

RAKSHPAL BAHADUR MANAGEMENT INSTITUTE

Ordinance for PGDM Programme

**[Approved by Academic Council in its meeting dated 6th Nov. 2007 and by
Board of Governors in its meeting dated 9th Nov., 2007]**

1. Admission

- 1.1. Admission to PGDM Ist semester will be made as per the rules prescribed by the Academic Council of the Rakshpal Bahadur Management Institute, Bareilly.
- 1.2. Admission on migration of a candidate from any other Institute is not permitted.

2. Eligibility for Admission

2.1. For admission through Entrance Examination (CAT/MAT):

For admission to PGDM 1st semester a candidate should have minimum 50% marks in Bachelor Degree in any discipline of minimum 3 yrs duration from any recognized university.

The admission shall be made on the basis of scores of the Entrance Examination *viz.* Combined Admission Test (CAT) to be conducted by Indian Institute of Management (IIM) or Management Aptitude Test (MAT) conducted by All India Management Association (AIMA).

2.2. For direct admission made at Institution/College level -

The admission procedure for direct admission at institute level on remaining / leftover seats shall be through Entrance Examination to be conducted by the duly constituted Central Admission Board of Institute. The minimum eligibility criteria for appearing in the Entrance Examination conducted by institute shall be minimum 50% marks in Bachelor Degree in any discipline of minimum 3 yrs duration from any recognized university.

The weightage of performance in Entrance Examination to be conducted by the institute shall be as under:

- A. Performance in written examination – 50%
- B. Performance in qualifying examination (Graduation/Postgraduation)–20%
- C. GD - 15%
- D. PI - 15%

2.3.The Academic Council shall have power to amend or repeal the eligibility criteria laid down at clause 2.1. & 2.2, as per the guidelines of All India Council for Technical Education (A.I.C.T.E.) and/or the direction of the State Govt. from time to time whenever applicable.

3. Attendance

3.1 Every student is required to attend all the lectures, tutorials, practical and other prescribed curricular and co-curricular activities. The attendance can be condoned up to 25% on medical grounds or for other genuine reasons beyond the control of students.

3.2A further relaxation of attendance up to 15% for a student can be given by Head of Institution/College provided that he/she has been absent with prior permission of the Head of the institution/college for the reasons acceptable to him.

3.3 No student will be allowed to appear in the end semester examination if he / she does not satisfy the overall average attendance requirements of clause Nos. 3.1, and 3.2.

3.4 The attendance shall be counted from the date of admission in the college.

4. Duration of Course

4.1 Total duration of the PGDM Course shall be 2 years, each year comprising two semesters. Each semester shall normally have teaching for the 90 working days or as prescribed by A.I.C.T.E. from time to time.

4.2 A candidate, who has failed twice in first year due to any reason (either due to his/her non-appearance or he/she being not permitted to appear in semester examinations) shall not be allowed to continue his/her studies further subject to clause 9.

4.3 The maximum time allowed for completing the PGDM course shall be 4 (four) years, failing which he/she shall not be allowed to continue for his/her PGDM Degree.

5. Curriculum:

5.1 The 2 year curriculum has been divided into 4 semesters and shall include lectures, tutorials, practical, seminars and projects etc. in addition to industrial training and educational tour etc. as defined in the scheme of instructions and examinations and executive instructions issued by AICTE from time o time.

5.2 The curriculum will also include such other curricular, co-curricular and extra-curricular activities as prescribed by the AICTE from time to time.

6. Examination:

6.1 The performance of a student in a semester shall be evaluated through continuous assessment and end semester examination. The continuous assessment shall be based on class tests, assignments/tutorials, quizzes/viva-voce and attendance. The marks for continuous assessment (sessional marks) shall be awarded at the end of the semester. The end semester examination shall be conducted by means of written papers, viva-voce, inspection of certified course work in classes, project work, design reports or by means of any combination of these methods.

6.2 The distribution of marks for sessional, end semester theory papers, and other examinations, comprehensive viva and project, shall be as per the prescribed scheme of examination.

6.3 The maximum marks of a theory subject shall consist of marks allotted for end semester theory paper examination and Sessional work in the scheme of examination.

6.4 The minimum pass marks in each theory subject (including sessional marks) shall be 50% but 40% marks are essential in each theory paper in end semester examination. If there is no provision of sessional marks in any theory subjects, the minimum pass marks in that theory subject shall be 40% as required in end semester examination.

6.5 The minimum pass marks in a comprehensive viva / project shall be 50%.

6.6 A candidate, in order to pass must secure 50% marks in the aggregate of a particular academic year inclusive of both semesters of that academic year subjected to conditions as clause 7.2 (a).

7. Promotion :

11.1 A candidate satisfying all the requirements under clause 6 shall be promoted to the next academic year of study.

7.2. (a) A candidate shall be eligible for provisional promotion to the next academic year of study provided :

- (i) he/she fails to satisfy the requirements of clause 6.4 and 6.5 in not more than **3 theory/practical/ project subjects** on the basis of combined result of both semester examinations of a particular academic year.
- (ii) he/she fails to satisfy the requirements of clause 6.4 and 6.5 (theory and/or practical/ project subjects) in not more **than 2 theory/practical/project subjects** in addition he/she fails to satisfy requirement of clause 6.6 (aggregate marks) in the combined result of both semester examinations of a particular academic year. In such a case aggregate marks shall be treated as **one theory subject**.

(b) If a candidate satisfies the requirement of clauses 6.4 and 6.5 but fails to satisfy the requirement of clause 6.6, he/she shall be eligible for provisional promotion with carry over. He/she may choose upto a maximum of any **four** theory papers of that particular academic year as per his/her choice to pass the examination of that year.

7.3 All other candidates shall be declared fail and shall be required to repeat the whole academic year after taking re-admission or to opt for ex-studentship. This facility is, however, subject to the time limits stipulated in clause-4.

8. Carryover System:

8.1 (a) A candidate who satisfies the requirements of clause 7.2 (a) will be required to appear in those theory papers / practicals in which he/she failed in subsequent examinations of the same semester.

(b) A candidate satisfying clause 7.2 (b) shall be required to exercise his/her choice upto a maximum of **four** theory papers in which he/she desires to appear in the examination to fulfill the requirements of clause 6.6. He/she shall inform the college about his/her choice within 15 days after the start of new session.

8.2.The highest marks secured in any subject in various attempts (end semester and carryover examinations) shall be considered..

9 Ex-studentship :

11.1 A candidate opting for ex-studentship shall be required to appear in all the theory/practical/viva subjects in the end semester examinations of both semesters of the same academic year However, the sessional marks shall remain the same as those secured earlier.

11.2 A candidate opting for ex-studentship shall be required to apply to the college by paying only examination fee within 15 days from the start of new session.

10 Re-admission in the Institution/College :

A candidate may be allowed for re-admission provided he/she satisfies one of the following conditions:

10.1A candidate is declared fail.

10.2A candidate did not appear in a semester examination and/or he/she was granted permission for not to appear in the examination.

10.3A candidate has been detained by the institute and has also been permitted to take re-admission.

10.4A candidate as an ex-student passed the examination of the academic year or qualified for carryover system.

10.5A candidate promoted with carry over subjects and he/she opted for re-admission.

11 Results :

11.1 The result of a candidate shall be declared on the basis of performance of both semesters of the same academic year. However, a final year student, who is not permitted in any one of the final year semester examinations due to shortage of attendance, will be permitted in that particular semester of the next academic session to study as a regular student and appear at that semester examination.

11.2Result of the final year shall be declared on the basis of working out Grand Total by adding marks of all the years of study in the following ways:

I Year 100% of aggregate marks

II Year 100% of aggregate marks

12. Award of Division :

12.1 The division shall be awarded on the basis of final year result.

12.2 If a candidate passes all examinations and secures 50% or more marks but less than 60% marks of the Grand total, he/she shall be placed in SECOND DIVISION.

12.3 If a candidate passes all examinations and secures 60% or more marks of the Grand Total, he/she shall be placed in FIRST DIVISION.

12.4 If a candidate passes all examinations in first attempt without grace and secures 75% or more marks, he/she shall be placed in FIRST DIVISION WITH HONOURS and the candidates at first two top positions amongst First Div. with Honours only will be awarded medals viz. Gold and Silver respectively in order of merit.

13. Award of Rank :

On the basis of final year result, the top ten candidates shall be awarded rank according to their merit provided they pass all the examinations in single attempt.

14. Grace Marks :

14.1 A candidate may be awarded grace marks upto a maximum of total 10 marks, in maximum four subjects **but not more than three marks in any subject** including theory papers, practicals, project, seminar, industrial training and/ or aggregate marks in each academic year provided he/she can be declared to have passed the academic year by the award of these marks.

15. Scrutiny and Revaluation :

15.1 Scrutiny shall be allowed in only theory papers as per the rule of the Institute.

15.2 Revaluation of theory/practical papers is not permitted.

16. Unfair means :

Cases of unfair means shall be dealt as per the rules of the Institute and The U.P. Public Examination (Prevention of Unfair means) Act if any in prevalence.

17. Award of Sessional Marks:

17.1 Sessional marks for theory subjects shall be awarded as per the provisions in the schemes of examinations. The break-up of sessional marks shall be as follows:

(i)	Class Test (two mid-term tests of equal weightage)	60%
(ii)	Teacher Assessment	
	Tutorial/Assignment/ Quizzes	20%
	Attendance	20%

17.2 Make-up test may be held only for those students who could not appear in any one of mid-term class tests due to genuine reasons for which the prior permission from the Head of Institution/College was taken. Make up test shall ordinarily be held about two weeks before the end semester examination. The syllabus for the make-up test shall be the whole syllabus covered by the subject teacher upto that time.

18. Cancellation of Admission :

The admission of a student at any stage of study shall be cancelled if :

(i) He / She is not found qualified as per AICTE / State Government norms and guidelines or the eligibility criteria prescribed by the Central Admission Board of Institute.

or

(ii) He / She is found unable to complete the course within the stipulated time as prescribed in clause 4.2

or

(iii) He / She is found involved in creating indiscipline in the Institution / College.

19. The Academic Council shall have the power to relax any provision provided in the ordinance in any specific matter/situation subject to the approval of Executive Council of the Institute & such decision(s) shall be reported to the Executive Chairperson of the Institute.

STUDY AND EVALUATION SCHEME

Course : PGDM

Effective From Session :

Year-I, Semester-I

S. No	Course Code	Subject Name	Period (Hours)			SESSIONAL EXAMS			Exam.	Subject Total
			L	T	P	CT	TA	Total	ESE	
1.	PGDM-101	Managerial Economics	3	1	-	30	20	50	100	150
2.	PGDM-102	Organisational Behaviour	3	1	-	30	20	50	100	150
3.	PGDM-103	Marketing Management	3	1	-	30	20	50	100	150
4.	PGDM-104	Business Statistics	3	1	-	30	20	50	100	150
5.	PGDM-105	Computer Application in Management-I	2	1	2	30	20	50	100	150
6.	PGDM-106	Accounting & Financial Analysis	3	1		30	20	50	100	150
7.	PGDM-107	Communication for Management	3	1	-	30	20	50	100	150
8.	PGDM-108	Business Environment	3	1	-	30	20	50	100	150
9.	PGDM	English Language	3	1		-	-	-	-	-
.		Total	26	9	2					1200

Year-I, Semester-I

1.	PGDM-201	Marketing Management-II	3	1	-	30	20	50	100	150
2.	PGDM-202	Production & Operations Management	3	1	-	30	20	50	100	150
3.	PGDM-203	Operations Research	3	1	-	30	20	50	100	150
4.	PGDM-204	Financial Management	3	1	-	30	20	50	100	150
5.	PGDM-205	Research Methodology	3	1		30	20	50	100	150
6.	PGDM-206	Business Laws	3	1	-	30	20	50	100	150
7.	PGDM-207	Managing Human Resources	3	1	-	30	20	50	100	150
8.	PGDM-208	E-Business	3	1	-	30	20	50	100	150
9.	PGDM-209	Computer Application in Management-II	2	1	-	30	20	50	100	150
		Total	24	8						1350

T.A – Teacher Assessment

CT- Class Test

NOTE : Duration in ESE (End Semester Examination) shall be 3 (Three) hours

STUDY AND EVALUATION SCHEME

Course : PGDM

Effective From Session :

Year-II, Semester-III

S. No	Course Code	Subject Name	Period (Hours)			SESSIONAL EXAMS			Exa m.	Subject Total
			L	T	P	CT	TA	Total	ESE	
1.	PGDM-301	Supply Chain Management	3	1	-	30	20	50	100	150
2.	PGDM-302	Strategic Management	3	1	-	30	20	50	100	150
3.	PGDM-303	Management Information systems	3	1	-	30	20	50	100	150
4.	-	Specialization Group-1 Elective 1*	3	1	-	30	20	50	100	150
5.	-	Specialization Group-1 Elective 2*	3	1	-	30	20	50	100	150
6.	-	Specialization Group-2 Elective 1*	2	1	-	30	20	50	100	150
7.	-	Specialization Group-1 Elective 2*	3	1	-	30	20	50	100	150
8.	PGDM-OP	Open Elective	3	1		30	20	50	100	150
9.	PGDM-304	Summer Training Project Report	-		-	-	-	-	-	150
		Total	23	8						1350

L/T/P: Lecture/Tutorial/Practical
Year-II, Semester-IV

1.	PGDM-401	Entrepreneurship Ethics & Corporate Governance	3	1	-	30	20	50	100	150
2.	PGDM-402	Total Quality Management	3	1	-	30	20	50	100	150
3.	-	Specialization Group-1 Elective 3*	3	1	-	30	20	50	100	150
4.	-	Specialization Group-1 Elective 4*	3	1	-	30	20	50	100	150
5.	-	Specialization Group-2 Elective 3*	3	1		30	20	50	100	150
6.	-	Specialization Group-2 Elective 4*	3	1	-	30	20	50	100	150
7.	PGDM-403	Research Project Report	-	2	-	-	-	-	-	150
8.	PGDM-404	Comprehensive Viva (CV)	-	-	-	-	-	-	150	150
		Total	18	8						1200

T.A – Teacher Assessment

CT- Cumulative Test

NOTE : Duration in ESE (End Semester Examination) shall be 3 (Three) hours

* Details of Course code are given in the list of Elective Papers

NOTE

POST GRADUATINO DIPLOMA IN MANAGEMENT (PGDM):

The PGDM course aims at providing inputs to the students relevant to the business industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the five offered: Marketing, Finance, IT, HR and IB. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role plays etc. keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one-hour duration. There is a system of dual specialization of equal weightage. The students will have to opt for two functional areas for their specialization, each having four papers (two in third semester and two in the fourth semester).

Summer Training for 8/10 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Comprehensive viva and Research project are part of the course.

EVALUATION OF PAPERS:

Every paper/course will carry maximum marks of 150 (100 marks for semester examination and 50 marks for internal assessment, as per rules). There will be no internal assessment in case of Summer Training Project Report (604), Research Project Report

(703) and Comprehensive Viva-Voce examination (704). A Case/Problem has to be the part of the questions paper, wherever applicable.

SUMMER TRAINING PROJECT REPORT :

1. At the end of second semester examination, every student of PGDM will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 8 to 10 weeks duration. The College/Institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem.

The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paper back) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 150 marks divided into written report of 100 marks and presentation of 50marks. There will be no internal examiner.

Only such persons will evaluate the project report that has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching PGDM classes as guest faculty shall not be counted.

8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

RESEARCH PROJECT REPORT:

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic to be assigned by the Department of PGDM under the supervision of a core faculty member of the department. The research project report will carry 150 marks. The evaluation of the project report will be done by two external examiners. The average of the marks awarded by the two examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the PGDM program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the PGDM program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

COMPREHENSIVE VIVA:

The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 4th Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

The viva voce is of 150 marks to be conducted by the external examiner appointed by the University.

PGDM 101 : MANAGERIAL ECONOMICS

Max.Hours: 40

Unit I (4 Sessions)

Overview: The economics background to management; Nature and scope of managerial economics and its relationship with other disciplines; Significance in decision-making and five fundamental concepts

Unit II (8 Sessions)

Demand analysis: Demand theory; Objectives of demand analysis and determinants of demand; Elasticity of demand and its measurement methods; Importance in decision-making; Demand forecasting methods

Unit III (10 Sessions)

Production and cost analysis: Production concepts and analysis; Production function; Characteristic of various factors of production; Laws of production; Cost concepts and analysis; Empirical estimates of production and costs; Production function and its managerial use, short-run and Long-run Average costs curves and its analysis.

Unit IV (10 Sessions)

Pricing decisions: Pricing under different market structure: perfect and imperfect (monopoly, monopolistic and oligopoly markets). Pricing strategies; Collusive and non-collusive oligopoly; Baumol and Marris's models

Unit V (8 Sessions)

Macroeconomics: National Income-concepts and various methods of its measurement. Inflation: theories. Introduction to business cycles

SUGGESTED READINGS

- 1) Peterson HC and Lewis- *Managerial Economics* , 3rd, 1995 (Himalaya)
- 2) Trivedi- *Managerial Economics* (Tata McGraw-Hill, 2002)
- 3) Dwivedi- *Managerial Economics* (Vikas, 6th edition), 2001.

- 4) Gupta- *Managerial Economics* Tata McGraw-Hill, 1990, 8th ed.
- 5) Koutsyannis A- *Modern Microeconomics* (Macmillan), 1979, 6th ed.
- 6) Maheswari and Gupta- *Managerial Economics* (Sultan Chand)
- 7) Mote V et al- *Managerial Economics* Tata McGraw-Hill, 2001.
- 8) Savage C I and Small JR- *Introduction to Managerial Economics* (Hutchinson, 1979)

PGDM 102: Organisational Behaviour

Max. Hours: 40

Unit I (8 Sessions)

Organizational Behaviour (OB) : Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management & Emotional Intelligence in contemporary business organisation

Unit II (8 Sessions)

Perception : Concept, nature, process, importance, Management and behavioral applications of perception.

Attitude : Concept process, Importance, Attitude measurement

Personality : Concept, nature, types and theories of personality shaping

Learning : Concept and theories of learning .

Unit III (8 Sessions)

Motivation : Concept, principles, theories – content and process. Monetary and non-monetary motivation.

Leadership : Concept, functions, styles, and theories of leadership-trait, behavioural and situational

Unit IV (8 Sessions)

Analysis of Interpersonal Relationship, developing interpersonal relationship.

Group Dynamic : Definition of Group, stages of group development, punctuated equilibrium model, group structure, group decision making.

Unit V (8 Sessions)

Organizational power and politics : Concept of power, sources of power, classification of power, contingency approaches to power, Political implications of power. Dynamics of power and politics.

Organizational Conflict : Concept, Sources, types, functionality and dysfunctionality of conflict. Classification of conflict-intra-individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.

SUGGESTED READINGS:

- 1) Davis, Keith – *Human Behaviour at Works : Organizational Behaviour* (Tata McGraw Hill, New Delhi)
- 2) Pareek, Udai – *Behavioural Process in Organizations* (Oxford and IBH, New Delhi) 1981.
- 3) Robbins, S.P. – *Organizational Behaviour* (Pearson Education, New Delhi) 10th Ed., 2003
- 4) Luthans, Fred, - *Organizational Behaviour*(McGraw Hill,) 1998, New Delhi
- 5) Green Berg, “Behaviour in Organizations”, Pearson Publication.
- 6) Jit S. Chandan, “Organization Behaviour’, (Vikas Publishing House), 2004.

PGDM 103: MARKETING MANAGEMENT-I

Max.

Hours: 40

UNIT – I (6 Sessions)

Marketing: Meaning, Nature & Scope, Philosophies of Marketing: Production, Product, Selling, Marketing & Societal Concepts, Core Concepts of Marketing: Need, Wants Demand, Marketers, Prospects, Product, Exchange & Transaction, Marketing Management Functions, Consumer Behaviour: Meaning & Definition, Buyer decision process, Participants in Business Decisions and factors affecting Consumer Behaviour. Customer satisfactions Vs. Customer delight - Consumer value and satisfaction

UNIT – II (8 Sessions)

Marketing Environment: Factors of Micro & Macro Environment, Environmental Scanning, Portfolio Analysis: Boston Consulting Group Approach, General Electrical Model, Market Planning: Nature, Process & Types of Marketing Plan. Marketing Research: Marketing Research Process and Its Applications.

UNIT-III (8 Sessions)

Marketing Mix: Product, Price, Place, Promotion, Segmentation: Market Segmentation, Meaning & Definitions, Process & Levels of Market Segmentation, Bases of Segmentation, Criteria for effective Targeting of Market Segmentation, Approaches for Selecting Target Market, Product Positioning Strategies.

UNIT- IV (10 Sessions)

Managing the Product: Product Levels: Core Benefit, Basic, Expected Augmented & Potential Product, Product Mix: Product Width, Length, Depth & Consistency, Product Classification, Product Life Cycle: Introduction, Growth Maturity & Decline Stages & Strategies In Each Stage, New Product Development: Idea Generation, Idea Screening, Concept Development And Testing, Marketing Strategy Development, Business Analysis, Product Development, Market Testing & Commercialization, Reasons for the Product Failure.

UNIT-V (8 Sessions)

Dealing with Competition: Industry concept of Competition, Market concept of Competition, Designing the Competitive Intelligence System, Designing Competitive Strategies: Defence Strategies, Market- Leader Strategies, Market- Challenger Strategies, Market Follower Strategies, and Market- Nicher Strategies.

CASES

SUGGESTED READINGS:

Kotler, Philip. "Marketing Management: Analysis, Planning, Implementation and Control," Pearson Education New Delhi. 2003, 11th ed.

Kotler, Philip and Armstrong, Graw, "Principles of Marketing," Pearson Education, New Delhi, 2004.

Neelamegham,S., "Indian Cases In Marketing," Vikas Publication, New Delhi.

Stanton William J., "Fundamentals of Marketing", McGraw Hill, N. Delhi 10th ed. 1994.

Bull, Victor P., "Marketing Management: A Strategic Planning Approach," McGraw Hill, New York.

Czinkota,M.R., "Marketing Management", Pearson Education Asia, New Delhi 2004

PGDM 104: BUSINESS STATISTICS

Unit I (8 Sessions)

Role of statistics: Application of inferential statistics in managerial decision-making; Measures of central tendency: mean, median and mode and their implications; Measures of Dispersion: range, skewness, standard deviation and mean deviation

Unit II (6 Sessions)

Time series analysis: Concept, and secular trend; Seasonal variation; Cyclical variation and Irregular variation; various methods of time series analysis, and their applications in business decision-making; construction of Index Numbers and their uses.

Unit III (8 Sessions)

Correlation and Regression: Meaning and uses; various methods of calculation of coefficients and their analysis and implication; two variable and multi variable cases

Unit IV (8 Sessions)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Bayesian analysis, and its application
Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit V (10 Sessions)

Estimation theory and hypothesis testing: sampling theory: formulation of hypothesis; application of Z-test, t –test, F-test, Chi square test in testing of the hypothesis, techniques of association of attributes and testing.

CASE STUDY

SUGGESTED READINGS

Beri- Statistics for Management (Tata McGraw-Hill)

Chandran J S- Statistics for Business and Economics (Vikas), 1998.

Render and Stair Jr- Quantitative Analysis for Management (Prentice-Hall, 7th edition)

Sharma J K - Business Statistics (Pearson Education)

Gupta C B- An Introduction to Statistical Methods (Vikas), 1995, 9th ed.

Earshot L- Essential Quantitative Methods for Business Management and Finance (Palgrave, 2001)

Levin Rubin- Statistics for Management (Pearson) 2000, New Delhi.

PGDM 105: COMPUTER APPLICATION IN MANAGEMENT -I

Unit I (8 Sessions)

Information: Information concepts and processing; Evaluation of information processing techniques; Data; Information language and Communication

Computer Organization: Central Processing Unit; Storage Devices: Primary and secondary storage devices; Input–Output devices; Generations of computer systems and growth of personal computers. Memory buffers: input /output buffers; Graphic interfacing; I/O Processors and multi-user environment

Unit II (10 Sessions)

Overview: Languages; Compilers; Interpreters; Assemblers; OOPS; SQL; Java (an introduction)

Software Packages :

MS Word - Mail Merge,

MS Excel - Formulas, Graphs, Basic Statistical Formulae

MS Power Point - Creating effective presentations

MS Access - Introduction to DBMS concepts, Creating a Database, Basic queries, Creating Report and Forms.

Tally - Journal Entry, Ledger Posting, Preparation of Balance sheet

Unit III (6 Sessions)

Operating Systems: Concept of an operating system; Operating system as resource manager and coordinator of devices and jobs; Elements of Window operating systems; Use of menus, tools and commands of window 95/98, Vista operating systems

Unit IV (8 Sessions)

Computer Networking: Basic elements in networking, Networking Topology, Common network services, file services, print services, message services, application services, database services, different types of network - LAN, WAN, MAN, VAN, SAN, network connecting devices, open system interconnection model (OSI) different OSI Layers.

Unit V (8 Sessions)

Internet concepts: www, Internet, Internet vs. Groupware, Internet Hardware, Internet Software, Linking to the Internet, Internet Tools - Information Retrieval Tools (e-mail, ftp, Telnet, Usenet, Information Search Tool (Archie, Veronica, WAIS)

Internet Security - Security on the Internet, Site Hacking, Security and e-mail, Firewall (Concepts, Benefits, Enterprise wide security Framework)

SUGGESTED READINGS

Cygangski- Information Technology: Inside and Outside (Pearson)

Lucas Jr H C- Information technology for management (Tata McGraw- Hill), 6th ed, 1997.

Saxena S- A first course in computers (Vikas, 2003)

Leaon, Alexis & Mathews: Information Technology (Vikas)

Basandra S K- Computers Today (Galgotia), 2003.

Leon A and Leon M- Introduction to Computers (Leon Techworld, 1999)

PGDM 106: ACCOUNTING AND FINANCIAL ANALYSIS

Unit I (6 Sessions)

Overview: Accounting concepts, conventions and principles; Accounting Equations, International accounting principles and standards; Matching of Indian accounting standards with international accounting standard

Unit II (12 Sessions)

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, P/L Accounts, P/L Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patent and goodwill.

Unit III (12 Sessions)

Analysis of financial statement; ratio analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, common size statement; comparative balance sheet and trend analysis of manufacturing, service & banking organizations

Unit IV (6 Sessions)

Funds flow statement: Meaning; Concept of Gross and Net Working Capital; Preparation of schedule of change in working capital; Preparation of funds flow statement and its analysis

Unit V (4 Sessions)

Cash flow statement: Various cash and non-cash transaction, flow of cash, preparation of cash flow statement and its analysis

CASE STUDY

SUGGESTED READINGS

S K Bhattacharya & John Dearden- Accounting for management (Vikas), 1987, 8th ed.

Jain S P & Narang K L – Advanced Accounting (Kalyani)

S N & S K Maheshwari- Corporate Accounting (Vikas), 1995.

Robert Anthony & Hawkins- Accounting Test and Cases, 1995, Richard D. Irwin

PGDM 107: COMMUNICATION FOR MANAGEMENT

Unit I (8 Sessions)

Nature of Communication: Different types of communication like letters, memos, reports, fax, email, presentations, telephone, and multimedia, choosing the means of communication, stages in communication cycle, Barriers to communication, communication systems.

Unit II (10 Sessions)

Writing Techniques: rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, overall tone, drafting, editing and finalizing the business letters

Unit III (8 Sessions)

Recruitment and employment correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation.

Internal communications: memoranda, reports: types of reports, formal reports and informal reports, meetings, documentation.

External communications: Public notices, invitations to tender bid, auction, notices, etc;
Report writing: planning, technique of writing a report, characteristics of business reports, common types of reports, purposes of reports

Unit IV (8 Sessions)

Persuasive messages: planning the persuasive message, common types of persuasive requests, principles of persuasive communication

Effective communication and impact of information technology, Oral communication: nature and significance

Unit V (6 Sessions)

Reformulating and summarising: what is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries

Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension

CASE STUDY

SUGGESTED READINGS

Lesikar R V and Pettit Jr J D- Business Communication: Theory and Application (Tata McGraw-Hill, 2002)

Tayler Shinley - Communication for Business (Pearson Education, 2002)

Bovee C L et al- Business Communication Today (Pearson Education, 2002), New Delhi

Hargie O et al- Communication Skills for Effective Management (Palgrave, 2004)

T N Chhabra, Bhanu Ranjan – Business Communication (Sun India, 2004)

P.D. Chaturvedi – Business Communication (Pearson Education)

Meenakshi Raman-Technical Communication- (Oxford University Press)

PGDM 108: BUSINESS ENVIRONMENT

Unit I (6 Sessions)

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning, basic philosophies of capitalism and socialism with their variants

Unit II (10 Sessions)

Politico-legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; Changing dimensions of these laws and their impact on business

Unit III (8 Sessions)

Economic environment: Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations; Multinational corporations (MNC)

Unit IV (8 Sessions)

Technological and socio-cultural environment: Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures

Impact of culture and values: Salient features of Indian culture and values and their implications for industrialisation and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business

Unit V (8 Sessions)

Liberalisation in India: The New Economic Policy; Globalisation; Policy changes for liberalisation-Industrial policy; Exim- policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO

SUGGESTED READINGS

Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.

Ghosh- Economic Environment of Business (Vikas), 2004.

Morrison J- The International Business Environment (Palgrave, 2003).

Agarwal R- Business Environment (Excel Books), 2002.

Bedi S K- Business Environment (Excel Books), 2004.

George A and Steiner G A- Business, Government and Society (Macmillan)

PGDM: ENGLISH LANGUAGE

Unit -1 Basic Applied Grammar and Usage

The Sentences; Kinds of Sentences; Kinds of Phrases; Parts of Speech: Noun: Kinds, Gender; Case; Usage: Rules for Singular Nouns, Nouns in Plural form but Singular in sense etc. Nouns ending in - ics. Nouns ending in - es etc;

Pronoun: Definition, Kinds; Number, Gender, Person, Usage.

Adjectives and Determiners: Kinds, Position; Comparatives and Superlatives,

Conversion of Adjectives as Nouns, as adverbs, as Verbs. Determiners- Kinds. Usage of Adjectives and Determiners.

Articles: Kinds, Articles and Number System, Articles and Gender System, Omission of Articles, Repetition of Articles.

Adverbs: Kinds; Formation, Position of Adverbs, Degree of Comparison, Usage.

Preposition: Kinds, Prepositions and Adverbial Participles, Position; correct Usage, Meaning & Usage.

Verbs: Kinds; Auxiliaries; Principal Auxiliaries: Usage; Be, Have, Do,

Modal auxiliaries: Usage- Can/Could, May/Might; Must; Shall/Should; Will/Would; Ought to, Semi-Modals- Need; Dare; Used to.

Non-Finite Verbs: Kinds of Non-Finite: Infinitives, Gerund; Participle.

Concord: Of Numbers, Of Person. Exceptions to Grammatical; Concord; Concord System.

Conjunction: Coordinating Conjunction; Subordinating Conjunction.

Interjection: Definition, Types.

Mood: Indicative, Imperative, Subjunctive.

Active and Passive Voice.

Conditional Sentences.

Unit - II The Structure of Sentences/Clauses

Adverb Clause; Adjective Clause; Noun Clause. Sentences: Simple, Double, Multiple and Complex. Transformation of Sentences:

Simple to complex and vice versa; Transformation of Degree; Simple to Compound and vice versa; Interrogative into Assertive; Affirmative into Negative and vice versa:

Transformation of Statement into Exclamation. Sequence of Tenses: Usage.

Unit - III Paragraph Writing

Structure of Paragraph; Construction of Paragraph; Techniques of Paragraph Writing, Unity; Coherence; Emphasis. Expansion: Definition, Method of Expansion; Making of Expansion. Paraphrasing : Use of Paraphrasing; Exercises.

Unit - IV Comprehension & Precis Writing

Role of Listening; Ear Training, Reading Comprehension; Reasons for poor Comprehension; Improving Comprehension Skills; Developing Skills of Comprehension; Exercises. Precis Writing: Difference from Comprehension; Techniques of Precis Writing; Topic Sentences and its Arrangement.

Short Essay Writing

Definition of Essay; Types of Essay, Relevant Essay Writing for Engineers/Professionals; Use of Essay Writing,

Dimensions of Essay Writing : Literary, Scientific, Sociological: Contemporary

Problem Solving Essays.

Horizons of Essay Writing: Narrative Essays; Descriptive Essays; Reflective Essays;

Expository Essays; Argumentative and Imaginative Essays. Exercise.

Text Book

1. A Remedial Course in English for Colleges Books 1-3 by B.K. Das & A. David, Oxford Univ. Press, New Delhi.

REFERENCE BOOKS

1. Current English Grammar and Usage with composition by R.P. Sinha, Oxford Univ. Press, New Delhi.
2. English Grammar, Composition and Usage by J.C. Nesfield, Macmillan India Ltd. Delhi.
3. Oxford Practice Grammar by John Eastwood, Oxford Univ. Press, New Delhi.
4. Fowler's Modern English Usage by R.W. Burchfield, O.U.P. New Delhi.
5. English Grammar & Composition by P.C. Wren & Martin, S. Chand & Co. Ltd., New Delhi

PGDM 201: MARKETING MANAGEMENT- II (Max. Hours: 40)

UNIT – I

MARKETING CHANNELS

Concept, Functions, Importance of Marketing Channels, Levels, Factors affecting Length and Type of Channels, Selecting Channel Members, Managing Channel Conflicts Process of Selecting and Appointing Channel Members, Training of Channel Members, Motivating Channel Members. Physical Distribution: Importance of Physical Distribution, Confers Place and Time Utility of the Product, Functions of Physical Distribution: Transportation, Warehousing, Inventory Management, Outsourcing of Marketing Logistics.

UNIT – II

Integrated Marketing Communication

Communication Mix: Definition, Nature, Scope, Process of Communication: Message, Sender, Encoding, Medium, Decoding, Receiver, Feedback, Promotion Mix: Advertising, Sales Promotion, Direct Selling, Personal Relation, Personal Selling, Developing and Managing Advertising Program: Setting Advertising Objectives, Budget, Message, Media Decisions & Effectiveness: Reach, Frequency, Impact, Types & Timings.

UNIT-III

Brand Management

Branding: Meaning, Types, Brand Name Decisions, Brand Equity, Measuring Brand Equity, Brand Strategy Decisions: Line Extension, Brand Extension, Multi Brand, New Brands, Brand Building Tools, Brand Development through Acquisition, Packaging: Importance, Decision Regarding Packaging & Labelling.

Pricing Decisions

Price: Meaning, Importance of Pricing Decision, Factors Influencing Pricing, Pricing Methods: Cost-Based Pricing, Break Even Concept, Market Based Pricing, Competition Oriented Pricing, Pricing Strategies: Value Pricing, Penetration Pricing, Skimming Pricing, Promotional Pricing, Initiating and Responding to Price Change.

UNIT-IV

Sales Force Management

Concept, Functions, Process of Personal Selling, Recruiting & Selecting of Sales Personnel, Training of Sales Personnel, Designing of Sales Quota & Territories, Sales Budget, Sales Reporting, Evaluation & Control, Preparing of Sales Report

UNIT-V

Recent Issues in Marketing

Customer Relationship Management: Customer Acquisition, Customer Retention, Designing Model for Building Customer Satisfaction, Rural Marketing: Rural Environment, Segmentation & Targeting, Product Strategy for Rural Market, Green Marketing, Viral Marketing, Emotional Marketing, and E-Marketing

CASES

SUGGESTED BOOKS

1. Neelamegham,S.,” Indian Cases In Marketing,” Vikas Publication, New Delhi.
2. Stanton William J., “Fundamentals of Marketing”, McGraw Hill, N. Delhi 10th ed. 1994.

- Kotler, Philip. "Marketing Management: Analysis, Planning, Implementation and Control," Pearson Education New Delhi. 2003, 11th ed.
3. Kotler, Philip and Armstrong, Graw, "Principles of Marketing," Pearson Education, New Delhi, 2004.
4. Belch M.A. and Belch G.E.- Advertising and Promotion- An Integrated Marketing Communication Perspective (Tata McGrawHill 2003)
5. Still R. Richard & Cundiff W. Edward "Sales Management" Prentice Hall.

PGDM 202: PRODUCTION AND OPERATIONS MANAGEMENT (Max. Hours: 40)

Unit I (8 Sessions)

Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services.

Unit II (8 Sessions)

Process types in manufacturing: project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning.

Unit III (8 Sessions)

Production Planning & Control: Production planning techniques for various process choices, techniques of production control, aggregate planning techniques,

Unit IV (8 Sessions)

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, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application.

Unit V (8 Sessions)

Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling.

Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM)

Case Study

SUGGESTED READINGS

1. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 1992), 2000 5th ed.
2. Chary- Production and Operations Management (Tata McGraw-Hill, 1997 9th ed.)
3. Hill T- Operations Management (Palgrave, 2000)
4. Johnston R et al – Cases in Operations Management (Pitman, 1993)
5. McGregor D – Operations Management (McGraw-Hill, 1960)
6. Morton- Production and Operations Management (Vikas)
7. Haleem A- Production and Operations Management (Galgotia books, 2004)
8. Shanker Ravi- Industrial Engineering (Galgotia)
9. Chase & Production and operation Management, Richard Irwin London; 1995, 7th ed.
10. Production & Operations Management.- Kanishka Bedi, (Oxford University Press)

PGDM 203: OPERATIONS RESEARCH (Max. Hours: 40)

Unit I (4 Sessions)

Decision-making environments: Decision-making under certainty, uncertainty and risk situations;
Uses of Decision tree, Uses, scope and applications of Operation Research in managerial decision-making

Unit II (16 Sessions)

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality
Transportation problem: Various method of finding Initial basic feasible solution and optimal cost
Assignment model: Algorithm and its applications

Unit III (6 Sessions)

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game
Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.

Unit IV (6 Sessions)

Queuing Theory: Characteristics of M/M/I Queuing model; Application of Poisson and Exponential distribution in estimating Arrival Rate and Service Rate; Applications of Queuing model for better service to the customers
Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

Unit V (8 Sessions)

Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Crashing and resource levelling of operations
Simulation and its uses in Queuing theory & Materials Management

Case Study

SUGGESTED READINGS:

1. Vohra- Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition), 2003.

2. Peter C Bell- Management Science/ Operations Research (Vikas)
3. Kothari- Quantitative Techniques (Vikas), 1996, 3rded.
4. Akhilesh K B and Balasubramanyam S- Quantitative Techniques (Vikas)
5. Taha Hamdy- Operations Research- An Introduction (Prentice-Hall, 7th edition), 1996, 5th ed.
6. J K Sharma- Operations Research (Pearson)

PGDM 204: FINANCIAL MANAGEMENT (Max. Hours: 40)

Unit I (8 Sessions)

Introduction: Concept of finance, scope and objectives of finance; Profit maximisation vs. Wealth maximisation; Functions of Finance Manager in Modern Age; Financial decision areas, Time value of money, risk and return analysis, valuation of securities

Unit II (10 Sessions)

Working Capital: Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement.

Working Capital Management: Management of cash, inventory and receivables.

Working Capital Financing: Sources of short term financing, Role of commercial bank in working capital management; Commercial paper; Factoring and other tools of working capital management

Unit III (8 Sessions)

Investment decision; Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting, Leverage analysis-financing, operating and combined leverage and its implications; EBIT-EPS analysis

Unit IV (8 Sessions)

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as source of long-term finance; Concept and approaches of capital structure decision; NI, NOI, Traditional and Modigliani Miller Approach; Cost of equity share, preference share and debentures

Unit V (6 Sessions)

Dividend Decision: Concept of retained earning and plough back of profits, relevancy and irrelevancy theory of dividend decision; Walter's model; Gordon's Model and Modigliani Miller model; Factor affecting dividend decision

Case Study

SUGGESTED READINGS:

1. Pandey I M- Financial Management (Vikas, 2004)
2. Van Horne- Financial Management and Policy (Pearson Education, 12th edition) 2003,
3. Knott G-Financial Management (Palgrave, 2004)
4. Khan and Jain- Financial Management (Tata McGraw-Hill, 3rd edition)

5. Prasanna Chandra- Fundamentals of Financial Management (TMH), 2004.
6. Kirt C Butler- Multi National Finance (Vikas)
7. R P Rustagi- Financial Management (Galgotia) 2000, 2nd reved.
8. Lawrence J. Gitman- Principles of Managerial Finance 2004, Pearson Education N. Delhi.

PGDM 205: RESEARCH METHODOLOGY (Max. Hours: 40)

Unit I (8 Sessions)

Introduction: Concept of research and its applications in the various functions of management; Types of research. Types of business problems encountered by the researcher; Problems and precautions to the researcher in India

Unit II (8 Sessions)

Process of research: Steps involved in research process; various methods of research design

Unit III (8 Sessions)

Data collection: Sampling procedure; Sample size; Determination and selection of sample member; Types of data and various methods of collecting data; Preparation of questionnaire and schedule; Precautions in preparation of questionnaire and collection of data

Unit IV (10 Sessions)

Analysis of data: Coding, editing and tabulation of data; various kinds of charts and diagrams used in data analysis; Application of statistical techniques for analysing the data, Application of Analysis of Variance (ANOVA), Uses of Data Analysis Tools like SPSS and Excel.

Unit V (6 Sessions)

Report Preparation: Types and layout of research report; Precautions in preparing the research report; Bibliography and Annexure in report; Drawing conclusions; Giving suggestions and recommendations to the concerned persons

SUGGESTED READINGS:

1. Collis J and Hussey R- Business Research (Palgrave, 2003)
2. Cooper- Business Research (Tata McGraw-Hill)
3. Saunders- Research Methods for Business Students (Pearson Education, 3rd edition)
4. Beri- Marketing Research (Tata McGraw-Hill), 1993, 2nd ed.
5. David J. Luck and Ronald S. Ruben- Marketing Research (Prentice Hall of India), 1987, 7th ed.

PGDM 206: BUSINESS LAWS (Max. Hours: 40)

Unit I (10 Sessions)

Contract Act, 1872: definition, concept of contract, valid contract and its essential elements, criteria for classification for contract, quasi contract, various forms of quasi contracts, discharge of contract: various; remedies for breach of contract.

Unit II (6 Sessions)

Sale of Goods Act, 1930: introduction, contract of sale, agreement to sell, documents of title, conditions and warranties, doctrine of caveat emptor: transfer of property: significance of transfer of ownership, rules; performance: delivery of goods by seller, acceptance of delivery by buyer; remedies for breach: Rights of Unpaid-sellers

Unit III (6 Sessions)

Negotiable Instruments Act, 1881: definition and characteristics, promissory notes, bills of exchange, and cheques, parties to negotiable instruments; Methods of negotiation of instrument, endorsement and delivery of a negotiable instrument, negotiation by unauthorized parties, negotiation of dishonoured and overdue instruments; banker and customer: introduction, crossing of a cheques, obligations of a banker, protection granted to bankers, obligations of a customer, bouncing of cheques

Unit IV (10 Sessions)

Partnership Act, 1932: definition of partnership, types, of partnership, Formation of Partnership, registration of partnerships, and kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm

Companies Act, 1956: definition of a company, formation of company, memorandum and articles of associations of a company, types of companies, management of companies: directors and meetings; winding up of companies

Unit V (8 Sessions)

Consumer Protection Act, 1986: definition of consumer, goods and defect, services and deficiency, consumer forums, procedure to approach consumer forums

Employee Benefit: brief outline of legislations: Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Payment of Gratuity Act, 1972;

Case Study

SUGGESTED READINGS

1. Kuchhal MC - Business Law (Vikas), 2nd ed 1998.
2. Tulsian- Business Law (Tata McGraw-Hill, 2nd edition)
3. Kuchhal- Mercantile Law (Vikas), 1998, 4th ed.

PGDM 207 : MANAGING HUMAN RESOURCES (Max. Hours: 40)

Unit I (6 Sessions)

Nature and the development of personnel management: Historical context in India, the welfare tradition, the industrial relations tradition, the control of labor tradition, the professional tradition. Personnel functions: personnel as specialist function, policies, strategies, and operating plans of personnel, and the personnel activities.

Human Resource Management (HRM) : political, social, and social context of change, HRM within organization structure.

Unit II (8 Sessions)

Human resources planning: definition, purposes, processes and limiting factors; human resources information system (HRIS): personnel records and statistics, the use of information systems in HRM, HR accounting and audit.

The systematic approach to recruitment: recruitment policy, recruitment procedures, job analysis, job description, personnel specification, recruitment methods, and evaluation.

The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment and evaluation of process.

Unit III (10 Sessions)

Training and development: purpose, methods, and issues in training and management development programs,

Performance appraisal: definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up.

Reward management: job evaluation, purposes and methods, factors affecting compensation policy, effect of job evaluation on human relations, compensation system; base and variable, fringe benefits, the legal framework on pays and benefits.

Unit IV (8 Sessions)

Discipline and grievance procedures: definition, disciplinary procedure model, the other procedures, grievance procedures and interview.

Industrial relations: aspect of industrial relations (IR), nature and importance of union-management relations.

Unit V (8 Sessions)

Terminations of employment: retirement, resignation, and termination of contract: layoff and exit interviews.

Dealing with the human aspects of terminations: Procedures for terminations, counselling, training and notice of dismissal.

SUGGESTED READINGS:

1. Bratton J and Gold J - Human Resource Management : Theory and Practice (Palgrave, 2003)

2. Gomez - Mejia et al - Managing Human Resource (Pearson Education, 3 edition).
3. Ivansevich - Human Resources management (Tata McGraw-Hill)
4. Aswathappa - Human Resources Management (Tata McGraw-Hill) - HR and PM, 2003, 3 ed.
5. Dessler - Human Resource Management (Printice-Hall, 9 edition)
6. A.K. Singh, B.R. Buggal, Puneet Mohan - Human Resources Management and Development (Sun India Publication, 2004).

PGDM 208: E-BUSINESS (Max. Hours: 40)

Unit I (8 Sessions)

Introduction to E-Business: Overview of E-Business; Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises

E-Commerce: Origin and Need of E-Commerce; Factors affecting E-Commerce; Business dimension and technological dimension of E-Commerce; E-Commerce frame work; Internet as an E-Commerce enabler handling business transactions; Handling payments: Electronic Fund Transfer System, Digital Token an notational based electronic payment system, smart card, credit card and emerging financial instruments

Unit II (8 Sessions)

B2B E-Commerce: B2B E-Commerce models: supply oriented, buyer oriented, intermediary oriented; Just-in-time for B2B commerce

Mobile Commerce: Introduction to mobile commerce; Frame required for mobile computing; Challenges emerging in mobile commerce security considerations

Unit III (8 Sessions)

E-Commerce and Banking: changing dynamics in banking industry; Home banking and its implementation; Management issues in on-line banking

E-Commerce and retailing: On-line retail industry dynamics; On-line mercantile models from customer perspective; Management challenges in on-line retailing

Unit IV (8 Sessions)

E-Commerce and on-line publishing: On-line publishing approach from customer prospective; Supply chain management fundamentals; Intranets and Supply Chain Management; managing retail supply chains, Supply chain Application Software

EDI: EDI application in business development; EDI technology; EDI as a re-engineering tool; Financial EDI

Unit V (8 Sessions)

Indian Perspective: Benefits of E-Commerce; Drawbacks and limitations of E-Commerce; Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business

Web security: Introduction; Firewalls and transaction security;.

SUGGESTED READINGS

1. Bhaskar- E-Commerce (Tata McGraw-Hill)
2. Krishnamurthy- E-Commerce Management: Text and Cases (Vikas)
3. Laudon and Traver- E-Commerce: Business, Technology, Society (Pearson Education)
4. Michel D et al- Business-to-Business Marketing (Palgrave, 2003)
5. Greenstein and Feinman- Internet securities
6. Kalakota and Whinston- Frontiers of electronic commerce (Pearson Education),

7. Kalakota R - Electronic commerce-A Manager's Guide, (Pearson Education, 2000),

PGDM-209 COMPUTER APPLICATION IN MANAGEMENT -II

Unit I (8 Sessions)

Information System Analysis and design: System development life cycle, Structured System Analysis and Design, Physical and Logical Data Flow Diagrams, Requirements Analysis, Design of New Systems. Data modeling, data dictionary, entity relationship (ER) diagram, structure charts, Transform and Transaction Analysis, Applications in Financial & Cost Management.

Unit II (8 Sessions)

Enterprise Resource Planning: ERP overview, Functional Architecture of ERP, Material requirement planning and ERP, ERP implementation, Technology and International consideration in implementation of ERP

Unit III (8 Sessions)

ERP - A manufacturing Perspective, ERP Module, ERP Market, ERP implementation life cycle, Role of SDLC/SSAD, Object Oriented Architecture.

ERP Case Studies: Post implementation review of ERP Packages in manufacturing, services & other organizations

Unit IV (8 Sessions)

ERP & related technologies - Business Process Reengineering (BPR), Supply Chain Management, Customer Relationship Management (CRM), Data warehousing, Data Mining and Some Applications involving SAP and Oracle (Financial)

Unit V (8 Sessions)

Application: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

Data Analysis Tools: SPSS, EVIEWS, STATA etc.

Suggested Readings

1. Peter Norton's "Introduction to computer" , TMH
2. Kendall , " Introduction to System Analysis and design " McGraw Hill
3. V. Rajaraman, " Analysis & Design of Information System" , PHI
4. Lexis Leon , " Enterprise Resource Planning", TMH
5. Brady, Monu," Enterprise Resource Planning", TMH
6. Radhakrishnan," Business Process Reengineering", PHI

PGDM 301: SUPPLY CHAIN MANAGEMENT (SCM)

Max. Hours: 40

Unit I (8 Sessions)

Introduction: Basic Concept & Philosophy of Supply Chain Management; essential features, infrastructure, flows (cash, value and information), key issues in SCM, benefits and case examples

Unit II (8 Sessions)

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving, ABC Analysis, SDE / VED Analysis

Unit III (8 Sessions)

Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials, Just-In-Time & Kanvan System of Inventory management.

Unit IV (8 Sessions)

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, outbound logistics-distribution and warehousing management.

Unit V (8 Sessions)

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking- concept, features and implementation, Outsourcing-basic concept, value addition in SCM-concept of demand chain management

SUGGESTED READINGS

1. G. Raghuram (I.I.M.A.)-Logics and Supply Chain Management Macmillan, 2000
2. Emiko Bonafield -Harnessing Value in the Supply Chain, Johnwiley : Singapor, 1999.
3. Dr. Gopal Krishnan-Material Management rearew, 2002 Pearson New Delhi.
4. R.G. Koragaonkar-JIT Manufacturing

5. B.S. Sahay, Macmillan- Supply Chain Management, 2000.

PGDM 302: STRATEGIC MANAGEMENT

Max.

Hours: 40

Unit I (10 Sessions)

Introduction: Strategic management (SM) , Business Policy (BP) and Business Plan; Basic concepts of SM; Impact of Globalisation and e-Com; Theories of organisational adaptation; Creating a learning organisation; Basic model of SM; Strategic decision making; Impact of Internet; Firm and its environment.

Unit II (6 Sessions)

Scanning the environment: Environmental scanning; Industry analysis; Competitive intelligence; Forecasting; Synthesis of external factors; ETOP Study.

Internal scanning: Organisational analysis; resource-based approach; value chain analysis; Scanning functional resources; Strategic audit;

Unit III (8 Sessions)

Strategy formulation: Situational analysis: SWOT analysis, TOWS Matrix; Corporate strategy; Strategies for growth and diversification; Process of strategic planning; Stages of corporate development; Portfolio analysis; Corporate parenting; Functional strategy; Core competencies; Strategic choice.

Unit IV (10 Sessions)

Strategy implementation and control: Organising for action; Developing programmes, budgets and procedures; How strategy to be implemented? Strategy implementation through structure, values, and ideologies; McKinsey's 7s framework; Acquisition of resources and competence; Organization life cycle; Management & Control, Activity-based costing; Strategic Information Systems

Unit V (6 Sessions)

Other strategic issues: Strategic issues in managing technology and innovation; Strategic issues in entrepreneurial ventures and small businesses; Strategic issues in not-for-profit organisations

SUGGESTED READINGS

- 1) Pitts R A and Lei D- *Strategic Management: Building and Sustaining Competitive Advantage* (Vikas, 3rd edition), 2003.
- 2) Thompson A and Strickland A J- *Strategic Management: Concepts and Cases* (Tata McGraw- Hill, 2002)
- 3) *Wheelen T L and Hunger J D- *Concepts in Strategic Management and Business Policy* (Pearson Education, 2004)
- 4) White C- *Strategic Management* (Palgrave, 2004)
- 5) Beamish P- *Asia-Pacific Cases in Strategic Management* (Tata McGraw-Hill, 2000)
- 6) David F R- *Strategic Management: Concepts and Cases* (Pearson Education, 9th edition) 2004.
- 7) Dess G- *Strategic Management: Creating competitive Advantage* (Tata McGraw- Hill, 2002) 2004 – M. Hill Internationa, N. York.

- 8) Hunger J D and Wheelen T L- *Essentials of Strategic Management* (Prentice-Hall, 3rd edition)
- 9) Johnson and Scholes- *Exploring Corporate Strategy: Text and Cases* (Prentice-Hall, 6th edition) 2000 4th ed.
- 10) Porter M- *Competitive Strategy* (Macmillan) 1998

PGDM 303: MANAGEMENT INFORMATION SYSTEMS (MIS)

Max. Hours: 40

Unit I (6 Sessions)

Introduction: MIS and information systems; Management support system and classifications

Unit II (10 Sessions)

Role of MIS: Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS: Internet, Intranet, Extranet; Enterprise communication and collaboration

Unit III (8 Sessions)

Decision support systems: MIS support for decision making; Decision support systems; Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimisation analysis, data mining for decision support

Unit IV (8 Sessions)

Developing MIS systems: System Development Cycle; System Analysis; System Design (DFD and ER diagrams)

Unit V (8 Sessions)

Applications: Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business: neural network, fuzzy logic, genetic algorithm, virtual reality; Executive Information System; Expert Support Systems; Security and Ethical challenges

SUGGESTED READINGS

- 1) Laudon K C and Laudon J P- *Management Information Systems: Managing the Digital Firm* (Prentice-Hall, 8th edition)
- 2) O'Brien J- *Management Information System* (Tata McGraw-Hill, 5th edition), Galgotia.
- 3) Oz E- *Management Information System* (Vikas, 3rd edition)
- 4) Jawedkar W S- *Management Information System* (Tata McGraw-Hill, 2nd edition) 2003.
- 5) Mudrick R G- *An information system for modern management 2001, 3rd*, Pearson.
- 6) Mahadeo Jaiswal, *Management Information System* (Oxford University Press)

**PGDM 304: SUMMER TRAINING REPORT AND VIVA -
VOCE**

PGDM 401: ENTREPRENEURSHIP, ETHICS & CORPORATE GOVERNANCE

Max. Hours: 40

Unit I (6 Sessions)

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship

Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khandwala and others, Creative Performance in terms of motivation and skills.

Unit II (10 Sessions)

Creativity and Entrepreneurial Plan: **Idea Generation**, Screening and Project Identification, Creative Performance, **Feasibility Analysis:** Economic, Marketing, Financial and Technical; **Project Planning**, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

Unit III (6 Sessions)

Operation problems: Incubation and Take-off, Problems encountered, Structural, Financial and Managerial Problems, Types of Uncertainty.

Institutional support for new ventures: Supporting organisations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs

Unit IV (8 Sessions)

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit V (10 Sessions)

Values and Ethics: Ethical Behaviour, Indian Ethos, Indian Value System and Values, Teaching from scriptures and tradition (Geeta, Ramayana, Mahabharata, Upanishadas, Vedas, Bible and Quoran)

Corporate Governance: Issues, need, corporate governance code, transparency & disclosure, role of auditors, board of directors and share holders; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad, corporate social responsibility

SUGGESTED READINGS:

- 1) Couger, C- *Creativity and Innovation* (IPP, 1999)
- 2) Nina Jacob, - *Creativity in Organisations* (Wheeler, 1998)
- 3) Velasquez- *Business Ethics- Concepts and Cases* (Prentice-Hall, 5th edition) 2002.

- 4) Kitson Alan- *Ethical Organisation* (Palgrave) 2001.
- 5) Reed Darryl- *Corporate Governance Economic Reforms & Development* (Oxford) 2004, London.
- 6) Jonne & Ceserani- *Innovation & Creativity* (Crest) 2001.
- 7) Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business* (Palgrave, 2003)
- 8) Holt- *Entrepreneurship: New Venture Creation* (Prentice-Hall) 1998.
- 9) Hunger J D and Wheelen T L- *Strategic Management* (Addison-Wesley, 1999)
- 10) Singh P and Bhanderkar A- *Winning the Corporate Olympiad: The Renaissance Paradigm* (Vikas)
- 11) Dollinger M J- *Entrepreneurship* (Prentice-Hall, 1999)

PGDM 402 : TOTAL QUALITY MANAGEMENT

Max. Hours: 40

Unit I (6 Sessions)

Introduction to Total Quality Management: Concept of TQM, Antecedents of Modern Quality Management, The Quality Gurus, Accelerating Use of TQM, Quality and Business Performance, Service Quality vs. Product Quality, The Baldrige Award.

Leadership for TQM: Attitude and Involvement of Top Management, Communication, Culture, Management System.

Unit II (10 Sessions)

Strategic Quality Planning: Strategy and the Strategic Planning Process, Strategic Quality Management, Definition of Quality, Control, Service Quality.

Management of Process Quality: History of Quality Control, Product Inspection vs. Process Control, Moving from Inspection to Process Control, Statistical Quality Control, Basic Approach to Statistical Quality Control, Tools for Statistical Quality Control, Problem Analysis, Pareto Analysis, Manufacturing to Specification vs. Manufacturing to Reduce Variations, Process Control in Service Industries, Process Control for Internal Services, Quality Function Deployment, Just-in-Time, Just-in-Time or Just-in-Case, The Human Side of Process Control.

Unit III (6 Sessions)

Customer Focus and Satisfaction: Process vs. Customer, Internal Customer Conflict, Defining Quality, A Quality Focus, The Driver of Customer Satisfaction, Getting Employee Input, Measurement of Customer Satisfaction, The Role of Marketing and Sales, The Sales Process, Service Quality and Customer Retention, Customer Retention and Profitability, Buyer-Supplier Relationships.

Unit IV (8 Sessions)

Organizing for Total Quality Management: Structure and Teams, Organizing for TQM: The Systems Approach, Organizing for Quality Implementation, The People

Dimension: Making the Transition from a Traditional to a TQM Organization, Roles in Organizational Transition to TQM, Small Groups and Employee Involvement, Teams for TQM.

Unit V (10 Sessions)

The Cost of Quality: Cost of Quality Defined, The Cost of Quality, Views of Quality Costs, Quality Costs, Measuring Quality Costs, The Use of Quality Cost Information, Accounting Systems and Quality Management, Activity-Based Costing.

ISO The Universal Standard of Quality: ISO around the World, Various series of ISO Standards, Benefits of ISO Certification, Certification Process : Audit, Documentation, Post-Certification, Choosing an Accredited Registration Service, The Cost of Certification, Implementing the System.

SUGGESTED READINGS :

1. Parag Diwan, Quality in Totality: A Manager's Guide to TQM and ISO 9000, Deep & Deep Publication.
2. Joseph A. Petrick & Diana S. Furr, Total Quality in Managing Human Resources
3. D.H. Stamatis, Total Quality Service – Principles, Practices, and Implementation. Deep & Deep Publication.
4. Joel E. Ross, Total Quality Management – Text, Cases and Readings, St. Lucie Press.

**PGDM 403 : RESEARCH PROJECT REPORT AND VIVA-
VOCE**

PGDM 404 : COMPREHENSIVE VIVA-VOCE

ELECTIVE PAPERS

PGDM - HR 1: PERSONAL GROWTH AND TRAINING & DEVELOPMENT

Max.

Hours: 40

Unit I (7 Sessions)

Understanding self and Others: Johari's Window and Transactional Analysis (TA)
Meaning of personality: What personality is? Personality pattern; Symbols of Self; Molding the personality pattern; Persistence and change

Unit II(8 Sessions)

Evaluation of personality: Sick personalities and Healthy personalities
24 Carats of Winning Personality

Unit III (9 Sessions)

Overview: Definition; Aim and philosophy of training; Trainers, Consultant and Organisational Climate for training; Component of training; Training skills
Learning and training: Learning theories; Organisational learning and Learning Organisation; Conditions for effective learning; Continuous learning and development

Unit IV (9 Sessions)

Identifying and analysing training needs: Identifying various stages of training benefits and disadvantages of training
Planning and designing: Training and development programmes planning and designing; Teaching aids for training. Training methods; On-the-job training; Off-the-job training

Unit V (9 Sessions)

Evaluation of T & D programme: Monitoring and evaluation of training programme; Follow up; Economics and effectiveness of training programme

SUGGESTED READINGS:

- 1) Friedman- *Personality: Classic Theories and Modern Research* (Pearson, 2nd edition) 2004.
- 2) Hurlock E- *Personality Development* (Tata McGraw-Hill)

- 3) Iyer V- *How to Develop a Powerful & Positive Personality* (Sterling Publishers)
- 4) Lynton R P and Pareek U- *Training for Organisations Transformation* (Sage)
- 5) Rainbird H- *Training in the Workplace* (Palgrave, 2000)
- 6) Singh R P- ***Management of Training Programmes*** (Anmol Publications) 2000
- 7) Pareek U- *Training Instruments for HRD and OD* (Tata McGraw-Hill, 2nd edition)
- 8) Rae L- *How to Plan & Design Training Programme* (Infinity Books) 2003.

PGDM -HR 2: INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS

Max. Hours: 40

Unit I (8 Sessions)

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Union; Employers' Organisation; ILO in IR; Industrial Relations machinery in India

Unit II (6 Sessions)

Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of liberalisation; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

Unit III (6 Sessions)

Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial unrest

Unit IV (12 Sessions)

Labour legislations: Historical perspective; Impact of ILO; Indian constitution; Important provisions are: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act

Unit V (8 Sessions)

Important Provisions of Industrial Dispute Act and Factories Act

SUGGESTED READINGS:

- 1) Monappa A- *Industrial Relations* (Tata McGraw-Hill, 2002)
- 2) Sinha- *Industrial Relations, Trade Unions, and Labour Legislation* (Pearson Education)
- 3) Srivastava S C- *Industrial Relations and Labour Laws* (Vikas, 4th edition) 2000.
- 4) Mamoria CB, Mamoria, Gankar- *Dynamics of Industrial Relations* (Himalayan Publication, 2003)
- 5) Bare Acts

PGDM -HR 3: TEAM BUILDING AND LEADERSHIP

Max. Hours: 40

Unit I (8 Sessions)

Overview of groups: Formation of group; Group dynamics; Group structure and Group cohesiveness; managing group and inter-group dynamics in organisation

Unit II (8 Sessions)

Team building process: Overview of teams: definition, types, stages of team development: storming, norming, forming and performing; Quality circles and self managed teams; Evaluating team's performance; teams and high performing organisations

Unit III (8 Sessions)

Goal setting for team: Defining roles; Responsibilities of team members, developing interpersonal skills; Interpersonal communication barriers and gateways to communication

Unit IV (8 Sessions)

Leadership and management of team: Sources of powers and influence; Leadership models and styles

Unit V (8 Sessions)

Leadership styles: Contingency approach to effective leadership; Situational leadership; Transformational leadership; Leadership in decision-making process; Leadership in times of change

SUGGESTED READINGS:

- 1) Gold N- *Teamwork: Multi-Professional Perspective* (Palgrave, 2004)
- 2) Ray D- *Teaming up* (McGraw-Hill, 2002)
- 3) Yukl-*Leadership in Organisations* (Pearson, 5th edition)
- 4) Hersey P; Blanchard K and Johnson D- *Management of Organisational Behaviour* (Prentice-Hall, 8th edition)

PGDM -HR 4: NEGOTIATION AND COUNSELLING

Max. Hours: 40

Unit I (8 Sessions)

Concept and overview of negotiation: Types of Negotiation

Unit II (8 Sessions)

Important factors and emotions in negotiation: Communication; Creativity; BATNA; Role of emotions

Unit III (8 Sessions)

Preparation and process of negotiation: Stockholders; Consultants and Interests Study; Developing a strategy overall process

Unit IV (8 Sessions)

Emergence and growth of counseling: Factors contributing to the emergence; Defection approaches to counseling

Unit V (8 Sessions)

Counseling process and evaluation

SUGGESTED READINGS:

- 1) Cohen S- *Negotiating Skills for Managers* (Tata McGraw-Hill) 2003.
- 2) Rao S N- *Counseling and Guidance* (Tata McGraw-Hill)
- 3) Spangle M L and Isenhart M W- *Negotiation* (Sage, 2002)
- 4) Rama Mohana Raok – *Services Marketing* (Pearson Education)

PGDM -MK 1: MARKETING OF SERVICES

Max.

Hours: 40

Unit I (6 Sessions)

Introduction: Difference between product and services marketing; Characteristics of services; Classification of services; Paradigms in services marketing

Service marketing system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service

Unit II (10 Sessions)

Services marketing mix: Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions

Unit III (8 Sessions)

Physical evidence: Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Role of technology in services marketing.

Unit IV (8 Sessions)

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 V (8 Sessions)

Services in global perspective: International marketing of services; Recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organising for global marketing

SUGGESTED READINGS:

- 1) Baron S and Harris K- *Services Marketing: Text and Cases* (Palgrave, 2003)
- 2) Lovelock- *Services Marketing: People, Technology and Strategy* (Pearson Education, 5th edition) 2001.
- 3) Zeithaml- *Services Marketing* (Tata McGraw-Hill, 3rd edition) 1999.
- 4) S. L. Gupta – ***Marketing of Services (Sultan Chand)***
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)
- 6) Govind Apte- *Services Marketing* (Oxford Univ. Press)

PGDM -MK 2: CONSUMER BEHAVIOUR AND ADVERTISING MANAGEMENT Max. Hours: 40

Unit I (8 Sessions)

Introduction: Defining Consumer Behaviour; Reasons for studying consumer behaviour, applying consumer behaviour knowledge; Understanding consumer and market segments; Environmental influences on consumer behaviour: Subcultures, social class, social groups, family, personal influences and diffusions of innovations

Unit II (8 Sessions)

Industrial determinants of Consumer Behaviour: Personality and self-concept; Motivations and involvement; Information processing; Learning and memory; Attitudes and changing attitudes

Unit III (8 Sessions)

Consumer decision process: Problem recognition; Search and evaluating; Purchasing processes, Post-purchase behaviour; Consumer behaviour models; Consumerism; Organisational buying behaviour

Unit IV (8 Sessions)

Advertising management overview: Meaning, nature and scope of Advertising; Advertising and other promotional tools; Role of advertising in promoters mix; Process of advertising; Customer and competitor analysis; STP strategies for advertising

Unit V (8 Sessions)

Campaign planning: Message creation; Copywriting; Role of creativity in copywriting; Media planning; Testing for advertising effectiveness; Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies; Role of advertising in natural development

SUGGESTED READINGS:

- 1) Batra; Myers and Aaker- *Advertising Management* (Prentice-Hall, 5th edition)
- 2) Desmond J- *Consuming Behaviour* (Palgrave, 2003)
- 3) Loudon D L- *Consumer Behaviour* (Tata McGraw-Hill, 4th edition) 1993
- 4) Schiffman and Kanuk- *Consumer Behaviour* (Prentice-Hall, 8th edition) 1995.
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)
- 6) Blackwell et al- *Consumer Behaviour* (Vikas, 9th edition) Blackwell 2004.

- 7) Belch M A and Belch G E- *Advertising and Promotion – An Integrated Marketing Communication Perspective* (Tata McGraw-Hill) 2003. 6th ed.

PGDM -MK 3: SALES AND DISTRIBUTION MANAGEMENT

Max. Hours: 40

Unit I (4 Sessions)

Introduction: 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 II (10 Sessions)

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

Unit III (10 Sessions)

Sales force management: Organising 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 IV (8 Sessions)

Introduction to distribution management: What is distribution channel? Importance of a channel; Types of channel; Primary and specialised distributors and participants; Distributors policies and strategies

Unit V (8 Sessions)

Channel management: Forces of distributing systems; distributors selections and appointment; Channel conflicts and resolutions; Training the distributors sales team.

SUGGESTED READINGS:

- 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: RETAIL MANAGEMENT

Max. Hours: 40

Unit I (8 Sessions)

Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retail Outlets, Market structure and control; Planning and development

Unit II (10 Sessions)

Situational analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, nonstore-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies

Choosing a store location: Trading-area analysis; Site selection; Store design and layout; Display

Unit III (8 Sessions)

Managing retail business: Retail organisation and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality

Unit IV (8 Sessions)

Delivering the product: Retail Information Systems; Merchandise management and pricing: developing and implementing plans; People in retailing; Out-of-store retailing: different types

Unit V (6 Sessions)

International retailing: Internationalisation and Globalisation; Shopping at World stores; Going International; The Internationalisation process; Culture, business and international management

SUGGESTED READINGS:

- 1) Berman B and Evans J R- *Retail Management* (Pearson Education, 2002.)
- 2) Michael Lervy M and Weitz B W- *Retailing Management* (Tata McGraw-Hill, 2004)
- 3) Newman A J and Cullen P- *Retailing: Environment and Operations* (Vikas, 2002)
- 4) Varley R and Rafiq M- *Principles of Retail Management* (Palgrave, 2004)
- 5) Lamba- *The Art of Retailing* (Tata McGraw-Hill, 2001)

PGDM -FM 1: INTERNATIONAL FINANCIAL MANAGEMENT

Max. Hours: 40

Unit I (6Sessions)

Global financial environment: Overview: IMF: objectives, functions. Euro currency market. Money market, capital market: Relationship with domestic markets. Role of Finance Manager in the Global context. Balance of Payments: understanding, analysis and interpretation.

Unit II (10 Sessions)

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,** forecasting, theories: Purchasing power parity, Interest rate parity etc.

Unit III (10 Sessions)

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 IV (8 Sessions)

Financial structure and International financing: Optimal financial structure and MNE and their foreign subsidiaries; **Eurocurrency markets;** International debt markets; **Management of interest rate risk:** interest rate options, currency options etc.

Unit V (6 Sessions)

Foreign investment decisions: Multinational capital budgeting; International portfolio theory and diversification; Repositioning of funds; Working capital management in MNE

FDI and FII in India:

SUGGESTED READINGS:

- 1) Apte- *International Financial Management* (Tata McGraw-Hill, 2002) 8th ed.
- 2) Eiteman et al- *Multinational Business Finance* (Pearson Education) 2004,
- 3) Shapiro- *Multinational Financial Management* (Prentice-Hall, 4th edition) 2002.
- 4) Sharan- *International Financial Management* (Prentice-Hall, 2nd edition) 2003.
- 5) Vij M-*International Financial Management* (Excel books) ,2003

PGDM - FM 2: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT Max. Hours: 40

Unit I (6 Sessions)

Overview of Capital Market: Market of securities: Stock exchange and New Issue Market their nature, structure, functioning and limitations. Trading of securities: equity

and debentures/ bonds. Regulatory Mechanism: SEBI and their guidelines. Investor protection.

Unit II (10 Sessions)

Valuation of Equity: Measures of risk and return: calculation, trade off, systematic and unsystematic. Equity valuation models. Analysis of equity Investment: Technical and fundamental approaches- company, industry and economy analysis Nature of stock market: EMH and its implications for investment decision.

Unit III (10 Sessions)

Other Instruments: Bonds: nature, valuation. Bond theorem; Term structure of interest rates. Duration. **Derivatives:** Options and futures: meanings, trading, valuation

Unit IV (8 Sessions)

Portfolio analysis and selection: Portfolio: concept, risk and return. Beta as a measure of risk: calculation. Selection of portfolios; Capital market theorem and Arbitrage pricing theory.

Unit V (6 Sessions)

Portfolio Management and Performance evaluation: Performance evaluation of existing portfolio; Sharpe and Treynor measures. Finding alternatives and revision of portfolio; Portfolio management and mutual fund industry

SUGGESTED READINGS:

- 1) Chandra P- *Investment Analysis and Portfolio Management* Tata McGraw-Hill, 2004.
- 2) Fischer and Jordan- *Security Analysis and Portfolio Management* (Prentice-Hall, 6th edition) 1996.
- 3) Ranganatham- *Investment Analysis and Portfolio Management* (Pearson Education)
- 4) Pandian P- *Security Analysis and Portfolio Management* (Vikas)

PGDM-FM3: MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Max. Hours : 40

Unit I (8 Sessions)

Financial system and market: Constituents and functioning. RBI – Role and functions. Regulation of money and credit. Monetary and fiscal policies. Techniques of regulation and rate. Foreign exchange market. Financial sector reforms in India. Financial services: nature, scope and uses etc.

Unit II (10 Sessions)

Banking: Commercial banks: Industry, constituents, performance, limitations etc. Determination of commercial interest rates: fixed and floating. Sources of funds and their utilization. Profitability vs. liquidity. Liability management. Management of capital funds- capital adequacy norms. Gap analysis. Non- performing assets. Strategies for making them viable.

Unit III (8 Sessions)

Securitisation : concepts, nature, scope and their implications. Auto loans, housing loans. Securitisation in India. **DFIs in India** (IDBI, ICICI, IFCI, NABARD, RRBs), State Level Institutions, Banks, NBFCs. Their status, working and strategies for commercial viability.

Unit IV (6 Sessions)

Insurance services: Life and General. Premium. Risk covered. Tax benefits. Return with risk coverage. **Mutual funds-** investment avenues. Returns and instruments.

Unit V (8 Sessions)

Leasing and Hire Purchase: Industry. Size and scope. Parties involved. Evaluation of Lease transaction. Types of lease and their implications. Hire purchase and lease-differences and implications for the business. Others: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money

SUGGESTED READINGS:

- 1) Fabozzi- Foundations of *Financial Markets and Institutions* (Pearson Education, 3rd edition)
- 2) Khan M Y- *Financial Services* (Tata McGraw-Hill) 1998.
- 3) Machiraju H R-*Indian Financial System* (Vikas, 2004)

- 4) Bhole L M- *Financial Institutions and Markets* (Tata McGraw-Hill, 3rd edition, 2003)

PGDM -FM 4: TAX PLANNING AND FINANCIAL REPORTING

Max. Hours: 40

Unit I (8 Sessions)

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

Unit II (10 Sessions)

Tax on individual income: Salaries. Standard deduction. Valuation of Perquisites Calculation of tax etc. Tax deductible at source.

Unit III (10 Sessions)

Corporate income tax: Tax concession and incentives for corporate decision. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganization: merger and amalgamation. Tax appeals; Revision & Review

Unit IV (6 Sessions)

Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification

Unit V (6 Sessions)

Central Excise Act 1994 and Excise planning; Customer Protection Act 1962 and Customers planning. (working knowledge is required for these)

SUGGESTED READINGS:

- 1) Bhatia H L- *Public Finance* (Vikas) 1999, 20th ed.
- 2) Lakhota 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.
- 6) Singhanian V K- *Direct Taxes, Law & Practice* (Taxman) 2002.

PGDM -IT 1: DATA BASE MANAGEMENT

Max. Hours: 40

Unit I (8 Sessions)

Introduction To Database; Organisation Of Database; Components Of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Semantic Data Model; Advantages Of DBMS

Unit II (8 Sessions)

Basic File Structure Indexed: Sequential; Hashing And File Organisation; Relational Data Model; Relational Calculus; Tuple Calculus System; Structured English Query Language; Algebraic Operations

Unit III (8 Sessions)

Relational Database Design: Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition Of Relation Schemes; Query Processing And Optimisation SQL Queries

Unit IV (8 Sessions)

SQL; Oracle Lab; The Client / Server Database Environment

Unit V (8 Sessions)

Object Oriented Data Models; Network And Hierarchy Models; Security; Data Warehousing; Data And Database Administration; Distributed Databases

SUGGESTED READINGS:

- 1) Beynon-Davies P- Database Systems (Palgrave, 2003)
- 2) Hoffer- *Modern Database Management* (Pearson Education, 6th edition)
- 3) Alexis and Leon- *Database Management System* (Vikas, 2003.)
- 4) Majumdar and Bhattacharya- *Database Management System* (Tata McGraw-Hill) 1996.
- 5) Navathe E- *Fundamentals of Database Systems* (Pearson Education, 3rd edition)

PGDM -IT 2: SYSTEM ANALYSIS AND DESIGN & SOFTWARE ENGINEERING Max. Hours: 40

Unit I (10 Sessions)

Concepts of systems analysis: The system concept; Characteristics of system; Elements of system; Physical and abstract system; Open and closed system; Formal system, informal information system; Computer based information system and management information system, Decision support system; Problem solving skills; Interpersonal skills; Role of the Analyst; Mediation between conflicts

Unit II (8 Sessions)

Systems development life cycle; Stages of Systems development life cycle, Sampling; Interviewing and Questionnaires; Investigation; Interviewing; Observation
Modelling: Logical and physical data flow diagrams; Logical data models [Entities; Attributes; and Relationships]. Three views of a system;

Unit III (6 Sessions)

Introduction to systems design (logical versus physical design) : Objectives of design; Constraints on design; Concepts of Modelling.

Unit IV (8 Sessions)

Process models and their importance: Waterfall Model; Evolutionary Development; Rapid Application Development (RAD) Model; Prototyping Model; Incremental Development; Spiral Model; Comparison of models and approaches
Development methods and techniques: Structures Methods and Techniques (SA/SD), Object Oriented Analysis And Object Oriented Design (OOA/OOD)

Unit V (8 Sessions)

Software development life cycle: A comprehensive review of each life cycle phase including Requirements Analysis and Specification, Design, Implementation, Validation And Verification; Installation and maintenance and each Object Oriented Life Cycle phase including Inception, Elaboration, Construction and Transition; Covering concepts, different techniques used and Issues involved in each phase; Introduction of SDLC with SA/SD approach

SUGGESTED READINGS:

- 1) Hoffer- *Modern Systems Analysis and Design* (Pearson Education, 3rd edition) 2002.
- 2) Kendall and Kendall- *Systems Analysis and Design* (Prentice-Hall, 5th edition) 1995 3rd ed.
- 3) Whitten, J L. - *System Analysis & Design Method* (Tata McGraw-Hill) 2002, Galgotia
- 4) Awad E M- *System Analysis & Design* (Galgotia books) 2004.
- 5) Jalota, Pankaj- *An Integrated Approach to Software Engineering* (Narosa Pub. House) 2001 2nd ed.
- 6) Sommerville I- *Software Engineering* (Pearson Education, 2004, 6th edition)
- 7) Pfleeger *Software Engineering: Theory & Practice* (Pearson Education, 2nd edition) 2002.
- 8) Pressman R S- *Software Engineering: A Practitioner's Approach* (McGraw-Hill) 2001 New York.

PGDM -IT 3: DATA COMMUNICATION AND NETWORK

Max. Hours: 40

Unit I (8 Sessions)

Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK

Features: Error detection and correction codes; Hamming codes; cyclic codes; Data compression

Unit II (8 Sessions) *LAN topologies:* Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card

Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways

Cell Relay; Frame Relay; FDDI; ISDN; B-ISDN

Unit III (8 Sessions) *Services provided:* Services; Protocols; Service Access Points; OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing

Concepts: Concepts of Port; Socket; ATM; Tunneling; Network Address Translation; Virtual Private Network

Unit IV (8 Sessions)

Network Operating systems: Unix; Linux; Windows; Novell Netware

Unit V (8 Sessions) *Communication:* Mobile communication; Applications of mobile communications; Wireless communication

Technologies: Wireless technologies; Wireless LAN; WAP; XML; XML script

SUGGESTED READINGS:

- 1) Widjaja L G- *Communication Networks* (Tata McGraw-Hill, 2000)
- 2) Comer- *Computer Networks and Internets* (Pearson Education, 4th edition)
- 3) Stallings W- *Data Computer Communication* (Pearson Education, 7th edition 2003.)
- 4) Tanenbaum- *Computer Networks* (Prentice-Hall, 4th edition) 2004 .

- 5) Black- *Computer Networks* (Prentice-Hall, 2nd edition), 1999

PGDM -IT 4: INTERNET AND VISUAL BASIC

Max. Hours: 40

Unit 1 (8 Sessions)

Introduction to Internet programming: Client - Server model; Browsers - Graphical and Hypertext Access to the Internet; HTTP - Hypertext Transfer Protocol (how it actually works)

Creating Internet World Wide Web pages: HTML - Hypertext markup language; headers, body, html tags; Tables; Text, graphics, sounds, Building a form; Text fields and value, size, maximum length; Html buttons, radio, checkboxes, pre-checked; Selection lists; HTML resources - html converters and tools

Unit II (8 Sessions)

HTML forms programming: Introduction to CGI scripting; Action and Method - GET and POST; html form interface with cgi scripts; Automating processing such as info forms and email; Programming cgi interfacing via forms

Creating interactive executable content: Introduction to Java; Java class libraries, Java byte codes; Classes and objects

Unit III (8 Sessions) *Applets:* Applet parameter passing; Class variables; Class methods; Object construction and destruction; Control structures; Basic Windows, mouse and buttons; Events, the Java event model; Basic I/O; Exception handling; System properties; JAR files, Java archive

Unit IV (9 Sessions) *Introduction to Visual Basic Integrated Development Environment:* Using Menus, Command Buttons, Text Boxes, Labels, Image Control, Declaring Variables, Symbolic Constants.

Advanced System Defined Controls: Timer, Frame, Status Bar, Picture, Image etc. Dialog Box Variables, if-then-else blocks, Select Cases and Looping Constructs Function and sub Procedures, General and Event Procedures

Unit V (7 Sessions) Design UI Applications; Showing and Hiding forms; Basic form events

Menu creation; Handling MDI parent/child forms; Navigating through forms; Connectivity with Database, Creativity and Manipulating Records.

Built-in function, User defined functions & Procedures Array

SUGGESTED READINGS:

- 1) Lehnert, W G- *Internet 101*(Addison-Wesley)
- 2) Hall M- *Core Web Programming* (Prentice-Hall, 1998)

- 3) Azam M- Programming with Visual Basic 6.0 (Vikas) 2000
- 4) Cornell G- Visual Basic 6 (Tata McGraw-Hill) 2000 5th ed.
- 5) Deitel and Deitel- *Visual Basic 6: How to program* (Pearson Education) 1999.

Specialization Group: International Business

PGDM IB 01 : INTERNATIONAL BUSINESS

Max. Hours : 40

Unit I (12 Sessions)

Overview of World Business and Framework of International Marketing:

Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

World Market Environment:

Political Environment- Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk.

Legal Environment- Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

Cultural Environment- Culture and its Characteristics, Influence of Culture on

(a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

Unit II (8 Sessions)

Planning for International Marketing:

Marketing Research ,Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations , Management Contracts, Turnkey Operations, Free Trade Zones

Unit III (10 Sessions)

International Marketing Decisions - I:

Product Policy and Planning- Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy- Role of Pricing, Price Standardization, Pricing Decisions,

Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment

International Channels of Distribution – Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution

Unit IV (10 Sessions)

International Marketing Decisions - II:

International Promotion Strategies- Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations

International Advertising – Patterns of Global Advertising, Global Advertising Regulations , Advertising Media, Standardized International Advertising

International Organizational Control

SUGGESTED READINGS

- 1) Onkvisit .S,Shaw.J - International Marketing (Pearson, 3rd Ed.)
- 2) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 3) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 4) Czinkota - International Marketing (Thompson, 8th Ed.)
- 5) Cateora Graham - International Marketing (TMH, 10th Ed.)
- 6) Jain S. – International Marketing (Thomson)

PGDM IB 02 : INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE ECONOMICS

Max. Hours : 40

Unit I (8 Sessions)

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

Unit II (12 Sessions)

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory.

Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit III (8 Sessions)

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

Unit IV (12 Sessions)

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

SUGGESTED READINGS:

- 1) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 2) Hill C.W. - International Business (TMH, 5th Ed.)
- 3) Daniels - International Business (Pearson, 1st Ed.)
- 4) Black J - International Business Environment (Prentice Hall)
- 5) Bhalla V.K.-International Business Environment (Anmol)

Specialization Group: International Business

PGDM IB 03 : EXPORT MANAGEMENT AND DOCUMENTATION

Max. Hours : 40

Unit I (12 Sessions)

Introduction to Export Management:

Introduction, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.

Selection of Products and Identification of Export Markets:

Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

Unit II (8 Sessions)

Export Marketing Channels and Export Sales Contract:

Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

Unit III (8 Sessions)

Export Finance and Pricing

Preshipment Finance, Postshipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

Unit IV (12 Sessions)

Formalities of registration and Export Documentation

Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC' /CB's
Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

SUGGESTED READINGS

- 1) Cherunilam, F - International Trade and Export Management (Himalaya, 2007)
- 2) Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 3) Govt. of India - Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- 4) Keegan J Warren – Global Marketing Management (Pearson, 7th Ed.)

PGDM IB 04 : INTERNATIONAL LOGISTIC MANAGEMENT

Max. Hours : 40

Unit I (8 Sessions)

Introduction to Logistic System:

Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence.

Unit II (12 Sessions)

Structure of Shipping Industry and World Seaborne Trade:

Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company.

Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

Unit III (8 Sessions)

Freight Structure and Role of Intermediaries:

Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

Unit IV (12 Sessions)

Indian Shipping and Containerization:

Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo.

Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

International Air transport:

Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

SUGGESTED READING:

1. Johnson J, Wood D- Contemporary Logistics.
2. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)
3. Krishnaveni Muthiah- Logistics Management and World Seaborne Trade (Himalaya, 2007)

1.

ELECTIVE PAPERS

Specialization Group : Human Resource

Course Code

1. PGDM HR 1 Personal Growth and Training & Development (III Semester)
2. PGDM HR 2 Industrial Relations & Labour Enactments (III Semester)
3. PGDM HR 3 Team Building & Leadership (IV Semester)
4. PGDM HR 4 Negotiation & Counseling (IV Semester)

Specialization Group : Marketing

Course Code

1. PGDM MK 1 Marketing of Services (III Semester)
2. PGDM MK 2 Consumer Behaviour & Advertising Management. (III Semester)
3. PGDM MK 3 Sales & Distribution Management (IV Semester)
4. PGDM MK 4 Retail Management (IV Semester)

Specialization Group : Financial Management

Course Code

1. PGDM FM 1 International Financial Management (III Semester)
2. PGDM FM 2 Security Analysis and Investment Management (III Semester)
3. PGDM FM 3 Management of Financial Institutions & Services (IV Semester)
4. PGDM FM 4 Tax Panning & Financial Reporting (IV Semester)

Specialization Group : Information Technology

Course Code

1. PGDM IT 1 Database Management System (III Semester)
2. PGDM IT 2 System Analysis & Design and Software Engineering (III Semester)
3. PGDM IT 3 Data Communication & Network (IV Semester)
4. PGDM IT 4 Internet & Visual Basic (IV Semester)

Specialization Group : International Business

Course Code

1. PGDM IB 1 International Business (III Semester)
2. PGDM IB 2 International Business Environment And Foreign Exchange Economics (III Semester)
3. PGDM IB 3 Export Management And Documentation (IV Semester)
4. PGDM IB 4 International Logistic Management. (IV Semester)

OPEN ELECTIVES

Course Code	
1. PGDM OP 1	Insurance & Risk Management
2. PGDM OP 2	Hospitality Management
3. PGDM OP 3	Rural Management
4. PGDM OP 4	BPO Management
5. PGDM OP 5	Banking – Laws and Practice
6. PGDM OP 6	Non- Banking Financial Companies
7. PGDM OP 7	Pharmaceutical Marketing
8. PGDM OP 8	Not for Profit Organisations