

# **RAKSHPAL BAHADUR MANAGEMENT INSTITUTE**

## **Ordinance for PGDM Programme**

**[Approved by Academic Council in its meeting dated 6<sup>th</sup> Nov. 2007 and by  
Board of Governors in its meeting dated 9<sup>th</sup> 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 1<sup>st</sup> 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.

**1. 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			Exa m.	Subject Total
			L	T	P	CT	TA	Total	ESE	
1.	PGDM-101	Principles & Practice of Management	3	1	-	30	20	50	100	150
2.	PGDM-102	Managerial Economics	3	1	-	30	20	50	100	150
3.	PGDM-103	Accounting & Financial Analysis	3	1	-	30	20	50	100	150
4.	PGDM-104	Organisational Behaviour	3	1	-	30	20	50	100	150
5.	PGDM-105	Business Statistics	3	1		30	20	50	100	150
6.	PGDM-106	Marketing Management	3	1		30	20	50	100	150
7.	PGDM-107	Computer Applications in Management	3	1	2	30	20	50	100	150
8.	PGDM-108	Communication for Management	3	1	-	30	20	50	100	150
9.	PGDM	English Language	2	1		-	-	-	-	-
		<b>Total</b>	<b>26</b>	<b>9</b>	<b>2</b>					<b>1200</b>
<b>Year-I, Semester-II</b>										
1.	PGDM-201	Business Environment	3	1	-	30	20	50	100	150
2.	PGDM-202	Business Laws	3	1	-	30	20	50	100	150
3.	PGDM-203	Research Methodology	3	1	-	30	20	50	100	150
4.	PGDM-204	Operations Research	3	1	-	30	20	50	100	150
5.	PGDM-205	Production & Operations Management	3	1		30	20	50	100	150
6.	PGDM-206	Cost and Management Accounting	3	1	-	30	20	50	100	150
7.	PGDM-207	Financial Management	3	1	-	30	20	50	100	150
8.	PGDM-208	Managing Human Resources	3	1	-	30	20	50	100	150
9.	PGDM-209	Computer Application in Management-II	2	1	-	30	20	50	100	150
		<b>Total</b>	<b>24</b>	<b>8</b>						<b>1350</b>

**T.A** – Teacher Assessment

**CT-** Cumulative 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
		<b>Total</b>	<b>23</b>	<b>8</b>						<b>1350</b>
<b>L/T/P: Lecture/Tutorial/Practical</b>										
<b>Year-II, Semester-IV</b>										
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
		<b>Total</b>	<b>18</b>	<b>8</b>						<b>1200</b>

**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 GRADUATE 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 4<sup>th</sup> 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.

# PGDM 101 : PRINCIPLES & PRACTICE OF MANAGEMENT

Max. Hours : 40

## UNIT I (8 Sessions)

Management: Concept, Nature, Importance; Management : Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers.

Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.

Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.

## UNIT II (10 Sessions)

Introduction to Functions of Management

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design.

## UNIT III (10 Sessions)

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Directing: Concept, Direction and Supervision

Motivation: Concept, Motivation and Performance, Theories Of Motivation, Approaches for Improving Motivation, Pay and Job Performance, Quality of Work Life, Morale Building.

## UNIT IV (12 Sessions)

Leadership: The Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development.

Communication: Communication Process, Importance of Communication, Communication Channels, Barriers to Communication.

Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

Change and Development: Model for Managing Change, Forces for Change, Need for Change, Alternative Change Techniques, New Trends in Organisational Change.

## Suggested Reading:

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6<sup>th</sup> Edition)
2. Koontz - Principles of Management (Tata Mc Graw Hill, 1st Edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 8<sup>th</sup> Edition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 5<sup>th</sup> Edition)
5. Hillier Frederick S. and Hillier Mark S. - Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets (Tata Mc Graw Hill, 2<sup>nd</sup> Edition 2008)
6. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12<sup>th</sup> Edition 2008)

## PGDM 102 : MANAGERIAL ECONOMICS

Max. Hours : 40

### UNIT-I (8 Sessions)

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm.

### UNIT-II (12 Sessions)

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale.

Cost concept and analysis, short-run and long-run cost curves and its managerial use.

### UNIT-III (12 Sessions)

Market Equilibrium and Average Revenue Concept.

Market Structure: Perfect Competition, features, determination of price under perfect competition.

Monopoly: Feature, pricing under monopoly, Price Discrimination.

Monopolistic: Features, pricing under monopolistic competition, product differentiation.

Oligopoly: Features, kinked demand curve, cartels, price leadership.

Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

### UNIT-IV (08 Sessions)

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Suggested Readings:

1. Damodaran Suma – Managerial Economics (Oxford 2006)
2. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)
3. Petersen Craig H. etal. – Managerial Economics (Pearson Education, 2006)
4. Dominick Salvatore - Managerial Economics (Oxford, 2007)
5. Atmanand – Managerial Economics (Excel Books, 2007)
6. Mithani D.M. - Principles of Economics (Himalaya Publishing House, 2005).
7. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7<sup>th</sup> Edition)
8. Koutsyannis A - Modern Microeconomics (Macmillan, 2<sup>nd</sup> Edition)

## PGDM 103 : ACCOUNTING AND FINANCIAL ANALYSIS

Max. Hours: 40

### Unit I (6 Sessions)

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

### Unit II (12 Sessions)

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents 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 (10 Sessions)

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis ; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

### SUGGESTED READINGS

- 1) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2<sup>nd</sup> Edition).
- 2) Mukherjee - Financial Accounting for Management (TMH, 1<sup>st</sup> Edition).
- 3) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2<sup>nd</sup> Edition).
- 4) Ghosh T P - Accounting and Finance for Managers (Taxman, 1<sup>st</sup> Edition).
- 5) Maheshwari S.N & Maheshwari S K – An Introduction to Accountancy (Vikas, 9<sup>th</sup> Edition)
- 6) Ashish K. Bhattacharya- Essentials of Financial Accounting (PHI, New Delhi)
- 7) Ghosh T.P- Financial Accounting for Managers (Taxman, 3<sup>rd</sup> Edition)
- 8) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 1<sup>st</sup> Edition)
- 9) Gupta Ambrish - Financial Accounting for Management (Pearson Education, 2<sup>nd</sup> Edition)
- 10) Chowdhary Anil - Fundamentals of Accounting and Financial Analysis (Pearson Education, 1<sup>st</sup> Edition).

## PGDM 104 : ORGANISATIONAL BEHAVIOUR

Max. Hours : 40

### UNIT I (8 Sessions)

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

### UNIT II (10 Sessions)

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception.

Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity.

Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.

Learning: Concept and Theories of Learning.

### UNIT III (10 Sessions)

Motivation: Concepts and Their Application, Principles, Theories, Employee Recognition, Involvement, Motivating a Diverse Workforce.

Leadership: Concept, Function, Style and Theories of Leadership-Trait, Behavioural and Situational Theories.

Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

### UNIT IV (12 Sessions)

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power.

Knowledge Management & Emotional Intelligence in Contemporary Business Organisation

Organisational Change : Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling.

Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress.

Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

Suggested Reading:

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12<sup>th</sup> Edition)
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3<sup>rd</sup> Edition)
4. Robbins Stephen P. - Organizational Behaviour (Pearson Education, 12<sup>th</sup> Edition)
5. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organizational Behavior: Leading Human Resources (Pearson Education, 8<sup>th</sup> Edition)
6. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India)
7. Davis, Keith - Human Behaviour at Works – Tata Mc Graw Hill, New Delhi.
8. Pareek, Udai - Behavioural Process in Organization (Oxford 4 IBH, New Delhi).



## PGDM 105 : BUSINESS STATISTICS

Max. Hours : 40

### Unit I (8 Sessions)

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

### Unit II (12 Sessions)

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non-Linear equations, Applications in business decision-making.

Index Numbers:- Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Correlation:- Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression:- Meaning, Regression equations and their application, Partial and Multiple correlation & regression :- An overview.

### Unit III (10 Sessions)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

### Unit IV (10 Sessions)

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.

### SUGGESTED READINGS

- 1) Beri - Business Statistics (Tata Mc Graw Hill 2<sup>nd</sup> Edition).
- 2) Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
- 3) Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7<sup>th</sup> edition)
- 4) Sharma J K - Business Statistics (Pearson Education 2<sup>nd</sup> Edition).
- 5) Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas 1995, 23<sup>rd</sup> Edition).
- 6) Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7<sup>th</sup> Edition).

## PGDM 106 : MARKETING MANAGEMENT

Max. Hours : 40

### UNIT I (12 Sessions)

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets.

Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager.

Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

### UNIT II (8 Sessions)

Market Segmentation, Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation.

Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

### UNIT III (8 Sessions)

Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

### UNIT IV (12 Sessions)

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations.

A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

Suggested Readings:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12<sup>th</sup> Edition).
2. Stanton William J - Fundamentals of Marketing (Mc Graw Hill)
3. Kotler, Philip and Armstrong Graw - Principles of Marketing (Pearson Education, 11<sup>th</sup> Edition).
4. Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12<sup>th</sup> Edition).
5. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3<sup>rd</sup> Edition).
6. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13<sup>th</sup> Edition).
7. Mc. Carthy and Perreault -Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill, 15<sup>th</sup> Edition).
8. Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007)

## PGDM 107 :Computer Applications in Management

Max. Hours: 40

### Unit I (10 Sessions)

Basic Concepts of Computers :Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers;

Essential Components of computer

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, tools and commands of windows operating system.

### Unit II (12 Sessions)

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these softwares' for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical)

Database Management System : Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.

### Unit III (Session 8)

Computer Networks:Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc..)

Internet:Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

### Unit IV (Session 10)

E-commerce: Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

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

Suggested Readings

1. Cyganski - Information Technology: Inside and outside (Pearson, 1<sup>st</sup> Edition).
2. Basandra SK - Computers Today (Galgotia, 1<sup>st</sup> Edition).
3. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1<sup>st</sup> Edition).
4. Leon - Fundamentals of Information Technology, (Vikas)
5. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1<sup>st</sup> Edition).

## **PGDM 108 : COMMUNICATION FOR MANAGEMENT**

Max. Hours : 40

### **UNIT I (10 Session)**

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

#### **EMPLOYMENT COMMUNICATION :**

Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing

### **UNIT II (8 Session)**

#### **ORAL COMMUNICATION**

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

#### **WRITTEN COMMUNICATION**

Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

### **UNIT III (12 Session)**

#### **BUSINESS LETTERS AND REPORTS**

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

#### **CASE METHOD OF LEARNING**

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation

### **UNIT IV (10 Session)**

#### **PRESENTATION SKILLS**

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

#### **GROUP COMMUNICATION**

Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

#### **RECOMMENDED BOOKS:**

1. M.K. Sehgal & V. Khetrpal - Business Communication (Excel Books).
2. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication).
3. P.D. Chaturvedi – Business Communication (Pearson Education, 1<sup>st</sup> Edition 2006).
4. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata McGraw Hill, 10<sup>th</sup> Edition).
5. Tayler Shinley – Communication for Business (Pearson Education, 4<sup>th</sup> Edition)
6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3<sup>rd</sup> Edition).

## **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 : BUSINESS ENVIRONMENT**

**Max. Hours : 40**

### **UNIT- I (8 Sessions)**

The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy.

### **UNIT-II (8 Sessions)**

Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business.

### **UNIT-III (12 Sessions)**

Philosophy and strategy of planning in India; Industrial Policy in recent years; Policy with regard to small scale industries; the monetary policy and fiscal policy, Stock Exchange-BSE-NSE. Depository system in India (Options, Futures and Derivatives)  
RBI-Role and functions, banking structure reforms; Narasimhan Committee Recommendations, Financial Sector reforms.

### **UNIT-IV (12 Sessions)**

E-Banking in India-objectives, trends and practical uses-Recent technological developments in Indian Banking (ATM, Debit and Credit Cards, EMI, EFT)  
Consumerism, Social Responsibility of business enterprises, New Economic Policy, Globalisation, EXIM policy, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.

### **Suggested Readings:**

1. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3<sup>rd</sup> Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem - Business Environment (Pearson, 1<sup>st</sup> Edition)
4. Suresh Bedi - Business Environment (Excel Books, 1<sup>st</sup> Edition).
5. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8<sup>th</sup> Edition).

## PGDM 202 : BUSINESS LAWS

Max. Hours : 40

### UNIT 1 (10 SESSIONS)

Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

### UNIT II (12 SESSIONS)

Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Sale of Good Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

### UNIT III (10 SESSIONS)

Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

Companies Act, 1956

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

### UNIT IV (8 SESSIONS)

Consumer Protection Act, 1956

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

Suggested Readings -

1. Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13<sup>th</sup> Edition)
2. Kuchhal M.C. - Business Law (Vikas Publication, 4<sup>th</sup> Edition)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7<sup>th</sup> Edition).
4. Relevant Acts



## **PGDM 203 : RESEARCH METHODOLOGY**

Max. Hours : 40

### **UNIT I (16 Sessions)**

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Process of Research: Steps Involved in Research Process. Research Design : Various Methods of Research Design.

### **UNIT II (8 Sessions)**

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member,

Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

### **UNIT III (10 Sessions)**

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

### **UNIT IV (6 Sessions)**

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report.

Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

1. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9<sup>th</sup> Edition)
2. Saunders - Research Methods for Business students (Pearson Education, 2<sup>nd</sup> Edition, 2007)
3. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
4. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)
5. Beri G.C - Marketing Research (Tata Mc Graw Hill, 4<sup>th</sup> Edition)
6. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers, 2<sup>nd</sup> Edition, 2004)

## PGDM 204 : OPERATIONS RESEARCH

Max. Hours : 40

### Unit I (6 Sessions)

Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making.

Decision-making environments:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

### 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 methods of finding Initial basic feasible solution and optimal solution.

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 (12 Sessions)

Queuing Theory: Characteristics of M/M/1 Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

### SUGGESTED READINGS:

- 1) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2<sup>nd</sup> edition), 2003.
- 2) Kothari - Quantitative Techniques (Vikas 1996, 3<sup>rd</sup> Edition).
- 3) Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 7<sup>th</sup> edition)
- 4) Sharma J K - Operations Research (Pearson, 3<sup>rd</sup> Edition)
- 5) Kapoor V.K. - Operations Research (S. Chand, 4<sup>th</sup> Edition)

## **PGDM 205 : PRODUCTION & OPERATIONS MANAGEMENT**

Max. Hours : 40

Unit –I (10 sessions)

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, New Product Development, Product Design, Plant Location, Layout Planning.

Unit –II (10 sessions)

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Unit-III (10 sessions)

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule, Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis.

Unit-IV (10 sessions)

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).

### **SUGGESTED READINGS**

- 1) Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)
- 2) Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
- 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) Bedi Kanishka - Production & Operations Management (Oxford University Press, 2<sup>nd</sup> Edition)

## PGDM 206 : COST & MANAGEMENT ACCOUNTING

Max. Hours : 40

### Unit I (8 Sessions)

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

### Unit II (10 Sessions)

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

### Unit III (10 Sessions)

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

### Unit IV (12 Sessions)

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing : concept, types & importance ; Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

### SUGGESTED READINGS:

- 1) Horngren et al - Introduction to Management Accounting (Pearson, 2002, 12th edition)
- 2) Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000, 3rd Ed.)
- 3) Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
- 4) Bhattacharyya S K and Dearden J - Accounting for Management (Vikas, 1987, 8th Ed.)
- 5) Sahaf M A - Management Accounting: Principles and Practice (Vikas, 2000, 1<sup>st</sup> Ed.)
- 6) Ravi M. Kishor – Cost & Management Accounting (Taxmann, 1<sup>st</sup> Ed.)
- 7) Ravi M. Kishor – Advanced Management Accounting (Taxmann, 1<sup>st</sup> Ed.)
- 8) Arora M N – Cost and Management Accounting (Vikas, 8<sup>th</sup> Ed.)

## PGDM 207 : FINANCIAL MANAGEMENT

Max. Hours : 40

### Unit I (10 Sessions)

Introduction: Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

### Unit II (8 Sessions)

Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage alongwith implications; EBIT-EPS Analysis & Indifference Points.

### Unit III (10 Sessions)

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

### Unit IV (12 Sessions)

Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision : Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision. Overview of Working Capital Decision: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Introduction to Working Capital Financing.

### SUGGESTED READINGS:

- 1) Pandey I M - Financial Management (Vikas, 2004, 9<sup>th</sup> Ed.)
- 2) Van Horne - Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
- 3) Knott G - Financial Management (Palgrave, 2004)
- 4) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
- 5) Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
- 6) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
- 7) Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)
- 8) Ravi M. Kishor - Financial Management (Taxmann, 1<sup>st</sup> Ed.).
- 9) Damodaran – Corporate Finance –Theory & Practice (Wiley, 1<sup>st</sup> Ed.)

## PGDM 208 : MANAGING HUMAN RESOURCES

Max. Hours : 40

### UNIT I (12 Sessions)

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers.

Strategic Human Resource Management : Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.

### UNIT II (8 Sessions)

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit, Job Analysis – Job Description, Job Specification.

The systematic approach to recruitment: recruitment policy, recruitment procedures, 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 of training and management development programmes.

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.

Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage.

Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

### UNIT IV (10 Sessions)

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure.

Industrial Relations: Nature, importance and approaches of Industrial Relations.

Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Suggestion Readings :

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5<sup>th</sup> Ed.).
2. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2<sup>nd</sup> Ed.),
3. Ivancevich – Human Resource Management (Tata McGraw Hill, 10<sup>th</sup> Ed.)
4. Dessler – Human Resource Management (Prentice Hall, 10<sup>th</sup> Ed.)
5. Bernardi – Human Resource Management (Tata McGraw Hill, 4<sup>th</sup> Ed.)

## **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 - English Language (Non-Credit)**

### **Unit-I**

- Essentials of Grammar:
- Parts of Speech
- Punctuations
- Vocabulary building
- Active & Passive Voice
- Direct-Indirect Speech
- Phonetics
- Comprehensive

### **Unit-II**

- Nature of Communication:
- Types of correspondence - Letters, Memos, Reports, Fax, E-mail, Telephonic Presentation etc.
- Receipt and Dispatch of mail
- Filing system
- Role of Function of Correspondence
- MIS (Managing Information System)
- Managing Computer

### **Unit - III**

- Writing Techniques:
- Writing effectively and logically
- Drafting, editing and reviewing
- Letter and Resume Writing
- Importance and functions
- C.V. (Do's & dont's)
- Helpful hints
- Drafting Application, memoranda, notices etc.
- Writing summaries and synopsis

### **Unit - IV**

- Presentation Skills:
- Oral Communication - nature & significance
- Tips for effective presentation

### **Unit - V**

- Interview Preparation
- General Discussion
- Case Study

Ramachandran K.K., Laxmi K.K. Kartik K.K. - Business Communication (Mc. Millan)  
Lesikar RV and P. Jr. J.D. - Business Communication  
P.D. Chaturvedi - Business Communication (Pearson Education)  
Hargie Octal Communication Skills for effective management (Polgrave)  
Wren P.C. and Murtin H, "High School Grammar and Composition", S. Chand & Co.

## **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, 3<sup>rd</sup> 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, 9<sup>th</sup> 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, 3<sup>rd</sup> edition)
- 9) Johnson and Scholes- *Exploring Corporate Strategy: Text and Cases* (Prentice-Hall, 6<sup>th</sup> edition) 2000 4<sup>th</sup> 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, 8<sup>th</sup> edition)
- 2) O'Brien J- *Management Information System* (Tata McGraw-Hill, 5<sup>th</sup> edition), Galgotia.
- 3) Oz E- *Management Information System* (Vikas, 3<sup>rd</sup> 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, 3<sup>rd</sup>*, 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, 5<sup>th</sup> 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, 2<sup>nd</sup> 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, 2<sup>nd</sup> 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, 4<sup>th</sup> 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, 5<sup>th</sup> edition)
- 4) Hersey P; Blanchard K and Johnson D- *Management of Organisational Behaviour* (Prentice-Hall, 8<sup>th</sup> 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 Isenhardt 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, 5<sup>th</sup> edition) 2001.
- 3) Zeithaml- *Services Marketing* (Tata McGraw-Hill, 3<sup>rd</sup> 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)**

*Individual 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, 5<sup>th</sup> edition)
- 2) Desmond J- *Consuming Behaviour* (Palgrave, 2003)

- 3) Loudon D L- *Consumer Behaviour* (Tata McGraw-Hill, 4<sup>th</sup> edition) 1993
- 4) Schiffman and Kanuk- *Consumer Behaviour* (Prentice-Hall, 8<sup>th</sup> edition) 1995.
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)
- 6) Blackwell et al- *Consumer Behaviour* (Vikas, 9<sup>th</sup> edition) Blackwell 2004.
- 7) Belch M A and Belch G E- *Advertising and Promotion – An Integrated Marketing Communication Perspective* (Tata McGraw-Hill) 2003. 6<sup>th</sup> 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, 3<sup>rd</sup> edition)
- 3) Spiro- *Sales Management* (Tata McGraw-Hill)
- 4) Davar R S- *Salesmanship and Publicity* (Vikas, 16<sup>th</sup> 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) 8<sup>th</sup> ed.
- 2) Eiteman et al- *Multinational Business Finance* (Pearson Education) 2004,
- 3) Shapiro- *Multinational Financial Management* (Prentice-Hall, 4<sup>th</sup> edition) 2002.
- 4) Sharan- *International Financial Management* (Prentice-Hall, 2<sup>nd</sup> 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, 6<sup>th</sup> 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, 3<sup>rd</sup> 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, 3<sup>rd</sup> 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: Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. 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; **Customs Act 1962** and Customs Duty planning. (Working knowledge is required for these)

### **SUGGESTED READINGS:**

- 1) Bhatia H L- *Public Finance* (Vikas) 1999, 20<sup>th</sup> ed.

- 2) Lakhotia R N- *How to Save Wealth Tax* (Vision Book) 2001, 9<sup>th</sup> ed.
- 3) Palkhiwala- *Income Tax* (Tripathi Publication)
- 4) Prasad Bhagwati- *Income Tax Law & Practice* (Vishwa Prakashan) 1997, 23<sup>rd</sup> 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, 6<sup>th</sup> 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, 3<sup>rd</sup> 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, 3<sup>rd</sup> edition) 2002.
- 2) Kendall and Kendall- *Systems Analysis and Design* (Prentice-Hall, 5<sup>th</sup> edition) 1995 3<sup>rd</sup> 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 2<sup>nd</sup> ed.
- 6) Sommerville I- *Software Engineering* (Pearson Education, 2004, 6<sup>th</sup> edition)
- 7) Pfleeger *Software Engineering: Theory & Practice* (Pearson Education, 2<sup>nd</sup> 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, 4<sup>th</sup> edition)
- 3) Stallings W- *Data Computer Communication* (Pearson Education, 7<sup>th</sup> edition 2003.)
- 4) Tanenbaum- *Computer Networks* (Prentice-Hall, 4<sup>th</sup> edition) 2004 .
- 5) Black- *Computer Networks* (Prentice-Hall, 2<sup>nd</sup> 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 5<sup>th</sup> ed.
- 5) Deitel and Deitel- *Visual Basic 6: How to program* (Pearson Education) 1999.



## **Specialization Group: International Business**

### **PGDM IB 1 INTERNATIONAL BUSINESS ENVIRONMENT (III SEMESTER)**

**Max. Hours: 40**

#### **Unit – I (8 session)**

The concept of International Management, Global challenges, India's Attractiveness for International Business. Organizational Culture, Managing International Competitive advantage.

#### **Unit – II (7 session)**

International Strategic Alliances – concepts of strategic alliance, reasons for strategic alliance concepts of merger and acquisitions, Results of merger and acquisitions. Transfer pricing in International Management.

#### **Unit – III (9 session)**

Political Risk Assessment – International conflict between the Host country, the Home country and the multinational corporations, various forms of host country intervention. Government instability, Protection for multinational corporations, political risk assessment techniques and management. Indian Multinational corporations, Multinationals and India's Policy. FDI Policy.

#### **Unit – IV (8 session)**

Organizing and controlling for international competitions – Problems in creating effective control system, the future of international management in the U.S.A., European Union. Future of International Management in the East. The economic shifts in the east viz – Japan, China and Asian Tigers. Future of International Management in India, Value system of Indian Managers.

#### **Unit – V (8 session)**

A study of Planning, organizing, controlling communicating and co-coordinating and leadership styles in U.S.A., U.K., France, Germany, Russia, Japan and China. Qualities, characteristics, problems and challenges of the global manager. Cultural difference among the countries and management. Managerial challenges in 21st century.

#### **Reference Books:**

International Management concept and cases : Thakur Burton and Srivastava (Tata McGraw Hill)

Management: A Global perspective Heinz Weihrich and Harold Koontz. (Tata McGraw Hill)

## **Specialization Group: International Business**

### **PGDM IB 2 International Marketing (III Semester)**

**Max. Hours: 40**

#### **Unit – I (8 session)**

Nature, Scope and importance of International Marketing. Process of International marketing. Domestic Vs. International Marketing, Transnational Corporations and the stages in their development. Global Marketing Environment, Cultural, Political, Legal and Regulatory, Planning for International. Marketing and Expansion Strategies.

#### **Unit – II (9 session)**

Recent Trends in World Trade and India' position in world trade WTO and it's Functioning.

Foreign Market Entry Strategies, Market Analysis of Entry Analysis. Exporting, Licensing, Joint Ventures, Manufacturing, Assembly Management Contract, Turnkey Operations and Acquisitions.

Global Segmentation, Targeting and Positioning, International Marketing and Cultural differences.

#### **Unit – III (8 session)**

International Product Decisions, Product Development, Adoption and Positioning, International Product Life – Cycle, Product Adaptation, Alternative Decisions and their Methodology in Multinational Product Planning. International Pricing Decisions. Alternative Pricing Strategies, Dumping and its legal Aspects. Price Distortion, Price Escalation, Adjustments, Transfer Pricing, Terms of Sale and Payment. Price Quotations.

#### **Unit – IV (8 session)**

International Channel Decisions. Direct and Indirect Selling Channels. Channels between Nations. Foreign Distributors and Foreign Retailers. International Promotion Decisions, Planning and determining International Promotion Mix. Role of Advertising in International Marketing.

#### **Unit – V (8 session)**

Exports promotion measures in India. Exports financing in India, Exports procedure and Documentation, International Marketing Research. Case Studies on International Marketing

#### **Reference Books:**

Varshney and Bhattacharya : International Marketing  
Subhash C. Jain: International Marketing Management  
Philip R. Cateora : International Marketing  
Warren J. Keegan : International Marketing  
Miracle and Album : International Marketing Management  
Rathor and Rathor : International Marketing

## Specialization Group: International Business

### PGDM IB 3 Export Management And Documentation (IV Semester)

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

Pre-shipment Finance, Post-shipment 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, 9<sup>th</sup> 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, 7<sup>th</sup> Ed.)

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## **PGDM IB 4 : International Logistics 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 Export 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)

## **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 Marketing (III Semester)
2. PGDM IB 2 International Business Environment & Foreign Exchange Economics (III Sem)
3. PGDM IB 3 Export Management And Documentation. (IV Semester)
4. PGDM IB 4 International Logistics 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