culture, The Critical role of Service Employees
- Employees' Roles in Service Delivery-2 Strategies for delivering Service quality through people, Customer oriented Service delivery
- Case Study discussion
- Customers' Roles in Service Delivery: The importance of Customers in Service Co-creation., Strategies for enhancing Customer participation.
- Managing Demand and Capacity-1: The Underlying issue: Lack of Inventory Capability, Capacity Constraints, Demand Patterns
- Managing Demand and Capacity-2: Strategies for matching Capacity & Demand Yield Management
- Managing Service Promises: Integrating Services Marketing Communications-1 The need for coordination in Marketing Communication Key Service Communication Challenges

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**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: Consumer Behaviour**

**Course Credits: 3**

**Introduction**

Marketing begins and ends with the consumer from determining the consumer wants and needs to providing satisfaction. Thus, a clear understanding of the principles & concepts of consumer behaviour is critical to creating a successful marketing strategy and also for helping improve the well-being of consumers. This course covers concepts, technologies and processes and with the help of real-life examples, case studies and assignments, to make the students 'industry ready', when it comes to Consumer Behaviour

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Students will develop a good understanding of the Consumer Behaviour space, both from the consumer and company's perspectives
CO2	As the students learn both theory and practice from this Consumer Behaviour course, they will have an edge over others, in any organization they work with,
CO3	When the students take up Marketing and Sales roles in an organization, they will be able to effectively plan the Segmentation, Targeting and Positioning (STP) for their organization's products and services
CO4	Students will be able to apply their learning in all the consumer touch points like Marketing, Sales and Service, to achieve Customer Satisfaction and Business Growth.

**Syllabus**

- Market Segmentation and Effective Targeting, Bases for Segmentation, Behavioural Targeting,
- Positioning and Repositioning: Implementing segmentation strategies
- Consumer Motivation and Personality - The Dynamics of Motivation, Systems of Needs, The Measurement of Motives, The Nature and Theories of Personality, Personality Traits and Consumer Behaviour, Product and Brand Personification, The Self and Self-Image.
- Consumer Perception The Elements of Perception, Perceptual Selection, Perceptual Organization, Perceptual Interpretation: Stereotyping, Consumer Imagery, Perceived Quality , Perceived Risk
- Case Studies: Class Exercises and Assignments
- The Elements of Consumer: Learning, Classical Conditioning, Instrumental Conditioning, , Cognitive Learning, , Outcomes and Measures of Consumer Learning.

- Attitudes and Their Formation, The Tri-Component Attitude Model, Multi-Attribute Attitude Models, Changing the Motivational, Functions of Attitudes, The Elaboration Likelihood Model, Cognitive Dissonance.
- Persuading Consumers – The Communication Process, Broadcasting versus Narrowcasting, Designing Persuasive Messages, Persuasive Advertising Appeals, Measures of Message Effectiveness.
- Class Exercises and Assignments: Reference Groups - Source
- Credibility and Reference Groups, Credibility of Spokespersons, Endorsers, and Other Formal, Sources, Word-of-Mouth and Opinion Leadership, Strategic Applications of Word-of-Mouth,
- The Family and Its Social Standing - The Family as a Socialization Agent, Family Decision-Making and Consumption-Related Roles, The Family Life Cycle,
- Case Study: Class Exercises and Assignments
- Social Standing and Consumer: Behavior, Measuring Social Class, Social Classes' Characteristics and Consumer Behavior, GeoDemography and Social Class.
- Culture's Influence on Consumer Behavior - Culture's Role and Dynamics, Learning
- Cultural Values, Measuring Cultural Values, Indian Core Values
- Case Study/ Class Exercises and Assignments
- Cultural Aspects of Emerging Markets: The Indian Context
- Subcultural Aspects of Consumer Behaviour.
- e Case Study —Class Exercises and
- Assignments
- Cross-Cultural Consumer; Behaviour: An International Perspective - Cross-Cultural Analysis and Acculturation, Localization versus Standardization, Global Marketing Opportunities, Cross-Cultural Segmentation.
- Personal Influence Opinion Leadership Process Opinion Leadership and Firm's Strategy
- Class Exercises and Assignments
- Consumer Decision-Making Model, Consumer Gifting Behavior,
- Diffusion and Adoption of Innovations Profile of Consumer Innovators
- Case Study: Class Exercises and Assignments
- Consumer Behaviour and Society: Political Marketing, Marketing of Social Causes
- From Print and Broadcast: Advertising to Social and Mobile Media - Targeting Segments versus Eyeballs, Consumers and Social Media, Consumers and Mobile Advertising, Measuring Media's Advertising Effectiveness, Traditional Media's Electronic Evolution.
- Class Exercises and Assignments
- Consumer Research - Developing Research Objectives, Collecting Secondary Data, Designing Primary Research
- Combining Qualitative and Quantitative Research, Data Analysis and Reporting Research Finding
- , Case Study, Class Exercises and Assignments
- Group Presentation

**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: INVESTMENT ANALYSIS AND PORTFOLIO**

**MANAGEMENT.**

**Course Credits: 3**

**Introduction**

Investment advisory requires a conceptual understanding of the asset classes, in-depth knowledge of the financial markets, analytical thinking and continuous learning the focus of this course is on the financial theory and empirical evidence that are useful for investment decisions.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understand the advanced level finance course introducing to the world of professional investment management.
CO2	Make analysis of security valuation techniques and systematic portfolio management
CO3	Understand the various alternatives available for investment
CO4	Learn to measure risk and return and relationship trade off How to value the equities and bonds
CO5	Acquire knowledge of the various strategies followed by investors

**Syllabus**

- Introduction to Investment Planning and Portfolio Management What Is IP/ PM ?  
Need for Investment Planning and Portfolio Management Financial Planning  
Financial Needs and Financial Goals Estimating Financial Goals Estimating  
Investment Amount Financial Planning and its Objectives Steps in Financial  
Planning Risk Profiling Difference between Risk Ability and Risk Willingness Life  
Cycle Approach to Financial Planning Wealth Cycle Approach to Financial  
Planning Financial Planning for HNIs Types of Assets - Need for Asset Allocation  
Physical and Financial Assets Guaranteed and Non Guaranteed Investments Gold/  
Real Estate/ Bank Deposits/ NPS.
- Mutual Funds -Concept & Role of Mutual Funds Basic Mutual Fund Concepts  
Basic Equity and Debt Concepts Advantages & Limitations of Mutual Funds  
Structure of Mutual Funds Equity/Debt/Hybrid Funds
- Quiz No 1
- Quiz No 2
- Quiz No 3/ Case Study on Taxation in MFs
- Asset Classes and Financial Instruments- Equity/ Debt / Govt Securities/ Gold/  
Real Estate/ PPF/ NPS/ Mutual Funds/ Bank FDs/ Company Deposits/ Debentures/  
Bonds/ Types of Bonds
- Money Market Instruments — T Bills, CPS, CDs, Call Money Market CBLO

- Stock Market Indices — Sensex, Nifty. BSE/ NSE - Composition of Sensex and Nifty, Changes to Indices- how they affect portfolios, Index Based Funds  
Commodity Index- MCX
- Trading and settlement cycles — Rules of Stock Exchanges Intra Day Trading, Pitfalls of Intra Day trading, Margins, Demat Accounts Stock Market Intermediaries — Brokers/ Clearing Agents- Their roles and functions- Registrars and Transfer Agents – Depository Participants, CDSL and NSDL, CCIL etc
- Quiz No 4- Asset Classes, IPO, Stock Market Indices Intermediaries etc
- Calculation of Risk and Return — What is Risk Adjusted Return — Measures of Risk and Return — Standard Deviation, Beta, Jensen's Alpha, Treynor Ratio, Sharpe Ratio, Simple Interest vs Compound Interest , CAGR- How to calculate CAGR-Risk and Return on Debt Securities — Credit Risk vs Interest Rate Risk, Inflation Risk, Reinvestment Risk, Duration, Average Maturity, Modified Duration
- Insider Trading — What is it- How it affects stock prices — Laws concerning Insider Trading — Case Study on Insider trading Value at Risk
- Portfolio Theories — Traditional vs Modern Approach. Traditional Approach — Dow Jones Theory, Random Walk Theory, Formula Theory. Modern Approach — Harry Markowitz Modern Portfolio Management Theory Equilibrium Capital Markets — What is Equilibrium in Capital Markets and how does it affect stock prices— Capital Asset Pricing Model, Index Model, Arbitrage Pricing Theory, Multi Factor Models of Risk and Return- CAPM vs MFM . How Multifactor models can be used to calculate the required rate of return for portfolios as well as individual stocks.
- Security Analysis —Fundamental Analysis vs Technical Analysis, Bottom Up Approach vs Top Down Approach, Economy Analysis, Sector Analysis, Market indicators, Forecasting Individual stock performance, Candle Stick Model, Stock market efficiencies - Random walk model, efficient market hypothesis, measuring market efficiency, stock market anomalies.
- Case Study
- Fixed Income Securities — Types of Fixed Income Securities — Bonds/ Debentures/ Fixed Deposits, Money Market Instruments — T Bills, Govt Securities, CPs, CDs, PTCs, SDLs, Call Money Market, CBLOs. Types of Bonds — Fixed Coupon, Floating Coupon, Zero Coupon, Risk and Return on Debt Securities — Credit Risk vs Interest Rate Risk, Inflation Risk, Reinvestment Risk, Duration, Average Maturity, Modified Duration, Yield Curve, Types of Yield Curve, YTM- Relation between Bond Prices and Yield, Interest Rate Sensitive Convexity
- Futures and Options — Derivatives- Pros and Cons. Laws concerning F&O, F &O in Commodity Markets, Private Equity — What is Private Equity, Advantages vs Disadvantages of Private Equity- How PE investors choose companies to invest in, Examples of PE Investing — Success Stories and Failures, Hedge Funds Meaning, Operations, Market for Hedge Funds, Rules for Hedge Funds
- Portfolio Management — Meaning, Scope. Types of PM — Discretionary vs Non-Discretionary, Responsibility and accountability of the Portfolio Manager in the two types of PM, Conventional Theory of Portfolio Evaluation, Diversification — Merits and Demerits, Active Portfolio Management
- Quiz No 5
- Case Study

## Programme: PGDM

Year – 2020-2022

Term IV

**Course Name: FINANCIAL DERIVATIVES**

**Course Credits: 3**

### Introduction

In the last two decades or so, Financial Derivatives have emerged as tools of risk management, and also as methods of business leveraging for making profits. Individuals, corporates and financial institutions make use of derivatives towards hedging portfolio risks and also for investment purposes. This has become one of the frontier areas of finance, with many innovative structures to take care of the risk profiles of various market segments. The financial managers are required to know the financial exposures of the firms, and take prudent measures towards mitigation of risks, or take advantage of the market movements towards optimal revenue generation. The derivatives markets have become very sophisticated with infusion of technology, and online price information. This has helped in integration of markets and better price discovery, as well as efficient and efficacious business decision-making. This course introduces students to the understanding and management of risk in enterprises using derivative instruments.

### Course Outcome:

CO	Course Outcome Description
CO1	To understand economic rationale of derivatives and its emergence in various market segments. (POI, P02, P03, P04, P06)
CO2	To analyse diverse types of financial derivatives, and valuations / pay-offs (POI P02, P06)
CO3	To demonstrate applicability of derivatives for business decisions of hedging, speculation etc. (POI, P02, P03, P04, P05, P06)
CO4	To examine various trading strategies in derivatives towards business leverage. (POI, P02, P03, P05, P06)

### Syllabus

- Derivatives — Economic benefits, features, applicability in risk mitigation, regulatory framework
- Forwards and Futures — OTC and Exchange traded, Futures in various markets
- I-IBS Case 1: The Basics of Financial Derivatives by Susan Chaplinsky
- Swaps — Applicability in various market segments
- I-IBS Case 2: Interest rate Swaps offered by Sumitomo-Mitsui Bank. Was this for Hedging or Speculation? by Mitsuru Misawa
- Options — various types, features, hedging and trading
- I-IBS Case 3: The Galaxy Dividend Income Growth Fund's Option Investment Strategies by W.Carl Kester
- Option Greeks, Option Pricing — basic / binomial and Black and Scholes model

- Calculation of option prices and Greeks
- Commodity derivatives regulatory and operational regime
- Interest rate and currency derivatives
- HBS Case 4: Advising on Currency Risk at ICICI bank by George Chacko; Marti G. Subrahmanyam; Vincent Dessain; Anders Sjomann
- VAR — Various measurement approaches - historical, simulation etc., Stress Testing, Back-testing
- Derivatives Trading Strategies
- I-IBS Case 5: Porsche Exposed by Michael Moffett; Barbara S. Pettit
- Presentation & Discussion
- Revision

Dean Academics



**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: INDIAN BANKING AND FINANCIAL SYSTEM (IBFS)**

**Course Credits: 3**

**Introduction**

The course seeks to equip the students with an understanding of the structure of the Indian Banking and Financial System. It is designed to help the students to have comprehensive knowledge of various components of the financial system and their functions.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understand various components of Indian Banking & Financial System and their importance
CO2	Appreciate the working of money market in India and its impact on finance sector
CO3	Develop understanding of the functions of different types of banks and NBFCs in India and regulation by RBI
CO4	Assimilate contemporary knowledge about mutual fund products and insurance schemes

**Syllabus**

- Overview of Indian Financial System — structure and components:
- Financial institutions: Role of regulators - RBI / IRDA / SEBI - main functions
- Special institutions like EXIM Bank, SIDBI NABARD
- Banks and NBFCs: differences in operations Cases on Indian Bank & NBFC
- Financial markets- Money market: Instruments in Money market — Call Money, REPO, Treasury Bills, Bills of Exchange e, Promissory notes
- Money Market - Commercial Papers, Certificate of Deposits Case on Money Market Instruments
- Financial markets - Capital Market: segments - Primary Market & Secondary Market, Stock exchanges Case on Capital Market
- Debt Market — Corporate Bonds, Govt. Securities Green Bonds
- Foreign Exchange Market — Exchange Rates — Spot and Forward Rates,
- Interbank rates and Merchant Rates — Hedging through forwards
- Case on foreign exchange market
- Banking Management: Credit
- Management by banks/Lending norms of banks
- Credit Appraisal — MSME Financing

- Case on Credit Appraisal/ MSME Financing
- Managing NPA / Recovery / IBC Provisions Case on NPA
- Capital Adequacy of Banks, Liquidity Norms (CRR /SLR), Prudential Norms relating to loans and advances
- Reforms in banking sector
- Understanding Bank Balance Sheet and Ratios
- RBI Monetary policy — Monitoring / Managing Inflation Monitoring Liquid and Growth rate of economy
- NBFCs in India: Emergence and growth of NBFCs•, Types of NBFCs - Asset Finance Company Investment Company — Loan Company – Housing Finance Companies how the function More on NBFCs - Regulatory Norms applicable to NBFCs Leasing/ Hire-purchase Venture Fund
- Financial Services: mutual funds — Types of funds Products Portfolio Management Process - commuting NAV
- Insurance — Life Insurance and General Insurance Products; Risk Management — Regulation by IRDA
- Case on Insurance Sector
- Factoring: Types and mechanisms
- Credit rating: Concept / Rating
- Methodology: Features and advantages/ SME Rating
- Latest developments in banking sector and financial services - Policy decisions by RBI/ GOI ESG investing
- Fintech and Financial System Case

Dean Academics





**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: Performance Management**

**Course Credits: 3**

**Introduction**

The Performance Management System course is being offered as a part of HR Specialization. The course aims to develop a comprehensive understanding of performance management in an organizational context, This course blends both theory and practice, with the help of frameworks, real-life examples, case studies and assignments, to make the students 'industry ready', when it comes to Performance Management in an organization.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Making performance management a serious business and moving out of the thought process of it being an annual ritual
CO2	Understanding and appreciating that an organization has employees who are from diverse backgrounds and hence have different style of working
CO3	Allowing them to have a wide variety of styles, subject to adherence to organization specific must-have guidelines.

**Syllabus**

- Performance Management and Reward System in Context, Case Study
- Performance Management Process, Case Study
- Performance Management and Strategic Planning, Case Study
- Defining Performance and Choosing a Measurement Approach, Case Study
- Measuring Result and Behaviour, Case Study
- Gathering Performance Information, Case Study
- Implementing a Performance Management System, Case Study
- Performance Management and Employee Development, Case Study
- Performance Management Skills Case Study
- Coaching Case Study
- Reward System & Legal Issues.

Dean Academics



**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: Learning and Development**

**Course Credits: 3**

**Introduction**

The course aims at imparting the learners the concept and importance of training and development in this information age. Learner goes through the concepts like: the need for training and development of Human Capital; designing the training system; how a training policy should be planned and implemented: how objectives should be defined, how training methods should be selected, how a training program should be managed and how the results should be monitored and evaluated. The emphasis is on viewing training in the broad context of an organization's long-term policy.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will develop skillsets to become trainers for various competencies
CO2	The learners will be able to design suitable training programmes and implement them in the respective domain
CO3	The learners will be capable of evaluating a training programme measuring its outcome and worth

**Syllabus**

- Introduction to Training and Development - Training and Learning - New dimension of Training Training Need Analysis - Adult Learning Principles - Assessing contexts and opportunities for change - Legal and ethical issues Effective Training Design - Building training system - Supporting the training system
- Understanding Learning Objectives - Understanding Learning Styles Understanding Learning Systems - Designing a training program
- Selection and training of trainers - Facilitation and Platform Skills of Training Facilitating Experiential Activity - Opening / Concluding a Session Effectively
- Training Methods - Evaluation of Training Programs - E-Learning
- Executive Training For Leaders - Mentoring & Counselling - Qualities and Skills of an Effective Trainer - Role of Training in Performance Management - Training Systems
- Organization for T&D
- Managers in training and Training in Management - Management of Manpower development - Human Performance Enhancement and trouble shooting.

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
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**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: Talent Management**

**Course Credits: 3**

**Introduction**

The course is aimed at helping future HR professionals optimize their performance by providing knowledge of talent management in general and talent acquisition and retention in particular. It begins with systematically identifying & selecting the right people with right talents for the organization. This is a deliberate and ongoing process that assesses, develops and retains talent to meet the present and future requirements of the organization. Today Talent Acquisition and Retention involves any combinations of employees; contingent workers, contractors, consultants and outsourced personnel work around the world. Talent acquisition and Retention deserves due importance, as it is vital in determining the success of any organization. The course also aims at imparting the learners with knowledge of novel techniques and recent trends in talent management. The course is designed to persuade the learner to develop the strategic skills to attract and retain high quality diverse candidates for the success of his/her organization.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will develop skill sets to become trainers for various competencies
CO2	The learners will be able to design suitable training programmes and implement them in the respective domain
CO3	The learners will be capable of evaluating a training programme measuring its outcome and worth

**Syllabus**

- Strategic Human Resources Planning - Objective, Framework, Planning Process,
- Assessing Manpower Requirements, Analysing jobs, design, job specifications, job descriptions - Job Evaluation
- Recruitment •Source Selection and source Planning; Internal and External sources, E-sources, Methods, Techniques and procedures, Campus
- Recruitment.
- Selection Techniques & methodologies - Types of selection tools, selection methodologies, screening, testing, interviewing, reference checks etc.
- Non-Traditional sources of talents
- Interviewing Skills - Fundamentals and mock sessions
- Evaluation of Competency based selection — techniques

- Job Offer and Induction Process, Essentials Compensation benchmarking, Internal & external parity - Compensation: Recent Trends
- Retention of Employees - Factors affecting retention, retention strategies, Impact on attrition on organization
- Recruitment Costing - Zero based costing - Benchmark costing
- New Practices in the industry - PCMM, Six Sigma, E-recruitment, Job Fairs

Dean Academics



**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: Big Data Analytics**

**Course Credits: 3**

**Introduction**

This course is designed to provide the fundamental knowledge to equip students being able to handle real world big data problems including the three key resources of Big Data: people, organizations and sensor. With the advance of IT storage, processing, computation and sensing technologies, Big data has become a novel norm of life.

**Course Outcome:**

CO1	Understand the Big Data concepts and its characteristics.
CO2	Analyse and evaluate the challenges of Big Data in real time applications
CO3	Understand the Hadoop Ecosystem tools and technologies and apply those tools and technologies effectively to provide solutions to a Big Data related problem/task
CO4	Apply the distributed computing concepts learned and apply those concepts to write a Map/Reduce task on a real time application

**Syllabus**

- Fundamentals of Big Data, the evolution of Data Management, Understanding the waves of Managing Data such as 1. Creating manageable data structures 2. Web and content management 3. Managing big data. Definition of Big data, Big Data Architecture.
- Examining Big data types. Defining Structured data, Unstructured data and semi structured data with examples. Integrating data types into big data environment.
- Distributed Computing. Understanding the basics of Distributed computing. Why we need distributed computing for Big Data. What is Latency? The problems with Latency. How to overcome, etc.
- Virtualization and How it supports Distributed Computing. Understanding he basics of Virtualization. The important of virtualization to big data. Server Virtualization, Application Virtualization, Network Virtualization, Processor and Memory Virtualization, Data and storage Virtualization. Hypervisor.
- MapReduce fundamentals. Understanding the Map and Reduce Function. Putting Map and Reduce together.
- Exploring the world of Hadoop. Understanding the Hadoop Distributed File System (HDFS). Name nodes, Data nodes. Under the covers of HADOOP, Hadoop MapReduce.
- Exploring the ecosystem around Hadoop. Introduction to Hive, Sqoop, Pig
- Big Data and Analytics – Using Big data to get results. Understanding Text Analytics and Big data.



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**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: IT Project Management**

**Course Credits: 3**

**Introduction**

This course offers an introduction to the body of knowledge in the area of Project Management. For the student aspiring to make a career in project management, a comprehensive survey of topics in the five process groups of Initiating, Planning, Executing, Monitoring and Controlling, and Executing is necessary and this course provides the same.

**Course Outcome:**

CO1	Demonstrate a strong theoretical foundation in Project Management
CO2	Identify typical constraints that underline a project
CO3	Create process flow and interactions among processes in different knowledge areas
CO4	Evaluate the tools and techniques in different processes, that allow one to select the options in a given situation
CO5	Do a situational analysis in a project and take appropriate preventive or corrective actions . Overall a student will be able to demonstrate the ability to plan, track, monitor, and deliver an IT project

**Syllabus**

- Modern Project Management – Definition of a project, Project life cycle, Current drivers of project management, Project Governance, a socio-technical approach to project management. Features of IT projects and why do they fail?
- Defining the project – Project Scope, Project Priorities, creating a Work Breakdown Structure, Integrating the WBS with the Organization, Coding the WBS for the Information System. Software Development Life Cycle (SDLC) - Importance of SDLC in IT project implementation, various SDLC models in practice in the industry.
- Project Planning, Scheduling and Budgeting - How to develop a project plan, scheduling of activities, sequencing of activities, resource allocation and levelling, project baselining, using MS Project tool to create and baseline project plan
- Estimating and managing Project Times and Costs – Factors influencing the Quality of Estimates, Guidelines for Estimation of Times, Costs, and Resources, Top-down versus Bottom-up Estimation, Methods for Estimation, Types of Costs, refining

- estimates, creating a database for estimating , earned value analysis at each project milestone, managing cost to improve profitability. Tracking deviations in projects
- Developing a Project Plan – Developing the project network, from work package to network, constructing a project network, Activity-on-Arrow fundamentals, Network computation process, Using the forward and backward pass information and , Level of detail for activities. Software Engineering Metrics and Approaches
  - Managing Risk – Risk Management Process, Contingency Planning, Opportunity Management, Change Control Management
  - Scheduling Resources and Costs – Resource scheduling problem, Types of resource constraints, Classification of a scheduling problem, resource allocation methods, Benefits of scheduling resources, assigning project work, using the resource schedule to develop a project cost baseline
  - Introduction to Quality Management – QA, Plan Quality, Control, V&V, ISO 9000 and CMM/CMMI concepts and application.
  - Project Communication Management. Communication Management - Importance of communication while managing project implementation, horizontal, vertical and downward communication, communication channels, project report document as a means of communication, importance of project review meetings.
  - Stakeholder Management - Stakeholder identification, analysis, communication plan, review and issue handling. Stakeholder satisfaction.

Dean Academics



**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: DBMS, Data Warehousing & BI**

**Course Credits: 3**

**Introduction**

Database Management, Data Warehousing & BI is designed to have a real feel of database design using structured query languages with **MySQL** environment, which includes use of various data definition, data manipulation commands, functions, joins, sub-queries, views and to Introduce Concepts, Models, Methodologies and Processes of Data Warehousing (DWH) and Business Intelligence (BI).

**Course Outcome:**

CO1	Understand the fundamental concepts of database management that include aspects of database design, database languages, and database-system implementation.
CO2	Analyze a business case and apply the concepts of relational database and convert that business case into an Entity Relationship Diagram and eventually create a relational database.
CO3	Learn systematic database design approaches covering conceptual design, logical design and an overview of physical design
CO4	Understand the key concepts of Data Warehousing, Data cubes, OLAP
CO5	Able to implement Business Intelligence (BI) that help in various decision making process.

**Syllabus**

- Database Management Systems: Introduction to Data and databases. What is a DBMS? Definition with examples Characteristics of a Database approach. Actors in a database environment. Advantages of using a DBMS approach. Why DBMS? History Of DBMS Introduction to various types of DBMS. Relational database introduction, examples. Relational data model and relational database constraints.
- Relational model concepts: Domain, attributes, Tuples and relations. Characteristics of Relations. Relational model constraints and relational database schemas Integrity, Referential Integrity and Foreign keys. Update operations and dealing with constraint violation.
- Data modelling using the entity relationship model: Entity types, Entity sets, attributes and keys Single-valued properties identifying properties Composite properties Multi-valued properties Relationship types 1 to many relationship types
- Mandatory 1 to many relationship types Many to many relationship types. Identifying relationships Recursive relationships Super types and subtypes Super types and subtypes inheritance
- Case study – Consider a business problem (like a university data) and apply the above principles of data modelling and draw an ER (Entity Relationship) diagram.



Using the above case study, students will learn the following concepts. How to identify the entities from a business case? How to define 1-1, 1-M, M-1, and M-N relationships. How to draw an entity relationship diagram.

- ER diagrams to Relational mapping Mapping 1-1 relationships to relation Mapping 1-M relationships to relation. Mapping M-N relationships to relation Mapping identifying and weak entities to relation Mapping super subtype relationships to a relation Case study – Converting the above ER diagram to relations using the above principles. Build those relations into a MySQL database.
- Create the tables using the following DDL SQL. CREATE, DROP, ALTER, RENAME
- Manipulate the data in the tables using the following DML SQL INSERT, UPDATE, DELETE, SELECT, Alter Database, SQL queries will be executed and mastered.
- WHERE clause, COMPARISON operators
- LOGICAL operators: SQL LIKE, IN, SQL NOT IN, SQL VIEWS, CREATE, DELETE, UPDATE, ALTER
- AVG, SUM, MAX, MIN, AS
- COUNT
- GROUP BY
- ORDER BY
- HAVING
- COUNT (\*) >
- TRIGGERS
- SQL JOIN operations
- INNER JOIN
- LEFT OUTER JOIN
- RIGHT OUTER JOIN
- Advanced SQL Queries
- Nested QUERIES
- Data Warehousing and OLAP: Introduction, Definitions and Terminology Characteristics of Data Warehouses , Data warehouse architecture – Single, Two layer and three layer architectures, Data staging and ETL Extraction, Cleansing, Transformation and Loading. OLAP, ROLAP, MOLAP and HOLAP
- Business Intelligence: What is Business Intelligence? Processes and activities within Business Intelligence such as Data mining, Reporting, Performance metrics and bench marking, Descriptive analytics, Querying, Statistical analysis, Data visualization, Visual analysis, data preparation and their role in business. Why is BI important?
- How BI can help companies make smarter and data driven decisions? How BI works
- Cycle of Business Intelligence How BI, Data analytics and Business analytics work together? Difference between traditional BI and Modern BI, Business intelligence tools and platforms How BI can help companies make smarter and data driven decisions? How BI works Cycle of Business Intelligence, How BI, Data analytics and Business analytics work together? Difference between traditional BI and Modern BI Business intelligence tools and platforms



**XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: Supply Chain Management**

**Course Credits: 3**

**Introduction**

Supply Chain Management represents the confluence of at least three main streams of knowledge namely (1) Sourcing, Procurement and supply management, (2) Materials Management and (3) Logistics and distribution. All these three areas have evolved over a period of 60 years and manifested into a powerful movement called Supply Chain Management(SCM). In the current global economy, many organizations have exhausted all normal options of getting a competitive advantage which were hitherto resorted to and have now found that their competitiveness can be in designing a unique supply chain model. It is therefore obvious that the student of business management is exposed to the trends in supply chain models of various organizations across the globe

**Course Outcome:**

CO1	To learn the fundamentals aspects of supply chain management
CO2	To learn to design a supply chain model
CO3	The metrics that are available to measure and monitor supply chain performance
CO4	The need to apply IT in improving supply chain performance
CO5	Learn the current trends in supply chain

**Syllabus**

- Understanding Supply Chain
- Achieving Strategic fit in Supply Chain. Case : Rise and Fall of Subhiksha
- Supply Chain Drivers and Metrics Case: Walmart Stores Inc
- Designing of Supply chain Network – Omni, Retail and International. Reverse Supply Chain. Sustainable Supply Chain. Case: Biopharma, Inc
- Planning and Coordinating Demand and Supply in a Supply Chain. Role of contracts in Supply chain. Case: Promotional challenge in Gulmarg Skiis
- Managing Economies Of Scale and Uncertainty in Supply, Supply Chain. Risk Management in Supply Chain. Designing and Planning Transportation Networks Case: Selecting Transportation modes for China Imports.
- Managing cross Functional Drivers in Supply Chain. Role of IT in Supply chain.
- Agile Supply Chain, Supply Chain Analytics, Transportation, Travelling Salesman Problem, Vehicle routing problem and its variants
- Current trends in Supply Chain Management – Impact of COVID 19 on Supply Chain, use of Technologies, Digital Supply Chain twins, Supply Chain as a Service (SCaaS), Typical Indian Case Studies, Revision

Dean Academics

**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: – Enterprise Resource Planning**

**Course Credits: 3**

**Introduction**

In recent decades, one of the most significant advances in the use of information technology by organizations has been the installation of Enterprise Resource Planning (ERP) systems. By incorporating the functional areas of the company and disseminating information throughout the organisation in real time, an ERP-system facilitates and automates business operations across functional areas. This is a hands-on practical course that introduces how business procedures are carried out with the help of an ERP system. Students will learn about the functional capabilities of commercially accessible ERP systems (SAP). Students will take part in two role-playing exercises. In one, students function as sellers and buyers of an ERP system for a worldwide supply chain spanning numerous enterprises, while in the other, students act as sellers and buyers of an ERP system for a global supply chain.

**Course Outcome:**

CO1	To use ERP as model for Enterprise Integration.
CO2	To understand interdependent nature of Enterprise functions.
CO3	To understand the module navigation and data usage in SAP system.
CO4	To understand the modules like MM, PP and SD in SAP system.

**Syllabus**

- Introduction to ERP - Overview of Business Processes and need of Enterprise Information for Businesses - ERP architecture and functional view of businesses - ERP Implementation Challenges.
- ERP for Business Process Integration - Evolution of ERP - ERP as an Integrated Information System - Overview of Functional Modules MRP, SCM, CRM, PP, FIN, BI etc.
- Business Process Re-engineering - Needs, challenges and management concerns - ERP Implementation - methods and trade-offs - Types of ERP Systems - Evaluation of ERP systems.
- ERP Implementation Case Studies in different contexts / sectors: Agribusiness, Manufacturing (Aero), Transport & Logistics (Shipping), Sales & Marketing (Healthcare), Finance (Consumer Goods).
- ERP Demo (lab) for different modules - Company / Industry Visit to study business processes - ERP requirements or ERP implementation.

Dean Academics



**Programme: PGDM**

**Year – 2020-2022**

**Term IV**

**Course Name: – Total Quality Management & Lean**

**Course Credits: 3**

**Introduction**

Every human being seeks to get better and better throughout life. This aspiration cuts across millennia, cultures, economic strata and the like. Status quo satisfies us only for a brief while, till we attempt to change / improve it once again. It is natural that we have transported this basic drive into all institutions that mankind has created across millennia. All innovation, improvement and drive for betterment that we see and we participate in, stem from this basic drive of “doing more with less”. While improvement takes place continually, paradigm changes occur at intervals and lead to leapfrogging of performance levels. We call these as breakthroughs - very soon they become the new standards. TQM & Lean are one such big change management strategy, that builds upon all the other breakthroughs that came before. This course aims at providing a practitioner's and manager's perspective of TQM & LSS. The focus of this course will be on creating a sound understanding the underlying principles and the interdependencies to other aspects of business, such as supply chain, HR, Business results and last financial metrics.

**Course Outcome:**

CO1	Articulate the principles of Lean & TQM and core concepts of them.
CO2	Understanding the various tools & techniques of Lean & TQM.
CO3	Ability to use the Lean & TQM tools & techniques to solve the various Business Problems
CO4	Ability to Identify the Continuous Improvement Opportunity on each problem situation with effectively utilizing the Lean & TQM Practices.
CO5	Ability to take better business decisions with the application knowledge of Lean & TQM

**Syllabus**

**OVERVIEW OF TQM & LEAN BACKGROUND AND EVOLUTION**

- Definitions – TOM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality, A historical perspective regarding the evolution of Lean and Six Sigma Introduction to interrelationship between LSS and other aspects of business / strategy, Introduction to Lean management, Five principles of Lean and other basic elements of framework.
- STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY :-Meaning and significance of statistical process control (SPC) – construction of Control charts for variables and attributed. Process capability – meaning, significance and

measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve.

Total productive maintenance (TPM) – relevance to TQM. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

- TQM IN PRACTICE: TQM OBJECTIVES, TQM PRINCIPLES , DIMENSION OF TQM, CONTINUOUS IMPROVEMENT CULTURE,, FACTS BASED DECISION MAKING – 7QC TOOLS.
- FOUNDATIONS OF LEAN:5 Ps, Three types of activities, Focus on Value, Culture for Lean,3 Ms (Muda, Mura, Muri), Types of Mudras, Push vs Pull, Importance of Concept of Flow,ppm, Takt, Repeatability & reproducibility, Fourteen principles of Toyota Way Lean tools Application of lean in indirect areas 'Pit-Stop' review of learning content till session 10 - Student feedback and inputs
- DEEPER INSIGHTS INTO LEAN / TOYOTA PRODUCTION SYSTEM: Single piece flow, Cellular manufacturing, Poka-yoke, Gemba, JIT, Two-bin system, Kanban, Kitting, OEE,Other elements of Toyota Production System,
- TQM & LEAN LIVE PROJECTS OR INDUSTRY VISITS

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
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**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: INTERNATIONAL BUSINESS**

**Course Credits: 3**

**Introduction**

The course is aimed at helping future international business professionals in optimising their performance by providing knowledge and decision making skills. The emphasis on viewing international business events and issues in broader political economic perspectives' Learning Objectives:

- To understand and appreciate the international economic and business events.
- To develop a critical understanding of the international business environment in which management graduates will be working.
- To help students to get insights into international business strategies and decisions of companies and impact of such decisions on the national and global economies.
- To improve the structured thought process of students in the domain of international business

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understanding of Globalization, Global Institutions, and understanding and risk analysis of National Differences in Political, Economic Legal systems, Economic Development, Culture, CSR and Sustainability.
CO2	Understand and analysis of international Trade Theory and apply, analyse and evaluate government Policy, role of FDI, process of Regional Economic inte ration.
CO3	Understanding and Evaluation of Global Monetary System- Foreign Exchange Market, International Monetary Systems, Global capital Market.
CO4	Analysing, Evaluating and Creating strategy of International Business,

**Syllabus**

- Part 1 Foundations: Globalization, Global Institutions
- Part 2 Country Differences Political Economy, legal, and Economic Development
- Culture
- Ethics, CSR, Sustainability

- Part 3 Trade and Investment International Trade Theory, Competitive advantage
- FDI, Economic integration and emerging markets
- Part 4 Global Monetary Systems Foreign Exchange Market, Global Capital Market
- Part 5 Strategy and Structure International strategy and implementation, Organization of business
- Entry and expansion
- Part 6 International Business Functions Export-import, Logistics and supply chain management
- International Marketing
- HRM, International Finance
- Class presentations

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**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Business Ethics**

**Course Credits: 2**

**Introduction**

Business ethics is an important part of any industry. Students or managers, unfamiliar with many ethical challenges, behaviours, or regulations often find themselves struggling in business industries that include finance, accounting or human resource management, marketing and retail. Today's managers must necessarily acquaint themselves with ethical issues, because unethical behaviour creates legal risks and damage to businesses as well as employees and consumers. Business ethics have become an integral part of business education in general.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Define the key terms, terminology, used in Business Ethics
CO2	Explain the basic concepts, important theories and principles of Business Ethics
CO3	Apply the knowledge of the topics in Business ethics to resolve ethical dilemma
CO4	Evaluate a given situation involving ethics from business ethical and practical point of view and recommend the best way to resolve it.

**Syllabus**

- Introduction to Business Ethics
- Business Ethics: overview
- An Case Presentation
- Concepts and Theories of Business Ethics
- Ethical Dilemmas,
- Sources and Their resolutions
- Ethical Dilemmas,
- Sources and Their resolutions
- Ethical Decision Making in business Revision/ Quiz
- Handmaid of Ethics: CSR
- Globalization and Creating and Ethical
- Organization Environmental Ethics
- Role of various agencies in ensuring ethics in corporations
- Functional areas of Business Management & Ethics
- Whistle Blowing & Corruption in India Presentation
- Experiential Learning with Games

Dean Academics





**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: INFORMATION SYSTEMS**

**Course Credits: 3**

**FOR MANAGERS**

**Introduction**

Information Technology has changed the entire landscape of modern business. Managers in the corporate world, though they may not be called upon to directly handle the intricacies of technologies, still need to understand their basics so as to be able to take the right procurement decisions of IT tools and equipment, upgrade decisions and work towards considered decisions on digital transformation, change management, implementation of ERP tools etc. This course Introduces Future Managers to the essential Information Systems prevailing in an organisation and helps them through relevant case studies to comprehend how managerial decisions with respect to Information Systems are taken.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	To understand the role of information systems in business.
CO2	To learn how IT systems can be used for managing customers.
CO3	To learn IT enabled business models.
CO4	To learn management of IT infrastructure & Information systems in an organisation

**Syllabus**

- Information Systems: Exploring the Business Perspective to discuss the role of information systems in business. Study of management information systems and their use in business,
- Alignment of IS Strategy with Business Strategy to understand IT governance framework and alignment of IS strategy with Business strategy.
- Upgrading Decisions for Organisational IT systems and Capabilities Discuss how IT supports and drives business decisions and growth and how to plan IT expenses in these times of shrinking Budgets
- Adoption of IT Systems in an Organization and organisational re-engineering. Understand managers' role in implementing IT systems in organizations.
- Impact of Technology for Information Management System and security Systems Understand the issues and challenges faced by organizations as they accumulate IT systems over time.



**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Data Mining**

**Course Credits: 3**

**Introduction**

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Data that has relevance for managerial decisions is accumulating at an incredible rate due to a host of technological advances.
CO2	Such data is often stored in data warehouses and data marts specifically intended for management decision support.
CO3	Data mining is a rapidly growing field that is concerned with developing techniques to assist managers to make intelligent use of these repositories.
CO4	This course will examine methods that have emerged.

**Syllabus**

- Data mining — Definition, methods used with examples, data mining tasks.
- Data preparation — selection, pre-processing including data cleaning, data reduction, correction for missing values, removing noise,
- Data mining in business intelligence
- Prediction models — Regression,
- Prediction and classification algorithms
- Prediction - logistic regression,
- Prediction — Classification
- Prediction - Decision trees.
- Prediction - KNN.
- Descriptive models — Clustering
- k-Means Clustering
- Hierarchical Clustering
- Association Rule Mining (Market Basket Analysis)
- Other methods — Dimension reduction
- Principal components analysis (PCA)
- Neural Nets
- applications in CRM
- Direct Marketing/German Credit & Data Mining Case Studies
- Collaborative Filtering.

**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Cloud Computing, IOT & AI      Course Credits: 3**

**Introduction**

Cloud computing is the on-demand availability of computer system resources, especially data storage and computing power, without direct active management by the user. The goal behind the Internet of things is to have devices that self-report in real-time, improving efficiency and bringing important information to the surface more quickly than a system depending on human intervention. To have an appreciation for and understanding of both the achievements of AI and the theory underlying those achievements. To have an appreciation for the engineering issues underlying the design of AI systems. To have a basic proficiency in a traditional AI language including an ability to write simple to intermediate programs and an ability to understand code written in that language.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understand the fundamental concepts of Cloud computing, Cloud Models and Cloud Types.
CO2	Learn the key concepts of AWS and different types of products and services offered by different cloud Service Providers
CO3	Understand the key concept of IOT
CO4	Able to implement Concepts of IOT in various decision making process

**Syllabus**

- Cloud computing Concepts Private Cloud, Public Cloud , Hybrid Cloud Paas, saas, IaaS
- AWS, Google Cloud, Azure AWS Introduction S3 instance, EC2 Instance Large EC2 Instance
- Internet of Things – basics IOT - Sensors, IOT IOT - MQTT, Applications IOT Experiments
- Artificial Intelligence — Basics AI — Supervised Learning AI — Unsupervised Learning



## **Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Agile Methodologies**

**Course Credits: 3**

### **Introduction**

Customers of IT Companies globally are switching to Agile Methodologies of Project Management from the conventional models. Today, 60% of the Industry has already moved to Agile and it is expected to touch 80% by 2017. IT Managers, therefore, need to understand nitty-gritties of Agile Project Management. This course is designed to increase the awareness of managers on Agile Project Management and prepare them to face the challenges of this new methodology. The course covers key aspects of Agile Methodologies that impact IT Managers. Participants will be introduced to key methodologies like Scrum, Extreme Programming, TDD (Test Driven Development), Kanban, Lean, Lean Agile etc. The course covers several case studies and practical's including role play as Product owners, scrum masters & team members.

### **Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Develop a strong theoretical foundation in Agile Methodologies, Agile environment, Agile Project handling
CO2	Understand and apply the principles of Scaling Scrum, Distributed Scrum and familiarize with Scrum Tools, concepts of Technical Debt
CO3	Develop Understanding of Estimation Techniques
CO4	To be able to handle Contract Management in Agile and Understand the Role of Project Manager in Agile through Relevant Case Studies

### **Syllabus**

- Traditional methods of IT Project Management: To give a quick recap of traditional IT Project Management methodologies
- Challenges associated with traditional methods: This session will introduce participants to the challenges of using Traditional methods.
- Fundamentals of Scrum methodology
- Scrum Team Roles and Responsibilities
- Opportunities for Transparency & Adaptation in Agile
- Estimation of Business Value
- Preparation of Product Backlog
- Scaling Scrum & Distributed Scrum
- Information radiators, Inspection and Adaptation

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**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Compensation & Benefits Management**

**Course Credits: 3**

**Introduction**

This course aims to integrate and study deeply, the various aspects of compensation and reward management that have been briefly studied in the core HRM course in earlier terms. The course brings an appreciation of the various theoretical concepts that drive compensation strategy in any organization. This course will also provide learning around the structure of compensation, objectives of an optimal compensation strategy and differing aspects in international and local Indian scenario.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Provide inputs for preparation of optimal compensation plan.
CO2	Evaluate the financial viability and benefits of the compensation plan
CO3	Appreciate differences in compensation elements and strategies in Indian and International Contexts

**Syllabus**

- Compensation Defined - Pay Model -Determining the Structure
- 2. Job Analysis - Job Evaluation
- Person Based Structures
- Determining the Pay Level
- Designing Pay Levels, Structures and Mix
- Determining Individual Pay
- Pay for Performance
- Performance Appraisals
- Balanced Scorecards
- Employee Benefits
- Statutory Benefits
- Compensation of Special Groups
- Union Role in Wage & Salary Administration
- International Pay Systems
- Government & Legal Issues in Compensation
- Public Sector Pay
- Management of Labour Costs



**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Competency Based Management**

**Course Credits: 3**

**Introduction**

There is a need for Human Resources and other professionals to understand the distinct approach and the detailed methodologies involved in building Competency Model to address their needs, constraints and provide inputs to effectively integrate, implement and use it as an effective system in the organizations. This course will focus on understanding why organizations go for competency based approach over the traditional one. The course will equip the learners about the ways in designing and implementing the HR systems through competency model.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will be capable of developing the set of competencies needed for various job profiles and design competency dictionary for various jobs
CO2	To learners will be able to identify competencies from jobs and develop competency dictionary for various applications
CO3	The learners will be able to map the competencies needed to perform the job against the level possessed and exhibited by various employees in that job profile
CO4	The learners will develop skillsets to design and implement HR system based on the competencies approach, away from the traditional approach

**Syllabus**

- Competency Based Management - Introduction & Definitions - Definition of a Competency
- Developing a Competency Dictionary - Achievement and Action - Helping and Human Service - Impact and Influence Cluster — Managerial - Cognitive Personal Effectiveness
- Designing Competency Studies - Conducting Behavioural Event Interview  
Developing a Competency Model
- Generic Competency Models - Technicians and Professionals - Salespeople Helping and Human Service Workers - Managers — Entrepreneurs
- Competency Based Applications - Competency Mapping - Acquisition

Dean Academics



**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Strategic Human Resource**

**Course Credits: 3**

**Management**

**Introduction**

This Strategic Human Resource Management course will provide you with deep knowledge about various key aspects of Strategic HR Management so that you can design, develop & execute well defined HR strategies which are in alignment with larger organizational strategies to give a competitive advantage to the HR and the organization. These added skills & competencies will enable the HR department in playing proactive & strategic partner role for helping the organization achieve its ultimate business goals and objectives.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Demonstrate an understanding of key terms, theories / concepts and practices within the field of Strategic Human Resource Management
CO2	Demonstrate competence in development and problem-solving in the area of SHRM
CO3	Provide innovative solutions to problems in the space of Strategic Human Resource Management
CO4	Be able to identify and appreciate the significance of the ethical issues in SHRM
CO5	Develop a strong point of view and contribute in the field of SH

**Syllabus**

- An Investment Perspective of Human Resource Management
- Social Responsibility and Human Resource Management
- Strategic Management
- Evolving Role of Human Resource Management
- Strategic Workforce Planning
- Design and Redesign of Work Systems
- Employment Law
- Staffing
- Training and Development
- Performance Management and Feedback

- Compensation
- Labour Relations
- Employee Separation and Retention Management
- Global Human Resource Management

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**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Enterprise Risk Management  
and Insurance**

**Course Credits: 3**

**Introduction**

There is a growing demand for Insurance Professionals in the country and abroad. This course is aimed at equipping the students with necessary knowledge and skills to man the Insurance organizations and Insurance/Risk Management function in any organization.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Need for Risk Management and identification of risks for both individuals and Business
CO2	Measurement of Risk
CO3	Understanding of Legal framework of Insurance — Insurance Act- 1938, IRDA ACT — 1999. Ability to evaluate Various Insurance products
CO4	Ability to choose suitable insurance product - both life and non-life for a given risk
CO5	Evaluation of Insurance companies

**Syllabus**

- Risk Basics
- Risk identification, Risk
- Measurement and Enterprise Risk
- Management Techniques
- Introduction to Insurance risk , concept of insurable risk
- Legal principles in Insurance
- Types of Insurers and Marketing System
- Financial operations of Insurers
- Government Regulation of Insurance
- Analysis of insurance contracts
- Life Insurance and Annuities
- Health and Gen Insurance
- Revision

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**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Fixed Income Securities**

**Course Credits: 3**

**Introduction**

Fixed income securities have evolved world over during last two decades or so, and emerging economies like India are not far behind to adopt it as an important asset class to diversify its monetary as well as capital market. This course introduces the basic features of various fixed income securities and markets. It also presents various methods used for valuation of bonds, theories related to interest rate determination, and measures of alternative risk associated with fixed income securities. In addition, it covers interest and credit risk management with due emphasis on term structure models and different derivative instruments such as interest rate derivatives, credit derivatives, interest rate swaps and credit default swaps.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	To understand with clarity on the basic terminologies, key concepts, relevant theories, workable models used in Financial Income Securities
CO2	To learn and explain the terms, concepts, theories and models associated with
CO3	Fixed Income Securities
CO4	To acquaint with the functioning and operations of the FIS in money and capital markets
CO5	To acquire the requisite skills with proper understanding of the techniques to make price valuation of FISS independently

**Syllabus**

- Introduction to Fixed Income Securities — for Orientation
- Introduction to Fixed Income
- Securities: Asset Classes,
- Definition and features of FIS;
- Bonds: Broad Types, Basic Features, Important characteristics; Bonds: Varieties and categories; Pricing of Bonds: Concepts - Current
- Yield, Yield to Maturity ( YtM) ;Legal and Regulatory conditions for Bonds :Risk and Reward profile of the Bond Issue ; Structure of a Bond's
- Cash Flow: 1. Principal
- Repayment Structure

Dean Academics



**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: MERGERS & ACQUISITIONS**

**Course Credits: 3**

**Introduction**

This course introduces students to the concepts as to why corporate reorganizations, focussing on mergers and acquisitions and practical aspects as to why they take place, what is their role in the economy, various aspects of M&A deals, including valuation, corporate governance practices involved, etc. and how they perform from the viewpoint of shareholders and other stakeholders

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	fair understanding of the rationales for and various process of corporate restructurings, including mergers and acquisitions (M&As);
CO2	analytical skills to assess regulatory framework for M&As, awareness of the potential risks encountered in M&A deals, how real-world M&A deals are executed through due diligence
CO3	sound knowledge to apply the typical valuation techniques in M&As in analysing and deciding upon M&A deals and their success factors
CO4	familiarity with challenges of post-merger integration

**Syllabus**

- Introduction to Corporate Restructuring
- M&A landscape — why M&As are key corporate strategies?
- Merger waves, Motives & strategies for M&As
- M&A legal framework & execution different methods used in M&A deals
- M&A deal structure: cash & stock deals
- Practical examples to showcase M&A execution — analysing cost of merger
- Profitability of M&A deal using EPS accretion & dilution
- Article discussion on M&As deals' success
- Valuation concepts — factors considered, asset based, transaction based, discounted cash flow (DCF), relative valuation methods
- Case discussion on M&As
- Cross-border M&As — challenges & role in global economy, valuation issues Case discussion, Leveraged buyouts: -features and valuation
- Post-merger integration — Strategic and financial objectives, drivers of integration, preparing for integration, Managing Integration Stage.



**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: B2B Marketing**

**Course Credits: 3**

**Introduction**

This course will help in: (a) understanding business-to-business markets which involves planning, conception, product management, pricing, promotion, distribution, and sales of products from one firm to another firm. The students will learn about industrial/business marketing opportunities and competitive strategies. They will learn the concepts through well-crafted modules which include learning about business marketing environment, managing relationships in business marketing, assessing market opportunities, formulating strategies to convert opportunities into sales, and evaluating performance of the strategic decisions.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will understand the similarities and differences between consumer and business markets.
CO2	The learners will understand the need for branding, negotiation process and segmentation in B2B markets.
CO3	The learners will be able to design effective strategies of product offering, select appropriate pricing, promotion and placement strategies for B2B markets.

**Syllabus**

- Introduction to Corporate Restructuring
- M&A landscape — why M&As are key corporate strategies?
- Merger waves
- Motives & strategies for M&As
- M&A legal framework & execution different methods used in M&A deals
- M&A deal structure: cash & stock deals
- Practical examples to showcase M&A execution — analysing cost of merger
- Profitability of M&A deal using EPS accretion & dilution
- Article discussion on M&As deals' success
- Valuation concepts — factors considered, asset based, transaction based, discounted cash flow (DCF), relative valuation methods
- Case discussion on M&As
- Cross-border M&As — challenges & role in global economy, valuation issues Case discussion
- Leveraged buyouts — feature and valuation

- Post-merger integration — Strategic and financial objectives, drivers of integration, preparing for integration, Managing Integration Stage

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**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: DIGITAL MARKETING**

**Course Credits: 3**

**Introduction**

The Digital Marketing course is offered as part of marketing specialization. The course aims to develop a comprehensive understanding of marketing of products or services using digital media/technologies, such as internet, mobile, social networks and digital displays. Today, marketing campaigns through digital platforms are now a part of marketing plans, as people use digital devices extensively, thereby influencing their purchases. This course blends both theory and practice, touching upon marketing concepts, digital technologies, real-life examples, case studies and assignments, to make the students 'industry ready', when it comes to Digital Marketing.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Students will develop a good understanding of the importance of Digital Marketing in an organization, in terms of marketing products or services using digital media/technologies, such as internet, mobile, social networks and digital displays
CO2	Students will develop a deep understanding of Digital Marketing Strategy and its implementation in an organization
CO3	Students will understand how companies are using Digital Marketing to enrich their Customer Relationship Management (CRM) process, to enhance their Marketing, Sales and Service activities, hence business growth.
CO4	Students will be able to apply theses learning when they start working in companies in the Digital Marketing space, for launching marketing campaigns through digital platforms

**Syllabus**

- What is digital marketing? - A history of digital marketing, The 4 Ps of marketing, Porter's five forces, Brand or perceptual positioning map, Customer lifetime value, Segmentation, Boston Consulting Group matrix.
- Aligning with your business strategy - Customer centricity, Business model, Global strategy, Brand, Vision, Culture, Research and insight, KPIs.
- Barriers and considerations — Technology, Skills, Budget and resources, Business priorities, Regulation.
- Planning - The planning process, The phased approach, Goals, Objectives and strategies, Action plans, Controls, People, Budgeting and forecasting.

- Search engine optimization - A history of SEO, Researching your SEO strategy, Technical SEO, Site structure, Site structure, Content, Mobile, Location, Penalties, Organizational structure and SEO.
- Paid search - An introduction to paid search, Setting up a campaign, Measurement and optimization, Advanced paid search, Managing paid search campaigns — humans versus robots. • Display - A brief history, Programmatic advertising, Types and formats of display advertising, Ad servers and technological delivery, Types of display campaign, Planning and targeting display campaigns, Display campaign measurement and attribution modeling.
- Social media - History of social media, Should I or shouldn't I?, Customer service and reputation management, The SEO angle, Where to start?, Types of social media, Content, Social advertising, Measurement.
- User experience and transformation - User experience (UX), Digital transformation. • Defining CRM and retention - Contact strategy, Cross-selling and up-selling, Predictive analytics, CRM systems, Social CRM (SCRM), Loyalty.
- True personalization - What is personalization?, Defining true personalization, User-defined personalization, Behavioural personalization, Tactical personalization, Single customer view • Customer service - Customer service principles, Service channels, Social customer service, Measurement.
- Content strategy - What is content marketing?, What is content?, What content types should you use?, Why content marketing?, People and process for creating content, Distribution, Measuring the value of content, International content, Audit checklist.
- Analytics and reporting - The data landscape, The reliability of data-based decisions, What are analytics?, Tools and technology, Reporting.
- Presenting your strategy - Decision making, Budget, Key channel benefits, How channels interact, Website

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**Programme: PGDM**

**Year – 2022-24**

**Term V**

**Course Name: Service Operations  
Management**

**Course Credits: 3**

**Introduction**

The core Service sectors include shared support services, health care, banking and financial services, logistics management, hotels, and so on. In consideration of the increased importance of service operations, this course will incorporate both strategic analysis and operational decision making aspects that are crucial for next-generation service operations. Further, the course keeps in mind the inclusive view the concepts such as operations strategy, effective design and service delivery systems, Quality management, lead/response time (queuing) analysis, capacity planning, supply management, and performance management. The course will also cover the significance and the impact of information technology in service sectors. The course will explore both traditional and new approaches for achieving sustainable operational competitiveness in service sectors.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	In-depth understanding of operations, processes and how they align with the company's business strategy
CO2	Ability to make organizations more agile and responsive using the tools and techniques of advanced project management
CO3	Use of analytical skills supporting the operations and supply chain practices of a company
CO4	Understand the aspects of product and service quality, and the tools to analyse and improve quality

**Syllabus**

- Understanding the essence of Service Operations
- Strategy Alignment for Sustainable Competitive Advantage
- Design, Development, and Automation of Service Operations
- Process Mapping
- Workforce Management
- Quality metrics for performance measurement/management
- Facility location and design based on the services offered
- Demand & Supply Management
- Capacity planning and management
- Waiting lines management
- Queuing models
- Sustainability and Corporate Social Responsibilities in service operations





**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2021-23**

**Term V**

**Course Name: Strategic Operations and  
Innovation Management**

**Course Credits: 3**

**Introduction**

This course is to be seen in continuity to earlier courses in services and manufacturing operations Management. The objective of this course is to (a) Enable formulation of operations strategy for competitive edge (b) realize the importance of innovation in implementation of the formulated operations strategy. The course will largely be employing case study method of pedagogy. The course is suitable for those seeking careers in management consulting, general management and for those who are planning to venture with an innovative business model.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Evaluate the methods for planning and controlling flows of goods and information in supply chain.
CO2	Linear programming based supply chain models Network design models in the supply chain strategies of aggregate planning models.
CO3	IT-based tools and how to work with data, matching the increased focus on big data, business analytics, and decision science.
CO4	Designing Distribution Networks and Applications to e-Business Transportation in supply chain which includes Routing and scheduling models Supply chain games.

**Syllabus**

- Introduction to operations and supply chain management Introduction to Business analytics and supply chain analytics
- Supply chain drivers and Network design in supply chain introduction to duelling and Linear programming (LP)
- Application of LP and CDM
- Transportation and Transshipment models; Open/close

Dean Academics



**Programme: PGDM**

**Year – 2022-2024**

**Term V**

**Course Name: Product and Brand Management**

**Course Credits: 3**

**Introduction**

Product and Brand management is an organizational lifecycle function within a company dealing with the planning, forecasting, or marketing of a product or products at all stages of the product lifecycle. The role consists of product development and product marketing, which are different (yet complementary) efforts, with the objective of maximizing sales revenues, market share, and profit margins. The product manager is often responsible for analyzing market conditions and defining features or functions of a product. The role of product management spans many activities from strategic to tactical and varies based on the organizational structure of the company. Product management can be a function separate on its own, or a member of marketing or engineering. Brand management is another important function in marketing which helps the student appreciate the importance of brand building from a consumer perspective in understanding how consumer perceptions help in bringing a brand to life and its role in building brand equity. Students will be exposed to various concepts, tools and frameworks used by industry in the product and brand management space as part of this course.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Identify the finer dimensions of a product management role and recognize the challenges involved in managing a product over its lifecycle in an organization
CO2	Analyse a product portfolio in any organization and formulate plans to manage the portfolio to maximize stakeholder value
CO3	Apply theories of branding in a practical situation and able to quantify the value of a brand based on tested methodologies.
CO4	Integrate product and brand management concepts and formulate appropriate strategies for creating, building, leveraging and defending strong brands in different sectors

**Syllabus**

- Introduction to the subject and the roadmap, Product Manager’s role and approach – Customer Advocacy & Business Value, Video: The Bradley Fighting Vehicle, Understanding the problem and solution space, The Product Market fit
- Activity on “Problem to be solved”, Concept of Product Mix and its accompanying decisions., Types of New Products – Newness definition

- Product Life Cycle – Stages of PLC, Traditional to the Big Bang market adoption, Innovation to keep away from decline – Nylon example, S Curve and the effect of a disruptive technology, Saddle concept and its implications, Reasons for Saddle
- The Product Management trap – Value vs Complexity, The Product Concept, Design Thinking, Article: Six Myths in Product Management,
- Product Integrity, Dimensions of Product integrity – internal vs external, The product development Map, New Product Development – Steps, Approaches to project selection, Idea screening – Errors, Rating idea by factors, the profile sheet, Market assessment. Activity: Idea Generation and Screening
- Article – Designing breakthrough Products, Concept testing, ways to present a concept, Product Concept analysis –Quadrant analysis, Perceptual mapping, Joint space analysis, Conjoint Analysis, Case study: Dosa King
- Design, issues – standardization vs customization, Market development, Test Marketing of Product, Test market selection, Types of market tests, Evaluation of test results, Need for an extended user trial, Product Launch, Article: Integration of Product Development at Toyota
- Global Product Development modes, staged approach to GPD, Article: Why most product launches fail
- Product Portfolio Analysis – Process, Kill, Accelerate, De-prioritize decisions in a portfolio, The Ansoff, BCG, GE matrix
- Introduction to Brand Management, Crafting of brand elements
- Brand equity, Marketing mix elements influencing brand equity and choice, Article pre-read: <https://brandequity.economictimes.indiatimes.com/news/business-of-brands/sushil-kumars-fall-from-grace-apologetic-baba-ramdev-and-patanjali-ghee/83465420>
- Brand naming strategies and tradeoffs, Case Study: Naming the Edsel
- Measuring Brand Equity, Exercise on calculating Brand Equity
- Brand Positioning, Case study: Amul Camel Milk Launch
- Positioning contd., Brand Strategies, Case Study: In a Bind: Peak Sealing Technologies’ product line extension dilemma
- Brands over time, Leveraging Brand Associations
- Brand Extensions
- Brand Revitalization, “Oil of Olay” and Levi’s revitalization example.
- Project presentations

Dean Academics



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term V**

**Course Name: Sales & Distribution Management Course Credits: 3**

**Introduction**

Successful execution of marketing strategy depends on the effectiveness of distribution channels and the sales force that handle these channels. Accordingly, this course is divided into two modules. Sales force also plays an important role in achieving the top line and bottom line objectives of the organization, by controlling the distribution channel. Distribution management focuses on understanding the importance of choosing the right distribution channels to reach its products and /or services to the targeted customers. This involves crafting the distribution strategy, designing marketing channels and managing the channel to achieve the organization’s objectives.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will be able to understand the importance of choosing the right distribution channels to reach its products and /or services to the targeted customers.
CO2	The learners will be able to craft the distribution strategy, designing marketing channels and managing the channel to achieve the organization’s objectives.
CO3	The learners will be able to design strategies for effective personal selling
CO4	The learners will be able to design sales organization, and territory management strategies
CO5	The learners will be able to evolve framework for developing, monitoring and rewarding salesforce

**Syllabus**

- Introduction to Sales Management: Nature and evolution of sales management, Personal selling, Planning, Sales forecasting and Budgeting
- Managing Sales: Management of sales territories and quotas, Organising and staffing the sales force, Training, motivating, leading and controlling sales force
- Introduction to Distribution management: Role of Distribution in the marketing Mix,
- Marketing Channels: Channel Institutions- Wholesaling, Retailing and Designing Channel Systems
- Channel Management: Channel Information Systems, Market Logistics and Supply Chain Management
- Sales Promotions and International Sales and Distribution Management

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**Programme: PGDM**

**Year – 2022-2024**

**Term V**

**Course Name: Marketing Analytics**

**Course Credits: 3**

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understanding and learning basics of marketing analytics
CO2	Concept and case based learning of key terminology and industry jargon Retail and Advertising Industry - applications of marketing analytics tools and techniques
CO3	Customer Lifetime Value and services marketing analytics assessment Market research and applications in industry

**Syllabus**

- Introduction and course structure overview
- Introduction - Marketing analytics basis
- Types of marketing analytics, metadata
- Step wise approach and case discussion
- Data exploration: Data Visualization and pitch presentation
- Data science project - marketing analytics driven solutions Applications in Retail and advertising - RFM analysis
- Direct mail campaigns and MBA
- Effectiveness of advertising model
- Market mix modelling
- Regression analysis
- Applications in Service industry
- Process for marketing analytics applied to enterprises (services)
- Mid term paper review and discussion Discriminant analysis
- Customer life time value + case based
- Practical example walk through on service analytics for marketing
- CLTV application and implications
- Identifying churn - a concept and project based study
- CLTV case based review continued
- Customer persona creation tactics
- Market Research - an introduction
- Application based study - market research
- Market Research Activity - Debate
- Market Research Activity - Open forum and discussion
- Market Research techniques, best practices

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**XAVIER INTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term V**

**Course Name: Supply Chain Analytics**

**Course Credits: 3**

**Introduction**

Supply Chain Analytics represents the confluence of at least three main streams of knowledge namely (1) Sourcing, Procurement and supply Analytics, (2) Materials Management and (3) Logistics and distribution. All these three areas have evolved over a period of 60 years and manifested into a powerful movement called Supply Chain Analytics (SCA). In the current global economy, many organizations have exhausted all normal options of getting a competitive advantage which were hitherto resorted to and have now found that their competitiveness can be in designing a unique supply chain model. It is therefore obvious that the student of business management is exposed to the trends in supply chain models of various organizations across the globe.

**.Course Outcome:**

<b>Course Outcomes</b>	
<b>CO1</b>	Evaluate the methods for planning and controlling flows of goods and information in a supply chain.
<b>CO2</b>	Linear programming based supply chain models Network design models in the supply chain strategies of aggregate planning models.
<b>CO3</b>	IT-based tools and how to work with data, matching the increased focus on big data, business analytics, and decision science.
<b>CO4</b>	Designing Distribution Networks and Applications to e-Business Transportation in supply chain which includes Routing and scheduling models Supply chain games.
<b>CO5</b>	To solve several supply chain operational problems using Excel solver adding, excel qm, etc. and to propose changes that improve competitiveness.

**Syllabus**

- Introduction to Supply Chain(S.C.) ejective of a supply chain, Importance of supply chain
- Elements of supply chain – Process View-Supplier-Manufacturer
- S.C. Performance achieving strategic fit Supply chain drivers and obstacles, Metrics, Designing the distribution networks
- Factors influencing Supply Chain network, role of supply chain network, designing supply chain network

- Collaborative Planning Forecasting & Replenishment (CPFR) –IT in supply chain, Transportation & logistics in SC, Agile supply chain, Performance measurement along SCM, SCOR Model
- ERP and SCM, E-Business and SC, looking into the future of SCM, Increasing responsiveness & reducing costs, Outsourcing SCM functions

Dean Academics



**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : BUSINESS LAW**

**Course Credits: 2**

**Introduction**

The course on Business law is designed to help students gain insight into the basic legal framework in the country, more specifically business law. Any business at all levels must be compliant with the laws. The aim is to make the learners aware of the various provisions of the law to enable them to carry out smooth business operations. Day to day operations of Business as issuing appointment order, work allocation, departmental disciplinary proceedings, contracts with suppliers and customers and many more of such activities require proper understanding and application of Laws relating to Business.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Apply deductive reasoning to basic legal and ethical problems in Business Law
CO2	Analyse related business law statutes from the courts
CO3	Apply the rules of business laws to real world conflicts and management challenges

**Syllabus**

- Fundamentals of Law: Necessity or need for Law, Source of Law, Nature and Function of Law, Rule of Law, Concept of Legal entity. Principles of Natural Justice and its day to day applications
- Law of contracts: Essentials of Contract, Nature of contract, offer and acceptance, capacity to contract, consideration, free consent, unlawful agreements, Void and voidable Agreements, Quasi contracts, Performance and discharge of contracts, Breach of contract, Indemnity and Guarantee, Rights and liabilities of surety, discharge of Surety, Bailment and Pledge, Agency and Power of attorney, Rights and duties of Principal and Agent, Termination of Agency.
- Law Relating to Negotiable Instruments: - Concept of Negotiability, Definitions, Characteristics., Presumptions, endorsements, Cheques, crossing, Holder, Holder in due course, Payment of Cheques, Criminal liability for dishonour of cheques, Promissory Note, Bills of exchange, acceptance, presentation, dishonour, Liability of parties under Negotiable Instruments.
- Law of partnership: Definition and types of partnership, relation of partner to one another, Registration. Relation of partners to third party, minor admitted to the benefits of partnership, Retirement, Dissolution of firm, Limited liability partnership
- Law of Sale of Goods: Definition and Scope, Essentials for contract of sale., goods, Documents of Title to goods, Conditions and Warranties, Doctrine of Caveat



Emptor, Rights and duties of seller and Buyer, Transfer of Ownership, Rights of unpaid seller, Remedial measures.

- Consumer Law: Who Is a Consumer, Meaning of Services, Deficiency, Rights Of Consumer And Remedies Available, Consumer Courts, Appeals, Anti-Competitive Agreements, Abuse Of Dominant Position, Regulation Of Combinations, Competition Commission,
- Right to Information: Information, right to Information, Information exempted from Disclosures, Public authority, Procedure and Appeal.
- Foreign Exchange Management Act: Person Resident in India, Authorised Person, Capital Account and Current Account transactions, Exports of goods and services.
- Company Law: Introduction, Concept of Company, types of companies, Incorporation, Memorandum of Association, Articles of association, Doctrine of Ultra Vires, Management of the Company, Director, Doctrines of Constructive Notice and Indoor Management, Meetings and Proceedings, Winding up.
- Labour / Employee welfare laws/code
- Information Technology Act: Scope of the enactment, Digital signature, Electronic Governance, Regulation of Certifying authorities, Penalties and Adjudication, Duties of subscribers, offences.
- Intellectual Property Rights: Introduction to Patents, Trade mark, Copyrights etc.
- The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act and Rules, 2013

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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : LEADERSHIP IN ACTION**

**Course Credits: 1.5**

**Introduction**

To study leadership in action- principles abstracted from a case study.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will develop necessary skillsets to be an effective leader in the workplace

**Syllabus**

- Defining leadership: Nature of leadership Traits and characteristics of leaders
- Leadership styles Theories and models of leadership
  - Charismatic and transformational leadership, Leadership behaviour
  - Building high performance teams
  - Influencing and leading change
  - Creative problem solving
  - Cultural differences
  - Ethical leadership
  - Personal skills
  - Developing future leaders

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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : Organizational Planning & Development**

**Course Credits: 3**

**Introduction**

. In today's highly competitive and dynamic business environment, it is more important than ever for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course touches upon the full spectrum of organization development (OD) tools and methods which can be utilized to increase organization effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for learning, the emphasis of this course is to provide students with highly practical problem solving tools for OD which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Demonstrate an understanding of key terms, theories / concepts and practices within the field of Organizational Planning and Development
CO2	Demonstrate competence in development and problem-solving in the area of Organizational Development
CO3	Provide innovative solutions to problems in the space of Organizational Planning & Development
Co4	Be able to identify and appreciate the significance of the ethical issues in Organizational Development
CO5	Develop a strong point of view and contribute in the field of Organization Planning and Development

**Syllabus**

- General Introduction to Organization Development
- The Nature of Planned Change
- The Organization Development Practitioner
- Process of Organization Development
- Diagnosing Organizations
- Diagnosing Groups and Jobs
- Collecting and Analysing: Diagnostic Organization Information.

- Feeding Back Diagnostic Information
- Designing Interventions
- Leading and Managing Change
- Evaluating and Institutionalizing Organization
- Development Interventions
- Interpersonal and Group Process Approaches
- Organization Process Approaches
- Employee Involvement
- Restructuring Organizations
- Work Design
- Coaching & Mentoring

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## **Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : Industrial Relations and Employees Welfare**

**Course Credits: 3**

### **Introduction**

Harmonious Industrial relations are most essential for the sustained growth and well-being of a Company or organization. Knowledge of relevant IR and employees welfare and the latest new labor code coupled with insights on how to handle conflicts amicably go along in establishing and maintaining a healthy employee relations environment in the post covid 19 world. Managing labour law is very essential these days for IR and HR managers in the manufacturing sectors. This course is designed to enlighten the students to equip students with the required knowledge, skills, applications, strategies, techniques, and attitudes for effective and efficient Industrial relations and employees' welfare.

### **Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Explain the concepts related to IR, the Role of the employer –employees, and the government
CO2	Describe collective Bargaining, conciliation, adjudication processes etc
CO3	Spell out the role of an IR Manager in managing strikes, lockouts, retrenchments, layoffs etc.
Co4	Insights to improve IR in the company and the importance of IR.
CO5	Gain relevant knowledge on the significance of the New Labour code 2020.

### **Syllabus**

- Unit 1 – Introduction to IR – Trade union Movements- Grievance procedures- IR Conflict- Collective Bargaining- Disciplinary procedures: - Fundamentals of IR and significance of IR/ Major issues in IR - Evolution and Growth of IR/trade Unionism.
- Objectives of IR/Difficulties in healthy growth of IR - Determinants factors in IR/ Approaches to IR, Causes of Poor IR/Measure to improve IR
- Growth of Trade union Movement/Objectives of Trade union Functions of trade union/Characteristics of Trade union Problems of Trade union movement in India/Measures in strengthening Trade union Role and functions of ILO
- Model Grievance procedures/Steps in grievance redressal /open-door policy
- Industrial conflict/Introduction/nature and causes/Types of strikes
- Collective Bargaining: Definition, Scope, Objectives, Characteristics, and nature. Collective bargaining process- Prerequisite for collective bargaining
- Workers' participation in Management- Major 7 Settlement of ID Machineries

- Discipline and Disciplinary procedures– Causes of indiscipline- Kinds of Punishment Disciplinary procedure
- Domestic inquiries – essentials of the good disciplinary system
- Unit II - Labour Code on Industrial Relations: Industrial Dispute Act, 1947
- The Trade union Act of 1926
- Industrial Employment standing orders Act of 1946.
- Industrial Employment SO Act
- Unit III- Labour code on Wages: Minimum wage Act
- Payment of wages Act 1936
- Payment of Bonus Act,1965
- The Equal Remuneration Act
- Payment of Gratuity Act,1972
- Unit-IV- Labour code on Social Security and welfare:
- Employees Provident Fund and Miscellaneous Provisions Act
- Employees State Insurance Corporation Act
- Maternity Benefits Act
- Building and others construction workers Act
- Employees Compensation Act
- Unit-V- Labour code on Safety and Working Conditions: Factories Act of 1948
- The Mines Act
- The Dock Workers ( Safety, Health, and welfare) act of

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# XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP, BANGALORE

Programme: PGDM

Year – 2022-2024

Term VI

**Course Name: : Design Thinking for Managers**

**Course Credits: 3**

## Introduction

Design Thinking is one of the most fascinating concepts currently under discussion in Management profession. Whether Customers, managers, scientists or engineers, all are facing an increasingly complex Business World, driven by fast technological development and dramatically increasing diversity in culture and lifestyles, which made every user’s requirements completely unique. Design Thinking rooted in the combination of technology and human centeredness is presently the only available design tool to handle this complexity. Companies that survive longest are the ones that work out what they can uniquely give to the world – not just growth or money, but their excellence and their ability to make their customers happy. Design Thinking is the most powerful force for achieving this excellence. Innovation combined with and driven by Design Thinking can be the only way to truly meet customer’s tacit and explicit needs. Design Thinking helps innovators to deal with these paradoxes of needs and drive their innovation around a new value system and create infinite possibilities meeting customer’s desires. This course starts with the concepts opens new windows into Design Thinking space and train students on how we can create new paradigms for strategic Innovation using Design Thinking.

## Course Outcome:

CO	Course Outcome Description
CO1	Understand and apply basics of Design Thinking Methodologies.
CO2	Understand Fundamentals of Mapping Techniques
CO3	Apply Design Thinking for Design of Products
Co4	Apply Design Thinking for Design of Services
CO5	Understand the concept of Value Proposition Canvas and its application

## Syllabus

- Module I Design Thinking Fundamentals: – To give an understanding of Concepts of Design Thinking. How Design Thinking can be used as an approach for solving wicked problems. 5 Stage Model for Design Thinking
- Module II Mapping Techniques: Empathy Maps using observe, Immerse and Engage Techniques. Customer Journey Mapping. Value Stream Mapping. Mind Mapping/Brain Mapping
- Module – III: Synthesis, this module introduces students to the art of Meaning Making, Pattern Finding and Direction Setting after Mapping.POV/Concept Development
- Module – IV: Ideation Techniques, Scamper Techniques, Brain Storming, Delphi Technique, Affinity Mapping, Prioritisation Mapping
- Module – V: Experimentation, Assumption Testing Rapid Prototyping
- Module – VI: Lateral Thinking, Lateral Thinking Techniques, Exercises., Six Thinking Hats technique as an aid to Design thinking
- Module VI Improving Customer Experiences using DT: Creating DT Culture in an Organization, Customer Co Creation, Challenges for DT Implementation.
- Module – VII: -Solving Problems with DT

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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : Production and Planning Control**

**Course Credits: 3**

**Introduction**

The course focuses on providing students with an understanding of the principles and use of PPC. It is designed to develop expertise in selecting and using appropriate tools & techniques of PPC systems to extract deeper insights from production data than would otherwise be possible, and in transforming those insights into effective action plans.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The ability to understand the fundamental principles, theories and techniques used in the PPC systems
CO2	To Make sure that production operations are started at planned places and planned times and Observing progress of the operations and recording it properly.
CO3	To acquire the skill of analysing the recorded data with the plans and measuring the deviations.
Co4	To learn the art of taking immediate corrective actions to minimize the negative impact of deviations from the plans.
CO5	To learn how to collect feedback on recorded information to the planning section in order to improve future plans.

**Syllabus**

- **INTRODUCTION:** Definition – Objectives of production Planning and Control – Functions of production planning and control – Elements of production control – Types of production –
- Organization of production planning and control department – Internal organization of department –Product design factors – Process Planning sheet.
- **FORECASTING:** Importance of forecasting – Types of forecasting, their uses – General principles of forecasting – Forecasting techniques– qualitative methods and quantitative methods.
- **INVENTORY MANAGEMENT:** Functions of inventories – relevant inventory costs – ABC analysis – VED analysis – EOQ model – Inventory control systems – P–Systems and Q-Systems.
- Introduction to MRP & ERP, LOB (Line of Balance), JIT inventory, and Japanese concepts, Introduction to supply chain management.





**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : PERSONAL GROWTH LABORATORY**

**Course Credits: 3**

**Introduction**

This course aims at creating a framework for personal growth and potential fulfilment

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	To provide a conceptual framework for understanding human behaviour.
CO2	To identify the student's strengths and weaknesses as a person and a member of a group or organisation
CO3	To explore feelings and behaviour so as to discover the inner springs of one's behaviour system.
Co4	Equip the student to perform effectively as a member of a team

**Syllabus**

- Unit 1: Self Discoverv (5 sessions):- Ego analysis, personality typing (MBTI, type A/B) and inferences, script analysis, life positions, role clarity and self-awareness
- Unit 2: Preparing for Personal Effectiveness (5 sessions):- Understanding and overcoming stress, JOHARI window, emotional intelligence, time management, and REBT
- Unit 3: Relating to Others (6 sessions):- Communication skills, Audio/Visual/Kinaesthetic preferences, left/right hemisphere dominance and implications, inter-personal orientation (FIRO-B), and NLP
- Unit 4: Using Personal Effectiveness (6 sessions): Conflict resolution, negotiation, team building skills, goal setting, group decision making, leading teams, crisis management, and creativity ,
- Selected reading materials: Powell, John (1995). Why Am I Afraid to Tell You Who I Am? Thomas More Press. Frankly, Viktor E. (2006). Man's Search for Meaning. Beacon Press. Corey, Gerald and Marianne Schneider Corey (2010). I Never Knew I Had a Choice: Explorations in Personal Growth (9th Edition). New York, NY: Cengage Learning.



**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : PROJECT MANAGEMENT**

**Course Credits: 3**

**Introduction**

This course offers an introduction to the body of knowledge in the area of Project Management. For the student aspiring to make a career in project management, a comprehensive survey of topics in the five process groups of Initiating, Planning, Executing, Monitoring and controlling and Executing is necessary and this course provides the same. This course is neutral to the domain or industry in which a project is performed.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The student develops a strong theoretical foundation in Project Management
CO2	The Student develops an appreciation for the typical constraints that underline a project The student understands the process flow and interactions among processes in different knowledge areas
CO3	The student becomes familiar with the tools and techniques in different processes, that allows one to evaluate the options in a given situation
Co4	The student develops the ability to do situational analysis in a project and take appropriate preventive or corrective actions.

**Syllabus**

- Introduction: to Project Management, its importance:- Project Management Fundamentals: Definition of Projects, Types of Projects, Project Selection Methods:
- Project Life Cycle Management
- Project Scope Management: -Fundamentals of Projects or animation
- Project Risk Management: Case on Project Risk Management
- Project Planning: Case on Project Plans
- Project Cost Management & Earned Value Analysis
- Case on Earned Value Analysis
- Project Schedule Management: Network Analysis
- Critical Path Method Case on Network Analysis
- Case on Critical Path Method Project Crashin
- Resource Allocation and Levelling: Case on Resource Allocation and Levelling
- Critical Chain Project Management and Theo of Constraints
- Case on CCPM” Project Contract Management
- Implementing IT enabled Projects
- Case on implementing IT enabled

- Projects: Project Team Management
- Case on Projects Team Management
- Project Quality Management
- Case on Project Management Control Systems
- Project Health Monitoring
- Class Exercises on Project Health Monitoring

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## **Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : Customer Relationship Management Course Credits: 3**

### **Introduction**

The Customer Relationship Management (CRM) course is offered as part of marketing specialization. The course aims to develop a comprehensive understanding of CRM from strategy to technology. This course will enable us to understand how CRM can be used throughout the customer life-cycle stages of customer acquisition, retention and development. This course will educate us on how CRM technologies can be used to enhance the achievement of marketing, sales and service objectives and support broader organizational goals. This course covers concepts, technologies and processes and with the help of real-life examples, case studies and assignments, to make the students 'industry ready', when it comes to CRM.

### **Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will understand the process of customer acquisition, retention and development..
CO2	The learners will be able to design strategies for creating customer value and delivering the same for greater customer satisfaction and firm's profitability.
CO3	The learners will be able design tools and strategies for creating customer portfolios, customer experience and measuring customer satisfaction.
Co4	The learners will be able to adopt and or suggest suitable technology for effective CRM
CO5	The learners will be able plan and implement CRM projects

### **Syllabus**

- Introduction to the CRM course, setting the context and understanding the students' expectations from this course.
- CRM Concepts — Laying the foundation:3 Dimensions of CRM , CRM functional process and IT System, History and Evolution of CRM Key benefits of CRM, CRM in B2C and B2B
- Types of CRM:- Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM CRM Trends/Future/Concepts, On-Premise Vs. Cloud Based CRM Open source CRM Social CRM, Omni-Channel CRM, CRM Models - Gartner Model, CRM Stages and Customer Satisfaction, Levels CRM stages,
- Customer Life Cycle- Customer Satisfaction Stages/Levels , Customer Churn, Customer Loyalty and Retention Customer Lifetime Value, Leading CRM packages (e.g. Sales Force, SAP CRM, Oracle CRM, Microsoft CRM)
- Leading vendors in CRM implementation (e.g. Deloitte, Accenture, Infosys, Wipro, IBM) Gartner Magic Quadrant and Hyper Cycle

- Forrester Wave- Learning, Understanding and Practice of Sales Force CRM Hands on session
- Learning, Understanding and Practice of Sales Force CRM (Hands on session)
- Learning, Understanding and Practice of Sales Force CRM (Hands on session)
- CRM System Modules: Marketing Automation, Sales Force Automation, Customer Service Automation, Learning, Understanding and Practice of Sales Force CRM
- Contact Centre System — Overview (in the CRM context):- IVRS, ACD, CTI, CRM Concepts
- Contact Centre Operations Contact Centre Reports
- Learning, Understanding and Practice of Sales Force CRM
- CRM Implementation Process:

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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : Marketing Research**

**Course Credits: 3**

**Introduction**

This course aims to develop an appreciation for how research may be undertaken to gather information that may be used to improve decision-making in diverse business and marketing contexts. The emphasis will be on preparing students to evaluate research, and to effectively utilize information, as consumers of research.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Enable the students to understand the needs of marketing research
CO2	To identify and analyse different methodology to marketing research
CO3	To choose and apply different statistical tools to get information for decision makin
CO4	To critically analyse the information and take decision to address the market research problem

**Syllabus**

- Introduction to marketing research: The research process,
- Research Design Exploratory research
- Research Design- Descriptive research
- Research Design- Causal research
- Research objectives and Hypothesis
- Measurement
- Scaling
- Questionnaire design
- Sampling and sample size
- Data collection
- Sources of error
- Data preparation & Cleaning Exploratory data analysis
- Data preparation & Cleaning Ex lorato data anal sis
- Simple tabulation and cross
- tabulation
- Categorical data analysis:-T- test, One-way ANOVA, N way ANOVA, ANCOVA
- Correlation and simple regression analysis: Explaining association
- Correlation and simple regression analysis: Explaining association
- Correlation and simple regression analysis: Explaining association
- Principal components analysis for data reduction
- Principal components analysis for data reduction

- Principal components analysis for data reduction
- Cluster analysis segmentation for
- Cluster analysis segmentation for
- Cluster analysis segmentation for
- Logistic regression classification and prediction
- Logistic regression for classification and prediction

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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : IT Strategy**

**Course Credits: 3**

**Introduction**

With the advances in technology over the decades, industries are attempting to take advantage of the same to sustain their competitive edge over the rivals and ultimately achieving their business goals. The industrial age did witness adoption of technology to reach scale and achieve growth. With advances in digital technology, the information age is now witnessing digital transformation as a key strategy for further growth and market differentiation. Information Technology (IT) has become one of the important resources for the modern corporations in helping their continuous transformation, as a competitive differentiator. Many companies view IT as a strategic value creator and are adopting IT strategy for their business. While most non-IT companies view IT as a differentiator to enhance their bottom-line (profitability) growth., the IT product and service companies are viewing IT as a core to enhance their top-line (Revenue) growth. This course is designed to help students to understand how IT is a strategic resource for an organization growth and what are the management challenges involved in implementing IT as a strategy in any organization set up

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Analyse and critically evaluate how IT can act as a key resource for managing Growth solving complex business problems
CO2	. Analyse IT system's ability to collect data, extract strategic information and generate value that the leaders can leverage e to drive business growth.
CO3	Evaluate the use of IT to competitive advantage e in the market.
CO4	Apply an effective plan and approach to implement the IT strategy in any given business or animation.
CO5	Evaluate critically the IT strategic tools and framework available and develop thou ht leadership in leverage in them to manage process

**Syllabus**

- Module 1: Aligning IT with Business — business strategy challenges and opportunities, role of IT in business growth, IT as a strategic resource, aligning IT with business process.
- Module 2: Strategic IT Planning — business implications for IT strategy and planning, framework for planning and implementation, critical success factors.
- Module 3: IT Strategy for non-IT Companies — role of IT in non-IT companies, investment decisions, technology selection, business performance measurement.



- Module 4: IT Strategy for IT Companies — role of outsourcing and offshoring IT functions, strategy for product/service development, knowledge management and Channel management.
- Module 5: Information Security Strategy— Understanding Information Security implications for Business, Cyberattacks, Strategizing Cyber Security
- Module 6: IT Strategy Implementation — developing strategic plan, role of program management, effective outcome measurement, balance score card approach.
- Module 6:E-Strategy — role of e-commerce in business and repositioning the organization to make it work, best practices and competitive advantage.

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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : Venture Capital and Private Equity (VCPE)**

**Course Credits: 3**

**Introduction**

This course aims to enhance and to interconnect various financing thoughts that students have already been exposed to in their earlier courses on Financial subjects. To perceive the core of the venture capital business: identifying opportunities and making investments & to master the key tools of assessment, valuation, structuring and terms besides examining the interactions between investors and the entrepreneurs that they finance. To study how private equity firms are organized and structured. The structure of private equity funds, while often secret and complex, has a profound effect on the behaviour of venture and buyout investors'. To examine the process through which private equity investors finance the growth of their portfolio companies and ultimately achieve liquidity for their limited partner investors. As these transactions, both VC & PE, require different skills and resources than the initial investment decision, collaboration with other venture capital/ private equity players, corporate investors, mezzanine funds, and buyout firms, are key tools of the Industry.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners i.e. the potential Entrepreneurs will be able to gain necessary skills, tools and practical knowledge to enable them to successfully traverse the obstacle that the VC raising process.
CO2	Also help the students i.e. potential professionals in facilitating venture capital into deserving businesses
CO3	Learners will understand how a greater return evolved from private equity than from public equity investments due to illiquidity and a long-term commitment
CO4	They also understand that in contrast to public equity, private equity investments initially have negative returns and accumulated negative net cash flows for a relatively long time period
CO5	They understand the characteristics of J-Curve, which illustrates the tendency of private equity funds to deliver negative returns and cash flows in the early years and investment gains and positive cash flows later in the investment fund's life as the portfolio companies mature and are gradually exited.

**Syllabus**

- Introduction and Overview of Venture Capital and Private Equity, How VC Industry Works?, Risk % Return Expectations of VC, VC investment process, readiness for VC, process of raising VC, role of advisors
- Understanding Ownership, Dilution and Rounds of Financing, determining the valuation of business for VC funding, creating funding plan, business plan, creating the elevator pitch
- SEBI Guidelines - domestic and foreign VC regulations, negotiating and structuring the deal, managing the due diligence, managing the VC relationship

- Private Equity - why is it needed, the future of private equity, private equity partnership agreements, structuring the PE fund, activities of the PE investors, types of investments, PE investor returns, compensation trends
- Valuation in PE settings - Monte Carlo simulation, the adjusted present value method, valuing firms as options, the European PE cycle, PE securities - preferred stock, redeemable, convertible, vesting, covenants.

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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name : Corporate Taxation**

**Course Credits: 3**

**Introduction**

To enable the students to understand the present tax system in practice.  
To acquaint themselves the tax laws and practices and computation of tax.  
To motivate them to realize the need for tax payment to the government.  
To assist them to adopt tax planning strategy to reduce their tax burden in future,

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	To understand and check on applicability of various Taxes
CO2	Understand the concept and working of GST
CO3	Ability to file both Income and Wealth Tax returns. Understand various Tax payers Grievance Redressal procedures.
CO4	To have basic knowledge of GST filing and its working mechanism
CO5	Understand to utilize corporate tax exemptions for larger corporate growth.

**Syllabus**

- Tax system in India : Evolution of Taxation in India- Motives behind taxation Direct and Indirect Taxes- Income Tax Act, 1961 and its amendment — Income Tax rules- IT Act —Definitions- Basis of Charge
- Residential status, Gross Total Income and Total Income -Incomes not farming part of total income.
- Commutation of income from Salary — Provisions and -computation
- Commutation of income from Sala — Provisions and commutation
- Commutation of income from Sala — Provisions and computation
- Commutation of income from Houser o e — Provisions and commutation
- Commutation of income from Houser o e — Provisions and commutation
- Computation of income from Business and profession — Provisions and commutation
- Computation of income from Business and profession — Provisions and commutation Computation of income from Business and profession — Provisions and commutation
- Commutation of income from other sources — Provisions and commutation
- Deductions from 80 C to 80 U
- Computation of Taxable income
- Set off and carry f0Nard of losses — Provisions relating to non resident,

- Social provisions relating to certain Companies, Tax on distributed profits
- Direct Tax Code- Wealth Tax- Computation of wealth tax and other related provisions of wealth tax.
- Direct Tax Code- Wealth Tax- Computation of wealth tax and other related provisions of wealth tax.
- Indirect Taxes- Comparison of Pre-GST regime with the Present GST- Types of GST
- Provisions relating to GST act
- Revisions

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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: : International Finance**

**Course Credits: 3**

**Introduction**

International Finance will introduce students to global financial markets and operations of multinational firms. Topics to be discussed will include foreign exchange markets, international financial markets, international banking, currency derivative markets, currency risk management, and investment decisions in the global marketplace.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Explain how international monetary system operates
CO2	Examine the theories of exchange rate and their impact on exchange rates
CO3	Calculate various currency exchange rates
CO4	Distinguish between various foreign exchange risks
CO5	Identify appropriate hedging instruments for exchange rate risks

**Syllabus**

- International Financial Management: Need for studying international finance and international financial system, Indian financial system, structure of foreign exchange market: the balance of payments, international monetary system — IMF, international financing, international taxation, the nature of global capital flows — FDI, FII, Private equity and hedge funds.
- Exchange rate determination: Structural models of exchange rate determination — IRP and PP Parity, exchange rate forecasting, foreign exchange exposure, foreign exchange accounting, transfer pricing and netting.
- The foreign exchange market: Structure, types of transactions, quotations and Arbitrage.
- Exchange rate regimes — foreign exchange market in India. Measurement of exposure and Risk: Classification, transaction, translation and operating exposures. Management of exposures. Hedging, forwards, currency futures, options, swaps, and hedging with money market.
- Management of interest rate exposure: FRA interest rate caps and floors. Financial swaps — types — motivation application of swaps. GDR, ADR.

## Programme: PGDM

Year – 2021-2023

Term VI

**Course Name: Retail Management**

**Course Credits: 3**

### Introduction

Retailing is a complex and exciting world, which students have observed as shoppers. Retailers are matchmakers that bring shoppers and products together - they are the face of products/ brands/ services for the shoppers. In today's Omni channel world, where shoppers move across channels, during their path to purchase shoppers' zero moment of truth (ZMOT) may begin in a digital platform, first moment of truth may happen in a physical store while second moment of truth at their home. To cater to such increasingly complex decision making process, retailers have to orchestrate their business model to ensure their presence across multiple customer touch points to provide them a seamless shopping experience. This course would provide participants with an opportunity to understand different strategies and global trends in the retail industry. The course looks at various retail business models (including modern, traditional, and Omni-Channel retail), ownership models, retailer-brand relationships, network effects in multi-sided platforms in Omni-Channel retail, store layout and customer journeys across different channels (brick and mortar as well as digital), as well as promotions.

### Course Outcome:

CO	Course Outcome Description
CO1	Provides a solid grounding in the principles of retail business, including store operations, marketing and consumer behavior.
CO2	Opportunity to develop an understanding of human resource management, international business, logistics and merchandising
CO3	Retailers are having to adapt to a new competitive reality
CO4	Retailing involves retail stores being located in convenient places, arranging goods according to different price bands, selling goods in the quantities convenient to the customers, proper after sale services and a wide range of sales promotion measures to attract the customers.

### Syllabus

- Module: Understanding Retail Environment
- Pre-Session Assignment:
- Go out of Campus and interview a roadside retail shop owner/vendor and get his retail story. Make a small video and take photographs.

- Submit a 2-3 page story: Shopkeepers of Electronic City
- Retail Environment and Formats
  - Retail Environment – Entities and their role
  - Retail formats
  - The strategic intent behind the retail formats
- In-Class Work: Market Mapping Chart
- Case: Future Retail: Acquisition Spree and Beyond (Ivey 9B19A001)
- Reading: Note on Retail Formats (Ivey 9B05A034)
- Module: Retail Strategy
- Building Competitive Advantage & Retail Strategy
  - Triangle and Pentagon Model
  - Sources of Competitive Advantage in Retail
  - Strategic Resource Management in Retail
  - Retail Metrics (GMROI, GMROF, GMROL)
  - In-Class work on Retail Formats
- Reading: Note on Retail Economics (HBS No. 9-595-006)
- Module: Collaborative working of Retailers and Manufacturers
- Category Planning and Category Management
  - Eight Steps to Category Management
  - Collaborative planning of Brands and Retailers
  - Category Captainship
- In-Class Assignment: Category Planning
- Readings:
  - An introduction to Category Management (Ivey 9A95A005)
  - Category Captainship: Who wins who loses
  - Brand Manufacturers, National Brands and Store Brands
    - Launch of store brands by retailers
    - Analysis and comparison of store brands v/s manufacturer brands
    - Private Label Brands
- Case: Procter & Gamble, Private Label Brands and the Wal-Mart Partnership (A) UV 4013
- Readings:
  - Brands vs. Private Labels (HBS No. 96109)
  - Purchase Precedes Trust in Retailer by Sandro Castaldo
- Module: Understanding, influencing and retaining customers
- Understanding shopper behaviour in the store
  - Understanding Shopper Behaviour in the store
  - In-store technologies for shopper insights
  - In-store tracking, smartphone apps, beacons and predictive analytics
  - Influencing shopper decisions in the store
- Reading:
  - Competing on Customer Journeys (HBR November 2015)
  - Men Buy More from Manly Men (HBR Sep – Oct 2018)
- Layout, design, visual merchandising, atmospherics
  - Planograms
  - Visual Merchandising and in-store atmospherics
  - Hotspots and cold spots
  - Promotions



- Reading:
- Welcome to the New World of Merchandising
- Better Marketing at the Point of Purchase
- Post Class Assignment : Urban Retail Study (Detail guideline will be shared)
- Module: Ecommerce – Platforms
- Platform Retail Strategy
  - Formats and Business Models
  - Enabling Platform strategy
  - Value co creation
  - Dynamics
- Readings – The right digital-platform strategy, Mckinsey, May 7, 2019
- Multisided Platforms
  - Understanding business model designs
  - Value Co-creation
  - Network Effects
- Case: India's Alibaba: IndiaMART's Network Effects
- Readings:
- Strategic Decisions for Multisided Platforms
- Value Co-Creation in Web-Based Multisided Platforms: A Conceptual Framework and Implications for Business Model Design
- Designing Multi-sided Community Platforms for Local High Street Retail
- Module: Omni Channel Retail
- Omni channel Retail Strategy
  - Formats and Business Models
  - Enabling Omni Chanel strategy
- Case: Clearly: Organizing for Omni-channel Retailing
- Reading: The Best Retailers Combine Bricks and Clicks
- Omni channel Customer
  - Path to purchase across channels
  - Moments of truth
  - Shopping funnel
  - Influencing shoppers
- Case: Best Buy: Creating a Winning Customer Experience in Consumer Electronics
- Readings:
- Rethinking the Funnel for the Omnichannel Age: Are You Ready for the Retail Revolution
- Know what your customer want before they do
- A Study of 46,000 Shoppers Shows That Omnichannel Retailing Works
- Managing Fulfillment in Omni channel network
  - Fulfillment promise
  - Distribution network
  - Product and information delivery
- Case: Amazon Go: Venturing into Traditional Retail
- Readings:
- Turning the Supply Chain into a Revenue Chain
- Module: D2C/ Digital First Brands
- D2C Rationale & Strategy

- Rationale
- Understanding the D2C brand customer
- Fulfillment
- Case: Sell Direct-to-Consumer or Through Amazon? (HBR Case Study) by Thales S. Teixeira
- Readings:
- Direct to Consumer Brands, by Sunil Gupta, HBR
- Module: Experiential Factors in Retailing (offline & online)
- Customer Experience
  - Concept
  - Evolution and focus on customer experience
  - Implementation across offline vs online

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**XAVIER INSTITUTE OF MANAGEMENT &  
ENTREPRENEURSHIP, BANGALORE**

**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: Business Analytics using Python**

**Course Credits: 3**

**Introduction**

This course is used to provide an Introduction to Python programming language that combines standard programming capabilities with statistical analysis. The course also gives students the ability to do data analysis and statistical computing. The course also covers basic data types and operations, functions and packages, charts and graphs. The course also covers elementary statistics.

**Course Outcome:**

CO	Course Outcome Description
CO1	Understand and demonstrate the usage of built-in objects in Python.
CO2	Analyse the significance of python program development environment and apply it to solve real world applications.
CO3	Implement numerical programming, data handling and visualization through NumPy, Pandas and Matplotlib modules.

**Syllabus**

- Introduction to Pandas Objects-Data indexing and Selection-Operating on Data in Pandas-Handling Missing Data-Hierarchical Indexing - Combining Data Sets.
- Aggregation and Grouping-Pivot Tables-Vectorized String Operations -Working with Time Series-High Performance Pandas- and query()
- Basic functions of matplotlib-Simple Line Plot, Scatter Plot-Density and Contour Plots-Histograms.
- Binnings and Density-Customizing Plot Legends, Colour Bars-Three- Dimensional Plotting in Matplotlib
- Basics of NumPy-Computation on NumPy-Aggregations-Computation on Arrays-Comparisons , Masks and Boolean Arrays-Fancy Indexing-Sorting Arrays-Structured Data: NumPy's Structured Array.
- Sequences, Mapping and Sets- Dictionaries- -Classes: Classes and Instances-Inheritance.
- Exceptional Handling-Introduction to Regular Expressions using “re” module. Math functions, other functions in python.
- Once a data set is suitably organized, modelling and data mining tools can be applied. We will demonstrate these tools, using hypothesis tests, multiple regression, and classification trees.
- Introduction to Machine Learning algorithms.
- Implement Decision Tree, Random Forest, Clustering.

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**XAVIER INSTITUTE OF MANAGEMENT &  
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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: Digital Transformation**

**Course Credits: 3**

**Introduction**

Organizations are ensuring a digital presence with innovative technologies and strategies to meet the increasing demands of the modern-day consumer. As more organizations do it, digital transformation is changing business models, value chains, communication strategies, and how people work and exchange ideas. This course is meant for understanding technological disruptions happening in various industries, and getting prepared to face the disruptions.

**.Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	Understand the challenges in implementing newer technologies in an organization
CO2	Understand the opportunities for disruption and reinvention of traditional industries
CO3	Understand the characteristics of online business models and the unique nature of competition in the digital economy
CO4	Analyse the key challenges of digital transformation and identify strategies to convert future disruptions into opportunities.
CO5	Articulate the business case and risk management strategies for digital transformation.

**Syllabus**

- Tech Enabled disruptions
- Technology-Enabled Business Models 1
- Technology-Enabled Business Models 2
- Identifying Opportunities for Innovation :- Digital Transformation: Implementation Frameworks/Strategies
- Designing Information , Capabilities
- Social Networks and Enterprise 2.0
- Future disruptions and opportunities Technology
- Bootcamp: Advanced Data Analytics & AI/ML , Technology Bootcamp:
- Social Computing
- Technology Bootcamp:
- Blockchain
- Case discussions

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**XAVIER INSTITUTE OF MANAGEMENT &  
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**Programme: PGDM**

**Year – 2022-2024**

**Term VI**

**Course Name: Rural Marketing**

**Course Credits: 3**

**Introduction**

This course has been designed keeping in mind that the rural Indian market is one of the fastest growing markets in the world. Most of the corporate in the financial services, FMCG and consumer durables have rural marketing as a big part of their strategy. The course is designed to provide insights to the various aspects, characteristics, opportunities and problems in marketing products and services in rural India.

**Course Outcome:**

<b>CO</b>	<b>Course Outcome Description</b>
CO1	The learners will be able to assess the potential of rural market
CO2	The learners will be able to understand the unique attributes of rural markets, particularly in India.
CO3	The learners will be able to design and implement suitable product, pricing, communication and distribution strategies for tapping the potential of rural markets
CO4	The learners will be able to apply these concepts especially in Retail, Telecom, FMCG, and Utility segments that are rapidly developing in rural areas.

**Syllabus**

- **Introduction to Rural Markets:** Definition and scope of rural Marketing: Emerging profile of rural markets: Factors contributing to Growth of Rural Markets. Government's Initiatives: Growth of non-Farm Sector, Rural Marketing Myths. Constraints in rural marketing and suggestions to overcome them. Rural vs. urban markets
- **Rural Marketing Environment:** Its evolution and phases of development: Consumer behaviour analysis –Demographic, social and cultural dimensions; Rural economic structure, characteristics of rural consumers, reaching rural consumers, purchase and consumption pattern of rural consumers; influence of perception and attitude, brand loyalty, life style, personality and consumer buying process.

- **Alternative Methods of Rural Development:** BOP marketing: rural entrepreneurship: rural marketing strategies followed by leading companies to eradicate poverty and promote rural prosperity
- **Developing Rural Marketing Strategies:** Product and pricing strategies: segmentation, targeting and positioning – basis of segmentation and approaches to rural segmentation. Rural product strategies – categories – FMCGs, consumer durables, agriculture goods and services; Role of branding, packaging and pricing
- **Distribution in Rural Markets:** Role of Stockists, retail system, vans, mobile traders, Haats, shandies, public distribution system, .Role of cooperatives, Distribution models of FMCG companies, and others . Emerging distribution models – satellite distribution, rural logistics, rural retailing –emerging trends
- **Communication Strategy:** Challenges in rural communication, developing effective communication channels; determining communication objectives, designing the message, selecting communication channels and designing the promotion mix. Role of Mass media, non-conventional media, personalised media: influence of consumer behaviour on communication strategy
- **Rural Services Marketing:** role of information technology: telecommunication: Financial Services, Insurance and banking: rural health services
- **Rural marketing:** strategic issues and new opportunities. Growing importance of small towns. Rural linkage with small towns: PURA concept and implementation
- **Future of rural marketing:** dedicated rural teams, forward innovation, inclusive marketing, and innovative rural distribution

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