

PGDM: 101 PRINCIPLES & PRACTICES OF MANAGEMENT

Unit – 1

Introduction to Management

Management - Meaning, nature, scope and importance of Management, Efficiency, effectiveness, productivity, Management is Science or Art, Management as Profession, Universality of Management, Management Principles, Functions of management, Management roles, Levels of Management, Management Skills, Social Responsibility, Ethics and Values in Management, Corporate Social Responsibility, Corporate Governance, Management Vs Administration, Co-ordination; **Evolution of Management thoughts** - Scientific Management, Fayol's Principles of Management, Bureaucracy, Hawthorne Experiment, Decision Theory Approach, System Approach, Contingent Approach, Contribution of Peter Drucker.

Unit – 2

Management Functions – Planning, Organizing, Staffing

Planning – Meaning, nature and importance, Planning Process, Types of Planning, Measures of effective Planning, Barriers to Effective Plan, Management by Objectives; **Decision Making** - Meaning, Types of decisions, Decision Making Process, Individual Vs Group Decision Making, Decision Making Conditions, Creativity; **Organizing** - Meaning, Organization Structure, forms of Organization Structure, Departmentation, Task Force, Virtual Organization, power, authority, accountability, delegation, centralization, decentralization, working team, team effectiveness, dynamics of group behavior, influence of group on individual and group decision making; **Staffing** - Meaning, man power planning, job analysis, job description, job specification, requirement and selection, training and development, transactional analysis, organization development, performance appraisal, job evaluation.

Unit – 3

Management Functions – Directing and Controlling

Direction – Meaning, nature, scope and principles of direction, supervision; **Motivation** - Meaning, nature and importance of motivation, Theories of motivation – Maslow, Herzberg, McClelland, Alderfer, Vroom, Porter – Lawler, McGregor, Rewards – Monetary and Non – Monetary, Job design, job enrichment, job satisfaction, quality of work life, morale and productivity; **Leadership** - Meaning, importance, leadership theories, leadership styles – managerial grid, tridimensional grid, leadership as continuum; **Communication** - Meaning, process, oral, written, Non-verbal, pictorial communication, communication channel, barriers in communication; **Controlling** - Meaning, importance, controlling process, types of control, essential of effective control system, behavioral importance of control, control techniques, quality circles.

Unit – 4

Recent Development in Management

Knowledge management, TQM, Business process reengineering

References:

1. Koontz – Principles of Management (Tata McGraw Hill, 1st Edition 2008)
2. L.M. Prasad – Principles & Practices of Management (Sultan Chand & Sons, New Delhi)
3. Parag Diwan – Management Principles and Practices (Excel Books, New Delhi)
4. Stoner, Freeman, Gilbert, Jr. – Management (Prentice Hall of India, 6th Edition)
5. Koontz, Weihrich – Essentials of Management (TMH, 5th Edition)

PGDM: 102 MANAGERIAL ECONOMICS

Unit – 1

Introduction to Managerial Economics

Economics - Meaning, Fundamental problems of Economy – Production Possibility Curve, Economics as Science, as an Art, Pure and Applied, Positive and Normative, Micro Economics and Macro Economics; **Managerial Economics** - Meaning, Nature & Scope, Relationship with other disciplines, Significance in Decision Making, fundamental Meanings, alternative objectives of the firm – profit maximization, Baumol's sales revenue maximizing model, O. Williamson's Model of Managerial Discretion, Growth maximization models, Marris' Model of managerial enterprise, Behavioral theories of the firm.

Unit – 2

Demand and Supply Analysis

Consumer Behavior - cardinal approach – Measurement of Utility – Total Utility, Marginal Utility, Law of Diminishing Marginal Utility, criticism of utility analysis, Ordinal Utility theory – Indifference Curve Approach, Marginal Rate of Substitution, Budget Line, Consumer's Equilibrium, income effect, income consumption Curve, Engel curve, Price consumption curve, substitution effect, Consumer's Surplus; **Demand Analysis** - meaning, nature, determinants, Law of Demand, demand function, Shifts in demand, Revenue Meanings, Elasticity of Demand - Price Elasticity of Demand – Meaning, Types, Measurement, Determinants, Income Elasticity of Demand - Meaning, Types, propensity to consume, Cross Elasticity of Demand, Substitution elasticity – meaning, types, Advertising Elasticity of Demand – meaning, factors, significance of Elasticity of Demand, demand estimation, demand forecasting – purpose, process, determinants, methods; **Supply Analysis** - meaning, determinants, law of supply, supply function, shifts in supply, elasticity of supply – determinants, measurement.

Unit – 3

Production and Cost Analysis

Theory of Production - meaning, factors of production, production function, law of returns, law of variable proportions, three stages of production – increasing returns, law of diminishing returns, negative returns, production function with two variable inputs – Isoquant approach, Isocost line, Optimal combination of inputs, returns to scale, Economies of scale, Cobb – Douglas production function, marginal rate of technical substitution, Leontief production function; **Cost Analysis of the firm** - Cost Meaning, Types of costs, Cost output function, Short run cost function, Long run cost function, relation between short run and long run cost curve, Learning curve, Break even analysis, Cost control, cost reduction.

Unit – 4

Pricing Strategies and Macro Economics

Theory of product pricing - Market structure - Meaning of market, Equilibrium of firm, Types of market structure - **perfect competition** – Meaning, Features, Equilibrium of perfectly competitive firm, pure competition and perfect competition, price determination in a perfectly competitive industry; **Monopoly** - Meaning, Features, Equilibrium of monopoly firm, price Discrimination, price output determination under discriminating monopoly, **Monopolistic competition** - Meaning, Features, Equilibrium of firm, effects of monopolistic competition; **Oligopoly** - Meaning, Features, Equilibrium of oligopoly firm, pricing under perfect collusion – cartel, non – collusion - kinked demand curve; **Pricing practices and strategies** - cost of enterprising, competition oriented pricing, Dual pricing, differential pricing, profit maximization, price over the life cycle of product; **Macro Economics** - national income, Role of government in market economy, business cycle, Inflation – Measures to control inflation.

References:

1. Damodaram Suma – Managerial Economics (Oxford 2006)
2. Dwivedi D.N. – Managerial Economics (Vikas Publication, 7th Edition)
3. G.S. Gupta – Managerial Economics (TMH)
4. Diwedi – Macro Economics (TMH)
5. Peterson Lewis – Managerial Economics (PHI)
6. P.L. Mehta – Managerial Economics (Sultan Chand & Sons)

PGDM: 103 STATISTICS FOR MANAGEMENT

Unit - 1

Introduction to Statistics: Meaning and definitions of statistics, scope and limitations of statistics, Role of statistics in Management decisions; **Measure of Central Tendency:** mean, Median, Mode, Percentile and Quartiles; **Measure of Dispersion:** Range, Interquartile Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of variation.

Unit - 2

Correlation Analysis: Meaning and types of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation.; **Regression Analysis:** Meaning and two lines of regression, Relationship between correlation and regression coefficients; **Time series Analysis:** Time series and its components, Methods of studying components of Time Series, Measurement of trend (Moving Average, Exponential Smoothing and Least Square method), Measurement of Seasonal variations

Unit - 3

Probability: Basic Concept and approaches of probability, Additive and Multiplicative law of probability, Conditional probability rules, Baye's Theorem; **Probability distributions:** Meaning, Types and Applications of Binomial, Poisson and Normal distributions.

Unit - 4

Testing of Hypothesis: Hypothesis testing and statistical influence (Introduction to methodology and types of errors), Introduction to sample tests for univariate and bivariate analysis using Normal distribution, F-test, t-test, Z-test and Chi-Square test.

References:

1. Gupta S.C. and Kapoor V.K Fundamentals of Mathematical Statistics Sultan Chand & Sons 2002
2. Hooda P.R Statistics for Business and Economics 3rd Edition Tata McGraw Hill 2007
3. Levin & Rubin Statistics for Management PHI, 7th Edition 2006
4. Moore The Practice of Business Statistics Worth Publishers 2006
5. R. Nandagopal K. Arun Rajan & N Vivek Research Methods in Business Excel Books 2007
6. R.S.Bhardwaj Business Statistics Excel Books 1999

PGDM: 104 ORGANIZATIONAL BEHAVIOUR

Unit - 1

Introduction

Concept, Determinants & Importance of OB; Contributing Disciplines; Conceptual Foundations; Models of Organizational Behaviour; Knowledge Management in Contemporary Business Organization; Implications of Paradigm Shift in Organizational Behaviour

Unit - 2

Perception

Process, Nature & Importance; Perceptual Selectivity; Perceptual Organization; Common Perceptual Distortions; Impression Management; Measures for improving Managerial perception; Attribution Theory

Personality & Attitudes

Meaning and Development of personality; Nature & Factors affecting Attitude; Cognitive Dissonance Theory; Theories of Personality

Learning

Concept & Process of learning; Principles of learning; Behavioural Management; Theories of learning

Unit - 3

Leadership

Definition; Importance; Leadership Styles; Models & Theories of Leadership; Leadership Qualities; Transactional & Transformational Leaders

Stress Management

Concept of Stress; Sources of Stress; Effect of Stress on Humans; Management of Stress

Group Dynamics

Theories of Group Formation; Formal Organization & Informal Groups and their importance; Team Work; Group Development Stages

Unit - 4

Organizational Design

Various Organizational Structures & their effects on human behavior; Organizational Climate; Organizational Culture; Organizational Effectiveness

Conflict Management

Traditional & Modern view of Conflict; Constructive & Destructive Conflict; Classification of Conflict; Conflict Resolution Techniques

References:

1. S. P. Robbins : Organizational Behaviour (Prentice Hall)
2. Fred Luthans : Organizational Behaviour (McGraw Hill)
3. J. W. Newstrom & K. Davis : Organizational Behaviour (McGraw Hill)
4. Archana Tyagi : Organizational Behaviour (Excel Books)
5. Madhukar Shukla : Understanding Organizations – Organizational Theory & Practice in India (Prentice Hall)
6. K. Aswathappa : Organizational Behaviour

PGDM: 105 FUNDAMENTALS OF ACCOUNTING

Unit - 1

Meaning and scope of accounting, objectives of accounting, Accounting concepts, concepts and principles, Accounting standards, policies, terms in accounting, Accounting equations, rules of Debit and credit , Journal and ledger leading to preparation of trail Balance.

Unit - 2

Preparation of Trading and Profit and Loss Account and Balance Sheet for sole proprietors.

Unit - 3

Concepts and causes of Depreciation, Depreciation policy, Methods of providing Depreciation, Valuation of Inventory and record keeping.

Unit - 4

Bank reconciliation statement, Receipts and Payments Accounts and Income and expenditure Account and Balance Sheet including accounts of professional concerns.

References:

1. Advance Accounting by M.C.Shukla, T.S. Garewal and S.C. Gupta(S.Chand &Co. Ltd.)
2. Advance Accounting- Vol-2 by R.L. Gupta &M. Radhaswamy(Sultan chand & Sons)
3. Fundamentals of Accounting by Dr,T.P.Ghosh (Sultan Chand & Sons)
4. Fundamentals of Accounting by Dr. S.N.Meheshwari & Dr.S.K. Meheshwari(Vikas Publications)

PGDM: 106 PROFESSIONAL COMMUNICATION

Unit - 1

Introduction

Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

Case study method of learning

Understanding the case method of learning, different types of cases, reading a case properly (previewing, skimming, reading, scanning), case analysis), analyzing the case

Unit - 2

Employment communication

Writing CVs, Group discussions, interview, types of interview, candidates preparation, Communication networks, Intranet, Internet, e mails, teleconferencing, videoconferencing

Business letters & reports

Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports.

Unit – 3

Oral communication

What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage

Written communication

Purpose of writing, clarity in writing, principles of effective writing,

Unit - 4

Presentation skills

What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

References:

1. Asha Kaul : Effective Business Communication (Prentice Hall)
2. M.K.Sehgal & V.Khetrapal : Business Communication (Excel Books)
3. Taylor Shinley : Communication for Business (Pearson Education)
4. Alan Pease : Body Language (Sudha Publication)
5. J.V.Vilanilam : More Effective Communication (Response Books)

PGDM: 107 MANAGEMENT INFORMATION SYSTEMS

Unit – 1

Introduction to Information System & MIS

Information – meaning, attributes, types; Information systems - Meaning, IS framework, Types of IS, IS & IT, IS model, Computer System – meaning, types, peripheral devices, software system & application; MIS – Meaning, role, Management support system, E-Business, E-commerce, E-Collaboration, business model, real time enterprises.

Unit – 2

Telecommunication & Networks

Internet worked enterprise in MIS: Internet, Intranet, and Extranet; Telecommunication Network - Model, Types, media, wireless technologies, processors, Networks – Networks Management, Types, topologies, OSI model, Protocols, bandwidth; EBS - transaction processing, transaction processing cycle, ERP, EDI; Decision support systems – Meaning, components, process, Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimization analysis, data mining for decision support

Unit – 3

System Engineering

DRM – Meaning, Data concept, Database, types of databases, data warehouse, data mining, database management approach, database structure, data planning, and database design; system engineering – system concepts, types of system, system control model, classes of system, need for system analysis, process of system analysis & design, system development cycle, waterfall model, spiral model, structured system analysis and design – DFD model, Object oriented analysis.

Unit – 4

Information Security Challenges

Security threats – cybercrime, hacking, cyber theft, software piracy, piracy of intellectual property; security management – meaning, tools of security management – firewalls, encryption, authentication, message integrity, digital signature, electronic payment system; business intelligence; Artificial intelligence.

References:

1. Laudon K C and Laudon J P- Management Information Systems: Managing the Digital Firm
2. O'Brien J-Management Information System (Tata McGraw-Hill, 5th edition)
3. Jawedekar W S-Management Information System (Tata McGraw-Hill, 4th edition)
4. Mudrick R G- An information system for modern management 2001, 3rd Ed., Pearson
5. Sadagopan-Management Information System (PHI)

PGDM: 108 MARKETING MANAGEMENT

Unit – 1

Introduction to Marketing Management

Marketing - Nature, Scope and importance, Marketing Management, Core Meanings of Marketing, Marketing Process, Marketing Philosophies, Holistic Marketing Meaning, Marketing vs. Selling; **Marketing Environment** - Components of firm's environment, Environmental scanning; **Marketing Strategies and Plans** – Value delivery process, value chain, strategic planning – SWOT Analysis, BCG Matrix, Marketing Mix, Marketing Information System and Marketing Intelligent System, Marketing plan.

Unit – 2

Consumer Behaviour, Marketing Research and Competition

Consumer behavior - Customer value and satisfaction, Customer Database, Data warehouse and Datamining, Customer relationship management, Buying Decision process, Industrial buying process, consumer buying VS Industrial buying; **Market Segmentation** - Rationale for segmentation, Levels of segmentation, Basis of segmentation, STP (Segmentation, Targeting and positioning); **Marketing Research** – meaning, process; **Dealing with competition** – Porter's Five Forces Model, analyzing competitors, competitive strategies for market leader; Competing on global basis.

Unit – 3

Marketing-Mix

Product Decision - Product characteristics and classification, new product development, Product Mix, Branding, Packaging decision and labeling, Differentiation strategies, product life cycle marketing strategies; **Pricing Decision** - Pricing Strategies and methods of setting price; **Channel Decision** - Role of Marketing channels, Channels functions and flows, level of channel, channel design decision, channel management decision, channel integration and system- vertical marketing system, horizontal marketing system and multi channel marketing system, managing channel conflicts, Current trends in retailing wholesaling and logistics; **Promotion** - Promotion mix- Advertising, Sales promotion, personal selling, public relations, direct marketing and integrated marketing communication.

Unit – 4

Managing marketing organization

Marketing organization and control, emerging trends and issues in marketing- Rural marketing, service marketing, Social marketing, E-marketing, consumerism.

References:

1. V.S. Ramaswamy & S. Namakumari, Marketing Management: Planning, Implementation & Control (New Delhi: Macmillan, 2007, 3rd Edition).
2. Philip Kotler, Kevin Keller, A. Koshy & M. Jha, Marketing Management: A South Asian Perspective (Pearson Education, 2007)
3. Rajan Saxena, Marketing Management, (Mumbai: TMH, 2006, 3rd Edition)

PGDM: 201 STRATEGIC MANAGEMENT

Unit – 1

Introduction to Business Policy & Strategic Management

Business Policy – Meaning, nature, importance, objectives; **Strategy** – Meaning, levels of strategy, Strategic Decision Making; **Strategic Management** – Meaning, Strategic Management Process, Impact of globalization and E-Commerce, Impact of internet, difference between Strategic Management & business Policy; **Strategic Intent** – Meaning, stretch, leverage, fit, vision, mission, goals & objectives.

Unit – 2

Strategy Formulation

Environment Appraisal – Internal & External Environment, Environmental Scanning – ETOP, SWOT Analysis, TOWS Matrix; Organizational Appraisal – Organization Resources, synergistic effect, core – competence, approaches in Organizational Appraisal, **Strategies at Corporate – Level** – Expansion, Stability, Retrenchment, Combination, Internationalization, Cooperative – mergers & acquisition, joint venture, strategic alliance, Digitalization; **Strategies at Business – Level** – Cost leadership, differentiation & focus business strategies, industry life cycle, strategic choice, strategic plan.

Unit – 3

Strategic Implementation

Strategic Implementation - Meaning, barriers in Implementation, interrelation between formulation and implementation, activating strategy, project implementation, project management and strategic implementation, budget, **Structure** – Organization development, Types of Organization Structure, Behavioral Implementation – stakeholders & strategic management, strategic leadership, values, ethics, functional & operational implementation – functional structure, functional plan & policies, operation plan & policies, Operational implementation.

Unit – 4

Strategic Evaluation & Control

Strategic Evaluation – Meaning, nature, importance, participants, barriers; **Strategic control** – meaning, types of control, strategic control process, evaluation process of operational control, difference between strategic control and operational control, techniques, Crisis Management.

References:

1. L. M. Prasad- Strategic Management (Sultan Chand & Sons)
2. P. Subba Rao- Strategic Management and Business Policy.
3. N.S. Gupta – Business Policy & Strategic Management (Himalaya Publishing)
4. Francis Cherunilam – Strategic Management (Himalaya Publishing)
5. Dr. K. N. S. Kang – Strategic Business management (Deep & Deep Publishing)

PGDM: 202 FINANCIAL MANAGEMENT

Unit - 1

Introduction: Concept of business finance, finance function, scope, responsibilities of finance manager, goals and objectives of financial management- profit , profit maximization and wealth maximization, time- value analysis and risk return analysis.

Unit - 2

Sources of Long term funds : Share, debentures, term loans, lease and hire purchase, retained earnings, public deposits and bonds (Type, features and utility)

Investment decisions: Investment evaluation, techniques- Net present value, Internal rate of return, Pay-back period, Accounting rate of return.

Unit - 3

Dividend policies: Concept, determinations and factors affecting, theory of relevance and irrelevance, dividend valuation models- Gordon, Walter and Modigliani-miller models.

Capital structure decisions: Concept, meaning, principles and importance. Theories of capital structure, computation of leverage. EBIT-EPS analysis.

Unit - 4

Working capital: Concept, significance, types, adequacy of working capital, factors affecting working capital needs, methods of forecasting working capital.

Indian financial system: Primary market, secondary market, stocks and commodities, money markets;

References:

1. Financial management by I. M Pandey
2. Financial Management by Ravi Kishore, Taxmanns
3. Financial Management by Khan and Jain
4. Financial management by S.M. Inamdar, Everest publishing house.
5. Financial Management by Sharma and Gupta, Kalyani publishers.
6. Financial Management by R.M Srivastava, Kalyani publishers.

PGDM: 203 HUMAN RESOURCE MANAGEMENT

Unit-1

Introduction

Concept, Functions, Objectives, Importance of HRM; Human Relations Theory; Difference Between Personnel Management & HR; Scope of HR in India

Human Resource Planning

Introduction; Need & Objectives of HRP; HRP Process; Key for successful HRP; Job Analysis – Job Description And Job Specification

Unit-2

Recruitment & Selection

Concept & Objectives of Recruitment; Factors Affecting Recruitment; Sources of Recruitment; Recruitment & Selection Policies

Training & Development

Meaning, Objectives & Importance of training; Assessment of training needs; Execution of training programs; Types & Techniques of training; Role of Management Development; Evaluation of training effectiveness

Performance Appraisal

Concept & Objectives of Performance Appraisal; Type of Appraisal method; Individual Evaluation Methods; Multiple–Person Evaluation Methods; Benefits of Performance Appraisal

Unit-3

Employee Grievance

Concept & Reasons of grievance; Grievance Handling Procedure; Concept of Arbitration; Emerging employee empowerment practices

Misconduct & Disciplinary Procedure

Meaning & Objectives of Discipline; Principles for maintenance of Discipline; Procedure for disciplinary action; Dismissal & Discharge of an employee

Unit-4

8 Sessions

Talent Management

Meaning of talent; Understanding the talent management system; Benefits; Talent Recruitment & Talent Mobility; Role of HR in talent management

Human Resource Information System

HR Accounting & HR Audit; Need, Purpose & Theories of HR Audit

References:

1. VSP Rao – Human Resource Management
2. K. Aswathappa – Human Resource And Personnel Management
3. Dr NK Sahni & Y. Kumar - Personnel Management and Industrial Relation (Kalyani Pub.)
4. Nirmal singh - Human Resource Management
5. TN Chhabria, BP Singh & DL Taneja - Human Resource Management

PGDM: 204 RESEARCH METHODS IN BUSINESS

Unit - 1

Introduction to Research methods: Concept, Role, nature, scope, need, objectives and managerial value of business research, Types of research, Research process, Problems encountered by researcher Understanding the language of research: concept, construct, definition, variable

Unit - 2

Research Design: concept, need, importance and feature of a good research design, Different research designs (Exploratory, Descriptive, Experimental and Diagnostic research) – Concept, types and uses; **Sampling:** concept of statistical population, sample, sampling frame, sampling error, sample size, characteristic of a good sample; **Types of sampling:** Probability sampling – simple random sampling, stratified sampling, cluster sampling, systematic sampling, Multistage sampling. Non- probability sampling – Judgment sampling, convenience sampling and quota sampling; **Attitude Scaling Techniques:** concept of scale, Rating scales – Likert scales, semantic differential scales and Graphic rating scales; **Measurement:** Concept of measurement, Level of measurement – Nominal, Ordinal, Interval, and ratio

Unit - 3

Types of data: Secondary data – definitions, sources, characteristics; **Primary data** – definition, Advantages and disadvantages over secondary data; Methods and tools for data collection; **Data processing** – Editing, coding, Classification and Tabulation; **Data Analysis** – Various kinds of charts and diagrams used in data analysis, Application of statistical techniques for analyzing the data, different statistical tests for hypothesis testing

Unit - 4

Report writing – Significance of report writing, steps in report writing, layout of research report and precautions in writing research reports.

References:

1. Nachmias David and Nachmias Chava, Research Methods in the Social Sciences, New York, St. Marlia's Press.
2. Kothari C. R., Research Methodology: Methods and Techniques, New Delhi, Vishwa Prakashan.
3. Zikmund, Millian G., Business Research Methods , Thomson Learning , Bombay
4. Cooper, Donald R- and Pamels Schindler, Business Research Methods , Tata McGraw Hills, New Delhi
5. Geode, Millian J. & Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
6. Sekran, Uma, Business Research Method, Miley Education, Singapore

PGDM: 205 BUSINESS REGULATORY FRAMEWORK

Unit - 1

Indian Contract Act 1872: Definition, Essentials and types of contract, Offer-definition and essentials, Acceptance-definition and essentials, Free consent, consideration-definition and essentials, Exceptions to the rule” no consideration, no contract, Quasi contract, contingent contract, capacities of parties, Discharge of contract- mode of discharge including breach and its remedies.

Law of Agency: Kinds of agents, Rights and duties of agent and principal, creation and termination of agency. Bailment and pledge – Definition, elements, rights and duties of Bailer and Bailee.

Unit - 2

Companies Act 1956: Definition, characteristics and kind of companies, formation of company, Memorandum and Article of Association, Prospectus, Share: kind of shares and kind of debenture, Director: appointment, duties and liabilities, Meeting: Types, winding of companies.

Partnership Act 1932: Definition, Essentials of partnership, kinds of partner, rights and duties of partners, Dissolution of partnership.

Unit - 3

Negotiable Instruments Act 1881: Meaning and characteristics of negotiable instruments, kind of negotiable instruments-Promissory Notes, bill of exchange and cheques, Holder and Holder-in-due- course, parties of negotiable instruments, crossing of cheques, discharge and dishonor of negotiable instruments.

Foreign Exchange Management Act 1999: Meaning ,objectives and scope.

Unit- 4

Consumer Protection Act 1956: Aim and objectives of Act, Redressal machinery under the Act, procedure for complaints, remedies and appeals.

Right to Information Act 2005, Information Technology Act 2000, environment Protection Act 1986 : Meaning and objectives and scope.

References:

1. Gulshan J.J. – Business Law (New Age International Publisher, 13th Edition)
2. Kuchhal M.C. – Business Law (Vikas Publication, 4th Edition)
3. Avtar Singh – Principles of Merchantile Law (Eastern Book Company, 7th Edition)
4. Relevant Acts.

PGDM: 206 BUSINESS ENVIRONMENT

Unit - 1

Introduction

Concept, characteristics and importance of Business Environment; Types of Environment – Internal & External; Overview of Political, Socio-Cultural, Legal, Technological & Global Environment; Nature, Scope & Process of Environment Scanning; Philosophies of Capitalism, Socialism and Mixed Economy; Social Responsibility of Business; Corporate Governance

Unit - 2

Industrial Policies And Regulations

New Industrial Policy; MRTP Act; Consumer Protection Act; Foreign Exchange Management Act; Industries Development & Regulation Act; Industrial Licensing; Privatization & Disinvestment; Patents & Trade Marks

Planning in India

The Planning Commission; THE NDC; State Plans; Tenth & Eleventh Plan

Unit - 3

Indian Financial System and Recent Developments

RBI – Role and functions; Banking Structure Reforms; Narasimhan Committee Recommendations- Financial sector reforms; Money Market and Capital Market; Role of FDI in Economic development; SEBI – Functions and achievements; Stock Exchange – BSE-NSE

Unit - 4

E- Banking in India

Objectives, trends and practical uses; Recent Technological Developments in Indian banking; Development of Private Sector- MNC in India, WTO and India; Globalization; SWOT Analysis of Indian Economy

References:

1. Suresh Bedi : Business Environment (Excel Books)
2. Francis Cherunilam : Business Environment (Himalaya Publishing House)
3. I.C. Dingra : Indian Economy
4. Shaikh & Saleem : Business Environment (Pearson)
5. Justin paul : Business Environment (McGraw – Hill Companies)

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PGDM: 207 OPERATIONS MANAGEMENT

Unit - 1

Introduction to Operations management

Nature Scope, Importance and Functions, Evolution from Manufacturing to Operations Management, Evolution of the factory System, Manufacturing Systems, Contribution of Henry Ford and Deming; **Types of Industries:** variety of Business, Integration of Manufacturing and Services, Scale of Operations, Methods of Manufacturing, Project/Jobbing, Batch Production, Flow/Continuous Production, Process Production

Unit - 2

Forecasting

Introduction, Need for Forecasting, Types of forecasting, Methods for Forecasting New Product Development, Product Life Cycle; **Facilities Location and Layout:** Strategic Importance, Factors affecting Locations and Layout, Installation of facilities, Single Location and Multi location Decisions, Principles and Types of facilities layout; **Materials Handling:** Importance, Objectives and Scope of Material handling, Principles of material Handling System, Material Handling Equipments, Safety Issues

Unit - 3

Work Study

Importance, Objectives and Advantages of work study, Basic work Study procedure
Method Study: Importance, Objectives, Need and Advantages of Method Study, Procedure of Method Study; **Work Measurement:** Techniques of Work Measurement including Estimating, Stopwatch time Study, Predetermined time standards, Computation of Standard Time, Elements, Types of Elements, performance Rating, Allowances, Need for Allowances, Types of Allowances; **Production Planning and Control:** Production Planning Techniques for various Process Choices, Techniques of production control, aggregate planning techniques

Unit - 4

Quality Management

Introduction, Meaning, Quality Characteristics of Goods and Services Tools and Techniques for Quality Improvement – Check Sheet, Histogram, Scatter Diagram, Cause and Effect Diagram, Pareto Chart, Statistical Control Chart, Quality assurance, Total Quality management, Model, Service Quality, Concept of Six Sigma and its Application; **TPM:** Meaning and Objectives of TPM, Methodology of TPM. Advantages of TPM

References:

1. R. Paneerselvam. Production and Operations Management, New Delhi, Prentice Hall of India Publications.
2. S.N.Chary, Cases and Problems in Production and Operations Management, New Delhi, Tata McGraw Hill Publications.
3. Joseph G. Monks, Operations Management, New York, McGraw Hill Publications.
4. James R. Evans, David R. Anderson, Dennis J. Sweeney and Thomas A. Williams, Applied Production and Operations Management, New York, West Publishing Company.
5. Everett E. Adam Jr. and R.J. Ebert, Production and Operations Management, New Delhi, Prentice Hall of India Publications.

PGDM: 208 OPERATIONS RESEARCH

Unit - 1

Operations Research: Meaning, Scope, Advantages, Limitations, Applications and Methodology of Operations Research; **Linear programming:** Basic concepts, Mathematical formulation of the linear programming problem, Graphical method, simplex method, Big M method, Duality, Two phase method and limitations of linear programming problem

Unit - 2

Transportation Problem: Introduction, LP formulation of the transportation problem, Methods for finding the Initial basic Feasible Solution (North-West Corner Method, Least-Cost Method and Vogel's Approximation Method), Methods for finding the Optimal solution (Modified Distribution Method and Stepping stone Method); **Assignment Problem:** Introduction, Mathematical formulation of the problem, Hungarian method for solving the assignment problem, Special cases in assignment problem

Unit - 3

Sequencing problem: Introduction, Basic terminology in sequencing problem, Johnson's algorithm for n jobs two machines, n jobs k machines, 2 jobs k machines; **Replacement Problem:** Introduction. Scope in Management, Single Equipment replacement Model and Group Replacement Model; **Game Theory:** Introduction, Basic terminology of Game Theory, Maximin and Minimax principles, pure and mixed strategies, Dominance Rule, Solutions of games using Algebraic and Graphical Methods

Unit - 4

Waiting Line Models: Introduction, Scope in Management Decisions, Elements of a Queuing System Queuing Models M/M/1 (Infinite and finite Population); **Network Scheduling by PERT/CPM:** Introduction, Basic Components of Networking, Rules for constructing the network, Critical Path Analysis; **Simulation:** Introduction to Simulation, Monte Carlo Technique and its applications

References:

1. Operations Research / S.D.Sharma-Kedarnath
2. Introduction to O.R/Hiller & Liebermann (TMH).
3. Operations Research /A.M.Natarajan, P.Balasubramani,A. Tamilarasi/Pearson Education.
4. Operations Research: Methods & Problems / Maurice Sashimi, Arhur Yaspan & Lawrence Friedman
5. Operations Research / R.Pannervselvam, PHI Publications.
6. Operations Research / Wagner/ PHI Publications.
7. Operation Research /J.K.Sharma/MacMilan.
8. O.R/Wayne L.Winston/Thomson Brooks/cole
9. Introduction to O.R /Taha/PHI

PGDM: 301 COST AND MANAGEMENT ACCOUNTING

Unit - 1

Introduction: Meaning, scope, objectives and limitation of Management Accounting. Distinction between financial accounting and management accounting, cost accounting and management accounting. Role of management accounting in decision making. Elements of cost and their allocation and apportionment. Preparation of cost sheet including tenders and quotations.

Unit - 2

Budgeting: Introduction, definition objectives limitation of budget. Types of budget including preparation of cast budget, sales budget, production budget, flexible budget. Zero based budgeting (ZBB) their advantages and drawback.

Standard Costing and variance analysis: Meaning and definition of standard cost, procedure of establishing the standard cost. Variance analysis-material, Labour and overhead variance and its applications and implications.

Unit - 3

Marginal costing and cost-volume-profit analysis: Introduction, definition, contribution, P/V ratio, break even point and their analysis for various types of decision- making like single product pricing, multi-product pricing, replacement etc

Responsibility accounting: meaning and definition perquisites, responsibility centres.

Unit - 4

Ratio analysis: meaning classification of ratios- liquidity ratio, solvency ratio, activity ratio and profitability ratio.

Activity based costing: meaning concept and steps of ABC approach.

References:

1. Khan & Jain – Management Accounting (Tata McGraw Hill, 2000, 3rd Edition)
2. Pandey I M – Management Accounting (Vikas, 2004, 3rd Edition)
3. Arora M N – Cost & Management Accounting (Vikas, 8th Edition)
4. Ravi M. Kishor – Advanced Management Accounting (Taxmann, 1st Edition)

PGDM: 302 SUPPLY CHAIN MANAGMENT

Unit - 1

Introduction to Supply Chain Management – Need, features, Objectives, Advantages and Types of Supply Chain Management, Basic components of SCM, Evolving Structure of Supply Chains, Participants in the Supply chain

Unit - 2

Inventory Management – Concept, Classification of Inventory, Elements of Inventory Cost, Objectives of Inventory Management, Different EOQ Models, ABC Analysis, SDE, VED, FSN Analysis

Purchasing – Concept, Objectives of Purchasing, Methods of Purchasing, Functions of the Purchase Department, Centralized VS Decentralized Purchasing

Unit - 3

Vendor management – Single Vendor Concept, Selection of vendors, Vendor Quality Rating or Performance Monitoring

Logistics Management – Concept, Features and Need of Logistics Management, Role of Logistics Management in Supply Management, Framework of Logistics Management, Logistics as part of Supply Chain Management, Key Logistics Goals, Logistics Costs, Models in Logistics Management, Role of Information Technology in Logistics, Warehousing management

Unit - 4

Just-In-Time – Objectives, Advantages and Limitations of JIT, Key elements of JIT, KANBAN System

Benchmarking – Concept, Features and Implementation, Benchmarking Process

References:

- 1 Supply chain management in the retail industry – Michael Hugos and Chris Thomas, Wiley Publishers, 2005.
- 2 Supply Chain Management “Strategy, Planning and Operations” – Sunil Chopra and Peter Meindl, Prentice Hall, 2004.
- 3 Supply Chain Management – B.S.Sahay (Macmillan, 1st Edition)
- 4 A Textbook of Logistics & Supply Chain Management – D.K. Agrawal (Macmillan, 1st Edition)

PGDM: 401 ENTREPRENEURSHIP

Unit – 1

Introduction to Entrepreneurship

Entrepreneur – meaning, characteristics, qualities, Entrepreneur Vs Manager, Intrapreneur, Copreneurer, Types of entrepreneurs; **Entrepreneurship** – meaning, nature, scope, characteristics, role in economic development, Theories of entrepreneurship; Classification of entrepreneurship, difference between entrepreneurship and entrepreneur, Entrepreneur development programmes - Role, Relevance and Achievement of EDPs in India, Institutions for entrepreneurial development.

Unit – 2

Project Appraisal and Management

Business OpportUNITIES - Search for business ideas, Project identification and formulation, project report, **Feasibility Analysis** - Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Project appraisal, Profitability and risk analysis, Sources of finance.

Unit – 3

Project Appraisal and Management

Small Scale Industrial Units: meaning, scope, objectives, advantages & disadvantages, Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in small enterprise management, Sickness and Preventions. Small Scale Industries Vs Large Scale Industries.

Unit –4

New Venture Areas in Entrepreneurs

Introduction to IT Sectors, BPOs, Service Sectors, Education; Women Entrepreneurs – concept, growth, problem, future, Rural entrepreneurship, growth and problems rural industries.

References:

1. R.V.Badi, N.V.Badi - Entrepreneurship (Vrinda Publications (P) Ltd)
2. S.R.Bhowmik, M.Bhowmik,- Entrepreneurship (New Age International, (P) Ltd)
3. Couger, C – Creativity And Innovation (IPP, 1999)
4. Nina Jacob – Creativity in Organizations (Wheeler, 1998)

PGDM: 402 E-COMMERCE

Unit - 1

Electronic Commerce: Overview- Definitions - Advantages & Disadvantages of E-Commerce, Threats
Technologies: Relationship Between E-Commerce & Networking - Different Types of Networking For E-Commerce, Internet, Intranet & Extranet - Protocols – ISO – OSI - TCP / IP – IP Addressing - Client-Server – Web-Server Architecture - Infrastructure Requirement For E – Commerce - EDI Systems - Intelligent Systems.

Business Models of E-commerce: Model Based On Transaction Type - Model Based On Transaction Party - B2B, B2C, C2B, C2C, E – Governance.

Unit – 2

E – Payment: Payment through card system - E-Cheque, E – Cash, E – Payment Threats & Protections. Requirements metrics of a payments system- transaction, security, interoperability, scalability, economic issue, ease of use. Agents: Need, Types of Agents, Technologies, Standards and Protocols of Agents and applications.

Unit – 3

Mobile Commerce: Definition, Advantages, Types, Framework, Mobile information access devices, Data communication Equipments, Mobile data internet working standards; Wireless Application Protocol : Definition - Hand Held Devices - Mobility & Commerce - Mobile Computing - Wireless Web - Web Security.

Supply Chain Management: Origination, Components, E-Commerce and Supply Chain Management, Issues related to Enabling Technologies for SCM and E-Commerce, Organizational Structure of Supply operations: Chain, Network or Web, Levels of Information Sharing, analytical models of Supply Operations.

E – Marketing : E-Marketing defined – Its importance – Benefits of e-marketing – E-marketing quiver – Blogging – Guide to SEO – PPC – Affiliate marketing – Viral Marketing – Online marketing - E-marketing vs traditional marketing – Modern trend, Concept of E-Malls.

Unit - 4

Online banking: Meaning, Advantages, Disadvantages, Virtual Banking, Online Banking services.

Electronic Data Interchange (EDI): Meaning – Benefits - Concepts - Application - EDI Model - Protocols (UN EDI FACT / GTDI - ANSI X – 12) - Data Encryption (DES / RSA). Security: Introduction; Firewalls and transaction security, Security for E – Commerce - Security Standards - Firewall - Cryptography - Key Management, Password Systems, Digital certificates, Digital signatures.

Introduction of Cyber Law and Intellectual Property Rights

References :

1. Kalakotia, Whinston : Frontiers of Electronic Commerce , Pearson Education.
2. Bhaskar Bharat : Electronic Commerce - Technologies & Applications.TMH
3. Murthy : E – Commerce , Himalaya Publishing.
4. E – Commerce : Strategy Technologies & Applications, Tata McGraw Hill.
5. Krishnamurthy, E-Commerce Mgmt, Vikas
6. Laudon and Traver- E-Commerce: Business, Technology, Society (Pearson Education)
7. Michel D et al- Business-to-Business Marketing (Palgrave, 2003)
8. Greenstein and Feinman- Internet securities
9. Kalakota and Whinston- Frontiers of electronic commerce (Pearson Education),
10. Kalakota R- Electronic Commerce: A manager's guide (Pearson Education)

PGDM HR 1 – PERSONAL GROWTH TRAINING & DEVELOPMENT

Unit - 1

Understanding Self & Others: Johari's Window And Transactional Analysis (TA)

Personality: Meaning; Key elements of Personality; Determinants; Personality Theories; Personality Pattern; Molding of Personality; Symbols of Self; Persistence And Change

Unit - 2

Evaluation of Personality:

Tests of Personality; Sick Personality; Healthy Personality; 24 Carats of Winning Personality; Etiquette and Mannerism; Time Management

Understanding Training:

Concept of Training and Development; Need And Importance of Training; Training Strategies

Unit - 3

Learning And Training:

Learning Theories; Characteristics of Learning; Concept of HRD – Single Loop Learning & Double Loop Learning; Learning Organization and Organization Learning; Conditions for Effective Learning; the Learning Curve; Overview of the Training Process

Training Process:

Establishing Objectives; Designing the Program; Training Methods; Developing Group and the Climate; Trainers & the Training Styles; Post-Training Support For Improved Performance At Work

Unit - 4

Training Evaluation & Effectiveness

Purpose of Training Evaluation; Process of Training Evaluation; Models of Evaluation; Evaluating the Costs of Training; Training Effectiveness

References:

1. Rolf P Lynton & Udai Pareek : Training for Development (Vistaar Publications, 2nd Edition)
2. Hurlock, Elizabeth B : Personality Development (Tata McGraw Hill, 1st Edition)
3. Deepti Sinha & Sachin Sinha : Personal Growth Training & Development (Word Press)
4. P L Rao : Training And Development (Excel Books)

PGDM HR 2 – INDUSTRIAL RELATIONS & LABOUR LEGISLATIONS

Unit - 1

Industrial Relations

Concept and Objectives of Industrial Relations; Evolution of IR; Factors Influencing IR; Role of the Industrial & Personnel Manager; Approaches to IR; Parties to IR; Industrial Worker in India

Trade Unions

Objectives, Functions and Problems of Trade Union; Role of ILO in Trade union; Rights & Responsibilities of Registered Trade Unions; Trade Union Leadership

Unit - 2

Wage and IR

Wage Components; Methods of Wage Payment; Methods of Wage Fixation; Inflation & Industrial Relations; Concept and Process of Collective Bargaining; Types of Collective Bargaining Contracts; Collective Bargaining as a Method of Wage Fixation; Prerequisites for Collective Bargaining

Employee Problems

Discipline and Misconduct; Grievance Handling Procedure; Labour Turnover; Absenteeism; Workers' Participation in Management

Unit - 3

Industrial Disputes

Nature of Industrial Conflict; Meaning and Types of Disputes; Result of Industrial Conflict; Causes of Industrial Disputes; Methods of Settling Industrial Disputes

Technology and IR

Concept of Technological Change; Impact of Technological Change; Impact of Globalization on Industrial Relations; Changing Role of Management, Union & Government

Unit - 4

Labour Legislations

Industrial Disputes Act, 1947; Factories Act, 1948; Payment of Wages Act, 1936; Workmen's Compensation Act, 1923; Important Provisions of Employees' State Insurance Act, 1948; Payment of Gratuity Act, 1972; Employees' Provident Fund Act, 1952

References:

1. Arun Monappa : Industrial Relations (Tata McGraw Hill)
2. Sinha : Industrial Relations (Industrial Relations, Trade Unions and Labour Legislation (Pearson Education)
3. M Y Pylee & A Simon George : Industrial Relations & Personnel Management (Vikas Publications, 2nd Edition)
4. Mamoria CB, Mamoria, Gankar : Dynamics of Industrial Relations (Himalayan Publications)

PGDM HR 3 – TEAM BUILDING & LEADERSHIP

Unit - 1

Understanding Group Dynamics

Introduction; Concept of Group and Group Dynamics; Theories of Group Formation; Types of Groups; Group Role; Group Norms; Group Cohesiveness; Implications of Formal & Informal Groups for Management; Characteristics of Effective Work Groups; Group Decision Making; Techniques of Group Decision-Making

Unit - 2

Team Building

Definition; Types & Significance of Work Teams; Team Development; Team Building Process; Essence of Teams; Establishing Professional Teams; Building an Effective Leadership Team; Quality Circles; Dynamics of High Performing Teams; Managing Cross-Functional, Diverse & Virtual Teams; Self-Managed Teams; Team Building Skills

Unit - 3

Leadership

Definition and Nature of Leadership; Role and Importance; Types of Leaders; Styles of Leadership; Likert Management Systems; Traits of a Good Leader; Theories of Leadership; Culture And Leadership; Leadership Ethics; Ginnetts Team Effectiveness Leadership Model

Unit - 4

Leadership Power & Politics

Power and Politics Defined; Concept & Sources of Authority; Sources of Power; Politics in Organizations; Managing Political Behaviour

Participation & Empowerment

Concept and Process of Participation; Methods of Participation; Meaning and Types of Empowerment; Quality of Work Life; Approaches to Quality of Work Life

References:

1. Peter G Northhouse : Leadership (Sage Publications, 5th Edition)
2. Hughes, Ginnett, Curphy : Leadership, Enhancing the lessons of Experience (Tata McGraw Hill, 5th Edition)
3. T N Chhabra, H Sharma, R K Chopra : Team Building and Leadership (Sun India Publications)
4. R k Sahu : Group Dynamics & Team Building (Excel Books)

PGDM HR 4 – NEGOTIATION AND COUNSELING

Unit - 1

Introduction

Concept of Negotiation; Types of Negotiation; The Pram Model; Principles of Negotiation; Negotiation Process; Guidelines for Developing Negotiation Skills; Problems in Negotiation

Unit - 2

Collective Bargaining and negotiation

Meaning and Importance of Collective Bargaining; Basic Considerations in Collective Bargaining; Process of CB and Negotiation; Types of Collective Agreements in India; Problems of CB in India; Role of Communication in CB

Unit - 3

Issues in Negotiation

Communication Skills for Effective negotiation; Creativity; Best Alternative to a Negotiated Agreement (BATNA) Model; Role of Emotions in Negotiation; Strategies for Negotiation; Situational Analysis of HR Department

Unit - 4

Counseling

Concept and Nature of Counseling; Need and Importance of Counseling; Functions; Types of Counseling (From Counselor's Point of View and Counselee's Point of View); Role and Qualities of a Counselor; Assessment and Diagnosis in Counseling; Major Theories of Counseling; Counseling and Ethics

References:

1. S Cohen: Negotiation Skills for Managers (Tata McGraw Hill)
2. S N Rao: Counseling and Guidance (Tata McGraw Hill)
3. Welfel & Patterson: The Counselling Process, A Multi theoretical Integrative Approach (Thomson India)
4. Kavita Singh: Counseling Skills for Managers (PHI, 1st Edition)

PGDM HR 5 – ORGANIZATIONAL CHANGE & INTERVENTION STRATEGIES

Unit - 1

Overview

Introduction to Organizational Change; Nature, Types & Forces of Organizational Change; Models of Organizational Change – Kurt Lewin's Three Step Model, Force Field Analysis, Seven Stage Model & ADKAR Model; Characteristics of Effective Change Programs; Understanding the Change process; Leading & Facilitating the Change; Resistance to Change; Levels of Resistance; Overcoming Resistance to Change

Unit - 2

Organizational Culture and Change

Corporate Culture; Nature and Types of Culture; Formal and Informal Components of Culture; Creating, Sustaining and Managing Culture; Designing Strategy for Cultural Change; Basic Mental Attitudes; Geert Hofstede Cultural Dimensions

Unit - 3

Organizational Development

Introduction to OD; Characteristics; Assumptions of OD; Action Research model; Diagnostics Strategies & Skills

OD Interventions

Introduction; Classification of OD Interventions; OD Personal and Interpersonal Interventions; Team Development Interventions; Intergroup Development Interventions

Unit - 4

Structural and Comprehensive Interventions

Introduction; Job Design; Quality of Work life; Quality Circles; MBO and Appraisal; Social Technical Systems; Confrontation Meeting; Survey Feedback; System 4 Management; Grid OD Program; Learning Organizations; Re-engineering

Organizational Learning

Senge's Approach; Nonaka Approach of Organizational Learning; Procedure for Organizational Learning Process

References:

1. Cummings: Organizational Development and Change (Cengage Learning, 8th Edition)
2. Kavita Singh: Organizational Change and Development (Excel Books, 2009)
3. Jones: Organizational Theory, Design and Change (Pearson Education, 2nd Edition)
4. Kandakar: Organizational; Effectiveness and Change Management (PHI Learning, 2009)

PGDM HR 6 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit - 1

Overview

Introduction to International Business; Components of International Business; International HRM; Factors Affecting International HRM; Importance IHRM; Multiculturalism; Cultural Dimensions; IHRM Model

Unit - 2

International Human Resource Planning

Introduction to HRP; International Staffing Policies; Issues in Staff Selection; Expatriate Selection; Recent Trends in International Staffing

Training and Development

Expatriate Training; HCN Training; TCN Training; Performance Management – Setting Individual Performance Goals, Identifying Variable Affecting Performance, Appraising the Performance, Issues in Managing Performance in Global Context

Unit - 3

International Compensation Management

Introduction to Compensation; Objectives and Components of International Compensation; Theories of Compensation; Compensation Strategy; Methods of International Compensation; Changing Trends in International Employment

Repatriation

Understanding Repatriation; Benefits from Returnees; Challenges of Re-entry; Repatriation Process; Managing Repatriation; Tips for Successful Repatriation

Unit - 4

International Labour Relations

Introduction to Labour Relations; Labour Relations Strategy; Nature of IR; Approaches to IR; Strategic Issues before MNCs/ Employers, Employees & Governments

Social Responsibilities

Concept of Corporate Social Responsibility; Corporate Governance; Ethical Issues in Corporate Governance; Advantages of CSR

References:

1. K Aswathappa & Sadhna Dash : International Human Resource Management (Tata McGraw Hill)
2. Sengupta & Bhattacharya : International Human Resource Management (Excel books)
3. Dowling & Welch : International Human Resource Management, Managing People in a Multinational Context
4. Edward & Rees : International Human Resource Management (Pearson Education)

PGDM MK 1 MARKETING OF SERVICES

Unit – 1

Introduction to Services

Services - Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing Service marketing system: Service quality; Understanding customer expectations, Targeting and positioning of service;

Unit – 2

Services marketing mix

Services marketing mix – Augmented marketing mix, Developing the service product; Service product planning, Service pricing strategy; Services promotions; Services distributions; **Physical evidence** - Role of communication in service marketing; Process of operations and delivery of services; Role of technology in services marketing.

Unit – 3

Marketing the Financial Services

Deciding the service Quality, Understanding the customer expectation, segmenting, targeting, and positioning of Financial Services, Devising Financial Services Marketing Mix Strategies with special reference to Credit Cards, Home Loans, Insurance and Banking.

Unit – 4

Global Perspective

International marketing of services, recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing

References:

- 1) Baron S and Harris K- Services Marketing: Text and Cases (Palgrave, 2003)
- 2) S. L. Gupta – Marketing of Services (Sultan Chand)
- 3) Rama Mohana Raok – Services Marketing (Pearson Education)
- 4) Govind Apte- Services Marketing (Oxford Univ. Press)

PGDM MK 2 CONSUMER BEHAVIOUR

Unit – 1

Introduction to Consumer Behavior

Consumer Behavior – Meaning, Reasons for studying consumer behavior, Consumer Decision Process, Models of Consumer Behaviour, industrial buyer behavior Model, Factors influences on consumer behavior.

Unit – 2

Culture, Social Stratification & group influence

Culture – Meaning, Characteristics, cultural Values, sub-Culture, Cultural Variations, **Social Stratification** – Social Class, Buying pattern; **group influence** – meaning, levels of group involvement, types of groups, reference group, opinion leaders, market mavens.

Unit – 3

Individual Determinants

Perception, Learning and memory, Personality and self-concept; Motivations and involvement; Information processing, Attitudes and changing attitudes, Family buying influences, Lifestyle – meaning, characteristics, VALS.

Unit – 4

Diffusion of Innovation

Innovation – meaning, types; **diffusion of innovation** – meaning, diffusion process, factors influencing spread of innovation, **Adopters** – meaning, classification; Market strategy for adoption & diffusion; Organizational Buying behavior – meaning, Characteristics, process, factors effecting organizational buying; Consumerism.

References:

- 1) Desmond J- Consuming Behaviour (Palgrave, 2003)
- 2) Loudon D L- Consumer Behaviour (Tata McGraw-Hill, 4th edition) 1993
- 3) Schiffman and Kanuk- Consumer Behaviour (Prentice-Hall, 8th edition) 1995.
- 4) Blackwell et al- Consumer Behaviour (Vikas, 9th edition) Blackwell 2004

PGDM MK 3 SALES & DISTRIBUTION MANAGEMENT

Unit – 1

Introduction to Sales

Selling as a part of marketing; Sales management process; Role of sales manager; Concept of personal selling; Sales management and salesmanship; Theories of personal selling; Process of personal selling

Unit – 2

Sales Management

Goals in sales management - Goal setting process in sales management; Analyzing market demand and sales potential; Techniques of sales forecasting; Preparation of sales budget; Formulating selling strategies; Designing sales territories and Quota.

Unit – 3

Sales Force Management

Sales force management - Organizing the sales force; Designing the structure and size of sales force; Recruitment and selection of sales personnel; Leading and motivating the sales force; Training and compensating the sales personnel; Sales contest; Evaluation and analysis.

Unit – 4

Distribution Channel Management

Distribution management - What is distribution channel? Importance of a channel; Types of channel; Primary and specialised distributors and participants; Distributors policies and strategies; **Channel management** - Forces of distributing systems; distributors selections and appointment; Channel conflicts and resolutions; Training the distributors sales team.

References:

- 1) Donaldson B- Sales Management: Theory and Practice (Palgrave, 1998)
- 2) Sahu P K and Raut K C- Salesmanship and Sales Management (Vikas, 3rd edition)
- 3) Spiro- Sales Management (Tata McGraw-Hill)
- 4) Davar R S- Salesmanship and Publicity (Vikas, 16th edition)
- 5) Rama Mohana Raok – Services Marketing (Pearson Education)

PGDM MK 4 ADVERTISING MANAGEMENT

Unit – 1

Introduction to Advertising & Promotional tools

Advertising – meaning, functions, benefits, traditional & modern form of Advertising, Importance of Advertising in Modern Marketing, Different Types of Advertising, economic, social & ethical issues, Advertising & Marketing mix, push & Pull Strategy.

Unit – 2

Integrated marketing communication

Integrated marketing communication – meaning, elements, marketing & Promotion process model, **Client & Advertising Agency** - Advertising agency - meaning, types, Roles, agency compensation, Role of advertisers, Client – agency relationship; selection of ad agency. **Communication Process** – Nature of Communication Process and Its Different Elements, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change.

Unit – 3

Source, Message & Creativity

Source – meaning, source credibility & elements; Message and Copy – Message Appeals, Message Strategy, Message design, Elements of Advertising Copy, Developing Effective Advertising Copy, Creative and Visualization in Advertising, Method of Creative development.

Unit – 4

Media Planning . Advertising Objectives & Budget

Media Planning - Comparative Study of Different Advertising Media, Media Choice, Media Scheduling, budgeting for Advertising, Evaluation of Advertising Effectiveness, - Pre Testing and Post testing Techniques; **Advertising Objectives** - Dagmar approach, Advertising Goals, Objectives, Budgeting – meaning, approaches.

References:

- 1) Wright, winters and Zeiglas - Advertising Management
- 2) Dunn and Barban - Advertising- its Role in Modern Marketing
- 3) Manendra Mohan - Advertising Management
- 4) Aaker, Myers and Batra - Advertising Management
- 5) Kenneth F Runyen- Advertising Management

PGDM MK 5 RURAL MARKETING

Unit – 1

Introduction to Rural Marketing

Rural Marketing - Nature, Concept, Scope & importance, problems faced in rural marketing, The People, The Purchasing Power, Buying Pattern, Socio – Cultural, Economic and Other Environmental Factors Affecting Rural Marketing.

Unit – 2

Marketing of Consumer Durables

Attitude and Behavior Pattern of Rural Consumers, Marketing of Consumer Durables and Non Durable Goods and Services in Rural Markets with special Reference to Product Planning and Media Planning; Planning of Distribution Channels, Organising Personnel Selling in Rural Markets, Marketing of Agricultural Inputs with Special Reference to Fertilizers, Seeds, Agricultural Implements and Tractors.

Unit – 3

Marketing Centers

Variances of Distance Traveled Type and Role of Marketing Centers, Spatial Manifestations of Rural Marketing, Marketing Efficiency, Marketing Intelligence, Marketing Research and Information System.

Unit – 4

Retailing in Rural Areas

Retailing in Rural Areas, Trade Channels, Rural Marketing in India, Its Status and Present Position. Planning for Institutional Linkages, Monitoring and Evaluation of Rural marketing, Brand Awareness and Purchase Decisions.

References:

- 1) Raja Gopal - Organizing Rural Business Policy, Planning and Management
- 2) Raja Gopal - Indian Rural Marketing
- 3) T P Gopalswami - Rural Marketing – Environment, Problems and Strategies

PGDM MK 6 PRODUCT MANAGEMENT

Unit – 1

Introduction to Product Management

Product – Meaning and various Concept of product value, Types of product, Role of a Product Manager in Product Management, Product Market Strategies; **New Product development** – various stages, product idea –generating ideas, creativity for ideas, Creativity development techniques, screening Procedure, Concept development and testing.

Unit – 2

Strategic Product Management

Strategies Analysis – Analysis of Consumer needs , Motives for Buying, Identifying Unsatisfied Consumer Needs, Analysis of Competitive products and brands, Business Analysis of new product Concepts; **Physical Development** –Designing and testing the prototype, Deciding products size, shape, color, packaging and naming the brand, Economic Analysis. Market Testing and commercialization.

Unit – 3

Product line management

Decision of product portfolio, products Diversification, Dropping the introducing the product decision, Problem Products, product decisions; **Product life Cycle** – various Cycles and their identification, Product Revamping, Elimination Decision.

Unit – 4

Brand management

Brand management – Concept of brand, Brand value, Brand Building, Market Segmentation, Product Positioning and Mapping, Positioning Strategy.

References:

- 1) M.Chaturvedi -New Product Development
- 2) Urban and Hower -Design and marketing of new product
- 3) Booz, Allein and Hamilton -Management of new Product

PGDM FM 1 INTERNATIONAL FINANCIAL MANAGEMENT

Unit - 1

Global financial environment: Overview: IMF: objectives, functions, Money market, capital market: Relationship with domestic markets, Balance of Payments: understanding, analysis and interpretation.

Unit - 2

Foreign exchange Market: Nature, structure, types of transactions, exchange rate quotations, spot and forward; Arbitrage. Foreign exchange market in India: nature, structure, operations, and limitations. Exchange rate determination.

Unit – 3

Foreign Exchange risk exposure: Types of risk: Economic and translations. Accounting treatment: tax treatment of gains and losses. Exchange Risk reduction: techniques: applications and their limitations. Hedging, swaps, futures, options. Relationship of Money market and foreign exchange market

Unit – 4

Foreign investment decisions and rate risk: Multinational capital budgeting; International portfolio theory and diversification; Repositioning of funds FDI and FII in India, interest rate options, currency options.

References:

- 1) Apte- International Financial Management (Tata McGraw-Hill, 2002) 8th ed.
- 2) Shapiro- Multinational Financial Management (Prentice-Hall, 4th edition) 2002.
- 3) Sharan- International Financial Management (Prentice-Hall, 2nd edition) 2003.
- 4) Vij M-International Financial Management (Excel books) ,2003

PGDM FM 2 SECURITY ANALYSIS & INVESTMENT MANAGEMENT

Unit – 1

Stock exchange and Capital market

Securities – Meaning, Characteristics; **Stock Exchange** – Meaning, Functions, Structures, traders, Mechanics of Settlements, Jobbers and Brokers, Stock Exchange dealings, Factors affecting share prices, Listing and delisting; **Capital Market** – Meaning, Features, Constituents of Indian capital market, new issue market, Methods of marketing securities, Intermediaries and new issue market

Unit – 2

Investment Management

Investment – Meaning, Features, concept and measure of risk and return, speculation, types of speculators, Gambling; **Security Analysis** - Fundamental Analysis – Economic Industrial and Company Analysis; Technical Analysis – Concept, Technical Analysis VS Fundamental Analysis, Dow Theory, Wave theory, Charting, Efficient market theory; **Approaches to Valuation** - Equity Debenture/ Bonds and Derivatives (Options and future)

Unit – 3

Portfolio Management

Portfolio Construction, Portfolio risk, portfolio investment process, **Portfolio selection models** - Markowitz's Theory, Single Index Model, Capital Market theorem, CAPM and Arbitrage Pricing Theory, **Portfolio evaluation** – Mutual fund, Sharpe's performance index, Treynor's performance index, Jensen's performance index

Unit – 4

Securities Exchanges

SEBI – Origin, Features, Objectives, Functions; Securities contracts (Regulation) Act 1956; **BSE** – Origin, Management, Listing of securities, **NSE** - Origin, features, Listing, settlement system; **OTCEI** – Origin, Objectives, Listing; Interconnected stock exchange and its objectives.

References:

1. Chandra P – Investment Analysis and Portfolio Management (Tata McGraw Hill)
2. Ranganatham - Investment Analysis and Portfolio Management (Pearson Education)
3. Fischer and Jordan – Security Analysis & Portfolio Management (Vikas 1st Edition)
4. V.A Avadhani – International Financial Management (Himalaya Publishing House)
5. Pandian P – Security Analysis & Portfolio Management (Vikas)
6. V. K. Bhalla – S. Chand & Com.

PGDM FM 3 MANAGEMENT OF FINANCIAL INSTITUTIONS

Unit - 1

Introduction: Concept of financial system, Development of financial system in India- nationalization of Banks , Reserve Bank of India, Development Banks, monetary policies- objective, role in developing economy, Fiscal policies- meaning, components, features and limitations of fiscal policy in India

Unit - 2

Commercial Banks- Origin and growth of Banking in India, meaning and definition, types and functions of commercial Banks

Merchant Banks- Concept and nature of merchant banking, functions of merchant banking, merchant banking regulations and features of merchant Banking in India.

Unit - 3

Development financial institutions: Introduction meaning, objectives of development Banks, factors responsible for growth of development Banks. Functions of development banks in India, brief study of Industrial Development Bank of India(IDBI), Industrial credit and investment corporation of India(ICICI), Industrial Finance Corporation of India(IFCI), Small Industries Development Bank of India(IDBI).

MUTUAL FUNDS: Concept, origin and classification of funds, Importance of mutual funds and investors rights and how to select the mutual fund.

Unit - 4

Credit rating: Introduction, concept of credit rating, functions of credit rating, credit rating in India, benefits and cautions to use credit rating and types of credit rating.

References:

1. Khan M Y – Financial Services (Tata Mcgraw Hill, 1998)
2. Guruswamy R – Financial Services and Markets (Thomson, 1st Edition)
3. Srivastava R.M. – Management of Financial Institutions (Himalaya, 2003)
4. Machiraju H R – Indian Financial System (Vikas, 2004)

PGDM FM 4 TAX PLANNING & FINANCIAL REPORTING

Unit - 1

Nature and scope of tax planning: Nature, Objectives of Tax management, Definition of different items, Assessment of tax. Financial year, Assessee - types Residential status and Non-resident Indians.

Unit - 2

Assessment of individual income: Computation of individual under the head of Salaries, Income from house property, Capital gains, Income from business and other sources and their deductions.

Unit - 3

Assessment of income of business: Procedure of assessment, Tax concession and incentives, Tax planning for depreciation; Treatment of losses& unabsorbed items; Carry forward and set off losses.

Unit - 4

Filing of returns; Assessment; Appeals; Review; Revision and Rectification, Tax deductible at source. Central Excise Act 1994 and Excise planning; Customer Protection Act 1962 and Customers planning. (Working knowledge is required for these)

References:

- 1) Bhatia H L- Public Finance (Vikas) 1999, 20th ed.
- 2) Lakhotia R N- How to Save Wealth Tax (Vision Book) 2001, 9th ed.
- 3) Palkhiwala- Income Tax (Tripathi Publication)
- 4) Prasad Bhagwati- Income Tax Law & Practice (Vishwa Prakashan) 1997, 23rd ed.
- 5) Santaram R- Tax Planning by Reports (Taxman) 1978.

PGDM FM 5 FINANCIAL MARKETS

Unit - 1

INDIAN FINANCIAL SYSTEM: Introduction: The financial system: an overview, structure of financial system, evaluation of financial system, financial system and economic development, functions of financial system and major issues in the Indian financial system.

Unit - 2

FINANCIAL MARKET IN INDIAN CONTEXT: The money market, capital market, call money market, new issues market and government security market, foreign exchange market.

FINANCIAL MARKET INTERMEDIARIES: Stock exchanges in India, growth, growth pattern of stock exchange, Growth pattern of listed stock, Stockbrokers, Function of stock exchanges, trading in stock exchanges

Unit - 3

NON- BANKING FINANCIAL COMPANIES: Introduction, definition, financial sectors reforms of NBFC, Regulation for NBFC's accepting public deposits, limits of accepting deposits.

MUTUAL FUNDS: introduction, mutual funds in India, types of mutual funds, Evaluation of performance of mutual funds, components of mutual funds.

Unit - 4

SEBI AND REGULATIONS OF PRIMARY AND SECONDARY MARKETS: Introduction, Primary market, Regulation of public issues, SEBI guidelines for debentures, Non-convertible debentures (NCD) and partly convertible debentures. Issue of shares, rights issue by listed companies, without SEBI acknowledgement, under writing, inside trading.

References:

1. Indian Financial System by H R Machiraju (Vikas Publication)
2. The Indian Financial System by Vasant Desai (Himalaya Publishing House)
3. Emerging Financial Markets by Dr. R Nandgopal and Dr. V Srividya (San Diego State university)
4. Financial Markets and Institutions by Frederis S Mishkil and Stanley G Eakins (Pearson education)

PGDM FM 6 MANAGEMENT OF WORKING CAPITAL

Unit - 1

Introduction

Meaning, definition, components, need and types of working capital. Factors determining working capital.

Unit - 2

Planning and Financing of Working Capital

Introduction, objectives and elements of working capital, sources of working capital; Long term and short term. Assessment of working capital requirements and liquidity ratios.

Unit - 3

Cash Management

Introduction, meaning and motives of holding cash. Factors determining the cash needs.

Receivable Management

Meaning and definition, objectives and advantages of receivables management. Formulation of credit policy, factors influencing the size of receivables.

Unit - 4

Inventory Management

Meaning and definition of inventory, characteristics of inventory, types and needs of inventories ,inventory . Inventory control techniques- classification, order quantity, re-order point etc.

References:

1. Working capital management : Dr. P.Periasamy Himalaya publications
2. Working capital management: Dr.J.D Agarwal
3. Working capital management and control: Satish B. Mathur.
4. Working capital Management : D.R. Mehta
5. Modern working capital management : Scherr

PGDM IT 1 DATABASE MANAGEMENT SYSTEMS

Unit - 1

Basic Concepts: Meaning, Objectives, Importance, Advantages, Components, Database Environment, types of DBMS, data models – object oriented logical model, data base design – designing and implementation, traditional file system Vs modern DBMS, DBMS Architecture schemas – DBMS language, DDL, DML, Database applications. Data Manager, Query Processor, Run Time Data Base processor

Unit - 2

Data Base Design: Relational data model, ER models – diagram, design, weak entity sets, extended ER features, design process – attributes, relationships, roles and structural constraints, data dictionary, normalization, data base administration – integrity, relational data base languages.

Unit - 3

File structure and indexing – file organization, indexing, hashing techniques, types of indexing - primary, secondary, clustering, B + tree index files, B - tree index files, Sorting

Object Models: Object Oriented Concepts, Structure, models and data bases, Object life cycle modeling – objects, classes, patterns, object interaction modeling, Object Oriented design,

Unit - 4

SQL – background, basic structure, set operations, null values, relational data base design, overall data design process.

Data base architecture- Centralized and Client- Server architecture, Parallel and Distributed Systems, Transaction management – concept, implementation, Concurrency control, Recovery with concurrent transactions, data base design for banking enterprise,

References :

1. Elmasri, Navathe : Fundamentals of Database System, Pearson Education.
2. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3. Date : An Introduction to Database System, Pearson Education.
4. Leon & Leon, Data Base Management System, Vikas
5. Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.
6. Molina, Ullman, Widom: Database System, Pearson Education.
7. Schaum's Outline Series: Fundamentals of Relational Databases, Tata McGraw Hill.

PGDM IT 2 SOFTWARE ENGINEERING

Unit – 1

The Product, Process and Project Management Concepts

Introduction, The Product-Evolving Role of Software, Software-Characteristics, Applications, A Crisis on the Horizon and Myths; The Process- Software Process, Models, Linear Sequential Model, Prototyping Model, Incremental Model, Spiral Model, RAD Model, Fourth Generation Techniques; Project management Concepts-The Management Spectrum, Software Process and Project Metrics;

Unit – 2

Software Project Planning, Quality Assurance and Configuration Management

Introduction, Software Project planning-Observation and Estimation, Risk Analysis and Management, Project Scheduling and Tracking; Software Quality Assurance-Concepts, Quality Movement, Software Reviews, Formal Technical Reviews and Reliability; Software Configuration Management- The SCM Process, Identification of Objects in Software Configuration

Unit – 3

System Engineering, Analysis and Design Concepts and Principles

System Engineering-Computer Based Systems, The system engineering hierarchy, requirements engineering; Analysis Concepts and Principles- Requirements analysis, requirements elicitation for software, analysis principles, software prototyping; Design Concepts and Principles- Software design and engineering, design process, principles, concepts, effective modular design, design heuristics for effective modularity, user interface design, component level design.

Unit – 4

Software Testing Techniques, Technical Metrics for Software, Object Oriented Concepts and Principles and Relational Database

Software Testing Techniques- Fundamentals, Test Case Design, White-Box, Basis Path, Controlling Structure, Black Box Testing; Technical Metrics for Software- Software Quality, Framework; Object Oriented Concepts and Principles- Concept, Elements of an Object Model, Object Oriented Analysis-Domain Analysis, Generic Components of the OO Analysis Model, Process; Object Relational Database- Basics of Object Oriented Design, Data Model, Database.

References:

1. Bollinger T and C McGowen, "A Critical Look at Software Capability Evaluation", IEEE Software, 1991
2. Gilib T, "What is Level Six?" IEEE Software January 1996
3. Hopper M D, "Rattling SABRE, New Ways to Compete on Information", Harvard Business Review
4. Paulk M et al, Capability Maturity Model for Software, S/w Eng. Institute, Carnegie Mellon University
5. Pressman R S and S R Herron, Software Shock, Dorset House

PGDM IT 3 COMPUTER NETWORKS

Unit - 1

Communications: Concepts of data transmission - Signal encoding - Modulation methods - Synchronization - Multiplexing and Concentration - Coding method - Cryptography.

Network : Communication system architecture – OSI reference model - Topology types - Selections – Design - Local Area Networks (LAN) - CSMA / CD - Token bus token ring techniques - Link Level Control (LLC) protocols – HDLS - Analysis of protocols & performance - Concepts in network layer - Switching techniques - Routing methods.

Reference Model: OSI Reference model – TCP / IP reference Model – Example networks – Network standardization

Unit - 2

Distributed Processing Potential: Client Server Computing - Introduction to distributed database -Internet - Internet Protocols - IP addressing (IP4 + IP6) - Internet computing – Session –Presentation and Application Layer functions - Network Security & Privacy : Overview - Purpose -Spamming - Cryptography - Authentication and firewall.

Mobile Computing : Introduction to mobile technology - Wireless Application Protocols & other protocols – Network Application – Email – FTP – Gopher – Veronica – IRC – Cryptography – DES - PEM – XML Security.

Data Communications : Theoretical basis – Fourier analysis – Band limited signals – Max data rate of channel – Data transmission modes – Switching – Multiplexing – Frequency Division Multiplexing –Wavelength – Division Multiplexing – Time Division Multiplexing.

Integrated Services Digital Network: Network architecture – ISDN rate interface – ISDN Reference Point – ISDN Protocol architecture – Signaling – Application of ISDN

Unit - 3

Physical level: Overview of data(analog & digital) - Signal (analog & digital) - Transmission (analog & digital)& transmission media (guided & non-guided) - TDM, FDM, WDM - Circuit switching: time division & space division switch - TDM bus - Telephone network;

Data link layer: Types of errors - Framing(character and bit stuffing) - Error detection & correction methods - Flow control – Protocols - Stop & wait ARQ - Go-Back- N ARQ - Selective repeat ARQ – HDLC - Medium access sub layer - Point to point protocol – LCP – NCP – FDDI - Token bus – Token ring – Reservation – Polling - Concentration;

Unit - 4

Network and Transport Layer : Design issues of Network layer – Types of Routine Algorithms – Distance Vector – Link-state algorithms – Path vector protocol – Design issues of Transport layer – Transport layer protocol – TCP protocol – UDP Protocols.

Network Layer in Internet : IP Addressing – Subnets – IP protocols - ICMP – ARP – Inverse ARP – RARP – Routing protocol – RIP – OSPF – BGP.

Application layer: DNS – SMTP – SNMP – FTP - HTTP & WWW;

Security: Cryptography - User authentication Security protocols in internet – Firewalls - Modern topics ISDN services & ATM - DSL technology - Cable modem – Wireless LAN - IEEE 802.11; Introduction to blue-tooth - VLAN's, Cellular telephony & Satellite network.

References:

1. Tanenbaum : Computer Networks, Pearson Education
2. William Stallings : Data and Computer Communications- PHI.
3. Comor : Internetworking with TCP / IP, Vol – 1, PHI/ Pearson Education
4. Forouzan : Data Communication & Networking, TMH.
5. Zheng, Computer Networks for Scientists & Engineers, OUP
6. Agarwal, Data Communication & Computer Networks, Vikas
7. Miller, data Communication & Network, Vikas
8. Black, Data & Computer Communication, PHI

PGDM IT 4 ENTERPRISE RESOURCE PLANNING

Unit – 1

Enterprise wide information system, Custom built and packaged approaches, Needs and Evolution of ERP Systems, Common myths and evolving realities, ERP and Related Technologies, Business Process Reengineering and Information Technology, Supply Chain Management, Relevance to Data Warehousing, Data Mining and OLAP, ERP Drivers, Decision support system.

Unit – 2

ERP Domain, ERP Benefits classification, Present global and Indian market scenario, milestones and pitfalls, Forecast, Market players and profiles, Evaluation criterion for ERP product, ERP Life Cycle: Adoption decision, Acquisition, Implementation, Use & Maintenance, Evolution and Retirement phases, ERP Modules.

Unit – 3

Framework for evaluating ERP acquisition, Analytical Hierarchy Processes (AHP), Applications of AHP in evaluating ERP, Selection of Weights, Role of consultants, vendors and users in ERP implementation; Implementation vendors evaluation criterion, ERP Implementation approaches and methodology, ERP implementation strategies, ERP Customization, ERP-A manufacturing Perspective.

Unit – 4

Critical success and failure factors for implementation, Model for improving ERP effectiveness, ROI of ERP implementation, Hidden costs, ERP success inhibitors and accelerators, Management concern for ERP success, Strategic Grid: Useful guidelines for ERP Implementations.

Technologies in ERP Systems and Extended ERP, Case Studies Development and Analysis of ERP Implementations in focusing the various issues discussed in above Units through Soft System approaches or qualitative Analysis tools, Learning and Emerging Issues, ERP and ECommerce.

References:

1. A. Lexis Leon, “Enterprise Resource Planning”, TMH
2. Brady, Manu, Wegner, “ Enterprise Resource Planning”, TMH

PGDM IT 5 BUSINESS INTELLIGENCE & TOOLS

Unit - 1

Introduction to Business Intelligence, Essentials and Types and Architecting the Data

Definition, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Value of Business Intelligence System, Real Time Business Intelligence and its Applications; What is Business Intelligence Environment? Business Intelligence Landscape, Types, Platform, Dynamic Roles and Roles of Business Intelligence in Modern Business; Multiplicity of Business Intelligence Tools, Types, Modern Business Intelligence, Information Workers; Types of Data, Enterprise Data Model, Granularity of Data, Data Reporting and Query Tools, Data Partitioning, Metadata, Total Data Quality Management.

Unit – 2

Introduction to Data Mining, Techniques and Data Warehousing and Types

Definition of Data Mining, how it works? Architecture, Kinds of Data which can be mined, Functionalities, Classification of Data Mining, Various risk involved and Advantages and Disadvantages and Ethical Issues in Data Mining; Techniques; Data Warehousing, Data Mart, Online Analytical Processing (OLAP), B2B and B2C Business Model.

Unit – 3

Knowledge Management, Data Extraction

Characteristics, Generic Knowledge Management Process, Knowledge Management Technologies; Data Extraction, Role of ETL process, Importance of source identification. Various data extraction techniques.

Unit – 4

Business Intelligence

Life Cycle, User Model, Issues and Challenges, Strategy and Roadmap and Implementation

References:

PGDM IT 6 TECHNOLOGY MANAGEMENT

Unit - 1

Introduction to Technology Management

Concept and meaning, evolution, role, significance and impact and forms of technology; Technology Acquisition; Technology Forecasting-concept, process methods and techniques and its need and role; Technology strategy and competitiveness; Technology-Adoption, Diffusion, Absorption, Package and technological dependence, Indian experience in technology absorption efforts, Issues

Unit - 2

Selection and Implementation of New technologies

Objective, New Technologies, Selection, Implementation, Automation; Aspects and issues in technology management- technological- change, life cycle, transformation, policies and policy instruments, development options and strategies, socio-economic planning, diffusion and growth; Technology generation and development-process and determinants, importance, need for technology strategy, importance of research and development.

Unit - 3

Transfer, Assessment of Technology and managing technology based innovations

Introduction

Technology- Transfer, its models, modes, dimensions, features and routes;

Assessment- technology choice, technology assessment process, technology leadership and followership, technology concepts;

Managing Technology Based Innovations- innovation and technology, process for technology based innovation, measures, characteristics, key areas of management focus for productive innovation, measures for building high performing innovative technology- based organisations.

Unit - 4

Technologies – Human Aspects and Social Issues

Introduction

Product Technology

Introduction, Product development, role of government in technology management, technology development and competition, managing research and development, intellectual property management;

Knowledge Based Technologies And Knowledge Management

Introduction, knowledge based technologies and techniques, role of artificial intelligence techniques, knowledge management techniques for technology management;

Human Aspects in Technology Management

Introduction, Integration of people and technology, factors considered in technology management, organizational structure and technology;

Social Issues In Technology Management

Introduction, Social Issues, technological Change and industrial relations, technology assessment and environmental impact analysis

References:

1. Tarek M. Khalil, L.A. Lefebvre, Robert McSpadden Mason, Mgt of technology: The key to prosperity in the III Millennium
2. Et Al. Husain, Zafar Hussain Management of Technology

PGDM IB 1 INTERNATIONAL BUSINESS & TRADE

Unit - 1

Growth of international business: Definition and concept of international business, Globalisation, its Effects, Benefits, Multinationals; Firm-specific and location-specific advantages, Role of MNC's in developing countries.

Unit - 2

Environment of international business: economic, political, legal and cultural environment, Scenario analysis & country-wide-risks of investments decisions, International organisation and control: Organisational structures; Control procedures, Location of decision-making, Role of Subsidiaries

Unit - 3

International business Competitive strategies: Porter's model; Prahalad and Doz's strategy model, Foreign Direct investment, Joint Ventures, Foreign Institutional Investment, Organisational Control
International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory., Vernon's Theory of International Product Life Cycle.

Unit - 4

Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance Of Payment. Convertibility of Capital Account. Foreign exchange; Theories of Foreign Exchange rate determination-Mint Parity Theory, Purchasing Power Parity Theory, Balance of Payment Theory, Interest Rate Parity Theory, Role of world bodies like World Bank, IMF, IBRD and WTO in International Trade, Critical issues in trade.

References:

- 1) Aswathappa- International Business (Tata McGraw-Hill, 2002)
- 2) Daniels- International Business (Pearson Education) 2004.
- 3) Deresky H- International Business (PHI, 2003)
- 4) Varma M L- International Trade (Vikas, 2003)

PGDM IB 2 INTERNATIONAL MARKETING

Unit - 1

Introduction:

Definition, Nature, importance and scope of international marketing; International market orientation and involvement. International marketing management processes an overview.

Unit - 2

International Marketing Environment

Influence of physical, economic, socio cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing Information system.

International market entry strategies

Exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad.

Unit - 3

International Product Planning

Major product decisions – Product features and quality, product design, labeling, packaging, branding and product support services. Product standardization vs. adaptation; managing product line. International trade product life cycle; new product development, Factors affecting international price determination.

International pricing process and policies

Unit - 4

International Distribution Decisions

Distribution channel strategy- International distribution channels, their roles and functions; Selection and management of overseas agents

International Promotion Strategies

Communications across countries – complexities and issues; International promotion tools and planning – Advertising personal selling publicity and sales promotion

Emerging trends in International marketing

International marketing through Internet; Ecological concerns and international marketing ethics.

References:

1. Bhattacharya, B, .Export Marketing Strategies for Success, Global Business Press
2. Jain, Subash C, International Marketing Management 6th ed., 2001.
3. Fayerweather, John, International Marketing, Prentice Hall of India Private Limited, .
4. Kotabe Masaaki and Kristiaan Helsen, Global marketing Management, John Wiley
5. Keegan, W, Global Marketing Management, Prentice Hall, Englewood Cliffs 1995.

PGDM IB 3 INTERNATIONAL TRADE PRACTICES AND DOCUMENTATION

Unit - 1

International Trade and Documentation

Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents, EDI and documentation.

EXIM Policy Framework

Legal framework, Objective of EXIM policy; Policy overview- Facilities and restrictions: Getting started in export business.

Unit - 2

Foreign Exchange Facilities and Regulations

Legal framework in India – FEMA – Origin and objectives, Main provisions of FEMA; Other relevant acts.

Export Payment Terms

Credit risk management and payment terms; Main features of payment terms – Advance payment, open account, documentary collection, documentary credit- Documentary collection, letter of credit and parties involved; Process of opening and advising LC, Types of LC.

Unit - 3

Transit Risk Management

Nature of transit risk. Contract of cargo Insurance, Parties Involved – Insurer/assured, Indemnity and Insurable value, Perils and losses; Insurance policy and certificate; Cargo less claim – Procedure and documentation.

Unit - 4

Customs Clearance of Export and Import Cargo

Legal framework – Customs Act 1962; Customs Tariff Act 1975, Foreign Trade (Development and Regulations) Act 1992, Valuation and types of duties and Harmonized System and Nomenclature; Documentation requirements and document processing, Physical examination of goods.

References:

1. Cherunilam F – International Trade & Export Management (Himalaya, 2007)
2. Varshney R.L, Bhattacharya B – International Marketing Management (S Chand & Sons, 9th Edition)
3. Government of India – handbook of Export Import Policy 2002 -2007 (Ministry of Governance, India)
4. Keegam J Warren – Global Marketing Management (Pearson, 7th Edition)

PGDM IB 4 CROSS CULTURAL CONSUMER BEHAVIOUR

Unit - 1

Introduction

Consumer Behavior Theory and Its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviors Internal Determinants of Buying Behavior: Individual differences among customers and market segmentation: Needs, motivation and involvement; Information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).

Unit - 2

External Determinants of Buying Behavior

Family and household influences: Reference group and social class: Culture and subcultures.

Unit - 3

Models of Consumer

Behavior, Organizational Buying Behavior: Process influences and model. Cross – cultural Consumer and Industrial Buying Behavior; Economic demographic and socio cultural trends and consumer behavior, Globalization of consumer markets and international marketing implications

Unit - 4

Innovation Diffusion and Consumer Adoption Process

Diffusion of innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; cross – cultural Consumer Research – Complexities and issues.

References:

1. Jean Claude Usunier – Marketing Across Cultures (Prentice hall, 5th Edition)
2. Drawn Burton, Taylor & Francis – Cross Cultural Marketing
3. Charles & Taylor, Doo-Hee-Lee - Cross Cultural Behaviour
4. Janeen Arnold Costa, Garry J. Bamossy – Marketing in a Multi-Cultural World

PGDM IB 5 GLOBAL STRATEGIC MANAGEMENT

Unit - 1

Introduction

Strategy making, strategy implementing and strategic managing; Roles of line managers; strategic planners and top management Developing strategic vision and mission; Setting objectives and forming a strategy; Globalization and strategic management; Strategic flexibility and learning organization.

Unit - 2

Formation of specific Strategies

Strategies for situations like competing in emerging Industries, maturing or declining Industries, fragmented industries hyper competitive industries and turbulent industries; Strategies for industry leaders, runner up firms and weak business.

Unit - 3

Strategic Issues and Alternatives in Globally Competitive Markets International entry options, Multi country and global strategies; Concepts of critical markets, global market dominance and global competitiveness; Corporate turnaround, retrenchment and portfolio restructuring strategies Multinational diversification; strategies; Outsourcing strategies; Techniques for analyzing diversified companies.

Unit 4

Corporate Diversification Strategies

Building shareholder value: Roles of cost sharing and skills transfer in creating competitive advantage via diversification. Competitive advantages to diversified multinational corporations in a globally competitive business world. Strategy implementation and administration.

References:

1. Philippe Lasserre – Global Strategic Management (Pangrave Mcmillan, 2nd Edition)
2. Kamel Meelahi Jdrzej George Firas, Paul Finlay – Global Strategic Management (Oxford Uni. Press)
3. Dr. Neeta Baperikar – Global Strategic Management
4. M M Maymand – Global Strategic Management
5. Alan M Rugman – Research in Global Strategic Management

PGDM IB 6 FOREIGN EXCHANGE MANAGEMENT

Unit - 1

Types of foreign Exchange markets and transactions, Quoting Foreign Exchange rates, spread, Official and free Market rates, Cross rates, Forward rates, Quoting Forward rates.

Unit - 2

Organization of foreign Exchange markets, currency futures, currency options, currency Swaps, corporate Exposure management, alternative definitions of foreign exchange risk.

Unit - 3

Exposure information system, alternatives strategies for exposure management, exposure management techniques. Organization of the Exposure management function, parameters and constraints on exposure management.

Unit - 4

Theory and practice of forecasting exchange rates- economic fundamentals, Financial and Social political Factors, Technical analysis, tax treatment of foreign Exchange Gains and Losses. FEMA-important aspects of FEMA.

References:

1. Aliber RZ -Exchange risk and corporate international finance
2. Bhalla VK -International Financial management
3. Shapiro AC -International financial management
4. Sutton WH -Trading in currency options

PGDM RM 1 FUNDAMENTALS OF RETAILING

Unit – 1

Meaning, Nature, Classification, Functions of Retailing, Factors Influencing Retailing, Opportunities in Retailing, Retail Management decision Process.

Unit – 2

Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organizations, The changing Structure of retail, Retail Formats: Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.

Unit – 3

Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.

Unit – 4

Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing, FDI in Retailing.

References:

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. Michael Levy and Barton A Weitz – Retailing Management
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic

PGDM RM 2 RETAIL STORES AND OPERATIONS MANAGEMENT

Unit – 1

Setting up Retail organization, Size and space allocation, location strategy, factors affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.

Unit – 2

Store Layout and Space planning, Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Losses, Exteriors and Interiors of Retail Stores.

Unit – 3

Store Management, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Mall Management, Factors influencing Mall establishments.

Unit – 4

Logistic and Information system, Improved product availability, Improved assortments, Strategies, Quick Response System.

References:

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. S. L. Gupta – Retail Management - An Indian Prospective Text and Cases
4. A. J. Lamba- The Art of Retailing
5. Michael Levy and Barton A. Weitz – Retail Management

PGDM RM 3 INTERNATIONAL RETAILING

Unit - 1

International Marketing- Concept, Importance, International Marketing Research and Information System, Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing.

Unit - 2

Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological

Unit - 3

Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition

Unit - 4

Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure, Managing Global Human Resource.

References:

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. Suja nair – Retail Management
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

PGDM RM 4 RETAIL PLANNING

Unit – 1

Human Resource Management in Retailing, Human Resource Planning, Role of Human Resources in Retail Organizations, Recruitment, Selection, Training needs for Employees, Motivation and Performance Appraisal.

Unit – 2

Customer Relationship Marketing in Retailing, Social Marketing in Retailing, Marketing of Services, Service Quality Management and Continuous Quality Improvement, Brand Management, Retail Marketing Mix, Target Market, Positioning, The Retail Communication Mix.

Unit – 3

Importance of Financial Management in Retailing, Financial Performances and Financial Strategy, Accounting Methods, Strategic Cost Management, Strategic Profit Model, Income Statement, Calculation of Profitability of Retail Stores, Financial Ratios in Retailing.

Unit – 4

Consumer Protection Act 1986, Consumer's Rights, Unfair Trade Practices, The Standard of Weights and Measures Act, Procedure and Duration of Registration, Patent, Copyright and Trade Market.

References:

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. B. B. Mishra and Manit Mishra – Retail Marketing

PGDM RM 5 APPLICATION OF INFORMATION TECHNOLOGY IN RETAIL MANAGEMENT

Unit – 1

Role of IT in Business, Influencing Parameters for use of IT in Retailing, IT Options available to Retail, IT Application for Retail, Advantages of IT Application to Retail.

Unit – 2

Collection of Data/Efficiency in Operations help in Communication, Computer Awareness and Different Financial Packages, Issues Concerning the Use of Internet and Related Technology to Improve Retail Business.

Unit – 3

Emphasize Analysis of Consumer and Product/Service Types on Online Retailing, Effective Management of Online catalogues, Direct Retailing Methods that Involves Technology such as Interactive TV and Mobile Commerce.

Unit – 4

Electronic Data Interchange, Database Management, Data warehousing, Critical Analysis of E-Retailing Strategies, How Firms are using the Internet to expand their Markets, Customer Relationship Management and increase their sales.

References:

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

PGDM RM 6 SUPPLY CHAIN AND CUSTOMER RELATIONSHIP IN RETAIL MANAGEMENT

UNIT - 1

Meaning of Supply chain management, Retail logistics, Importance of information in supply chain, Storing and transmitting of Information, Collaborative planning Forecasting and Replenishment (CPFR), Retail Managed Production Planning (RMPP)

Unit - 2

Meaning of Service Product Concept in Retailing, Meaning of customer service, Characteristics of Retail Organization, Customer's prospective of Service Quality, Customer evaluation Process In Retail Services, Gaps Model to improve Quality of Retail Services

Unit - 3

Meaning of Customer Relationship management (CRM), Importance of CRM Process, Steps involved in CRM, Model of Relationship Based Buying Behavior, Importance of Customer Retention Management, What and How factor in CRM

Unit - 4

Meaning of Franchise, Franchise Market, Growth and Trends of Indian Franchise, Brand management, Managing Brand Equity and Brand Loyalty, Brand Loyalty Model, Mall Management and Factors effecting the Success of Mall

References:

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. A. J. Lamba- The Art of Retailing
4. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach