

PGDM 1st Semester
Principles & Practice of Management

PGDM 111

Max. Session: 40

Unit I
Management

(08 Sessions)

Definition, nature, importance, evolution of management thought, contribution made by Taylor, Fayol, Hawthorne experiments Maslow; Is managing a science or art? Functions of manager, ethics in managing and social responsibility of managers.

Unit II
Planning & Control

(12 Sessions)

Why Management process starts with planning, steps in planning, types of planning, barriers to effective planning, operational plan, strategic planning, Mckinsey's 7's Approach, SWOT analysis, Controlling- concept, Planning- control relationship, process of control, human response to control, dimensions of control, MBO.

Unit III
Decision Making & Organizing

(12 Sessions)

Nature, process of decision making, decision making under Certainty and Uncertainty, decision-tree, group-aided decision, brain-storming.
Organizing – concept, nature and process of organizing, authority and responsibility, delegation and empowerment, centralization and decentralization, concept of departmentation.

Unit IV
Staffing & Motivation

(10 Sessions)

Concept, Manpower planning, Job design, recruitment & selection, training and development, performance appraisal, motivation, motivators and satisfaction, motivating towards organizing objectives, morale building.

Unit V
Leadership & Communication

(08 Sessions)

Defining leadership and its role, should managers lead, leadership style, leadership development, Leadership behavior.
Communication- Process, Bridging gap-using tools of communication, electronic media in Communication.

Suggested Readings:

1. Koontz – Principles of Management (Tata McGraw Hill, 1st Edition 2008)
2. Robbins & Cautler – Management (Prentice Hall of India, 8th Edition)
3. L.M. Prasad – Principles & Practices of Management (Sultanchand & Sons , New Delhi)
4. Parag Diwan – Management Principles and Practices (Excel Books, New Delhi)
5. Stoner, Freeman, Gilbert. Jr. – Management (Prentice Hall of India, 6th Edition)
6. Koontz, wehrich – Essentials of Management (TMH, 5th Edition)

**PGDM 1st Semester
Organization Behaviour**

PGDM 112

Max. Session: 40

Unit I

Introduction

(5 sessions)

Definition of “Organization Behaviour”, Fundamental concepts of OB, various organization models, challenges and opportunities for OB, relationship with other fields.

Unit II

Perception and Attitude

(5 sessions)

Concept, nature, process and significance of perception, principles of perceptual selection, perceptual v/s sensation, Perception process.

Attitudes- concept, process and nature, arousal of attitude, attitude and values, Attitudes and prejudice, measurement of attitudes, attitude and workforce diversity.

Unit III

Motivation and leadership

(8 sessions)

Concept, characteristics and classification of motives, theories of motivation by Maslow, Herzberg’s two factor theory, v rooms expectancy theory, theory X, Y and Z.

Leadership- Concept, leadership skills and styles, Theories of leadership.

Learning- concept & nature of Learning, Theories of Learning, Determinant of Learning

Unit IV

Analysis of Interpersonal skill & group dynamics

(8 sessions)

Transactional analysis, Johari windows, group formation, stages of Group- Development, Group Cohesiveness, formal and informal groups and dysfunctional Groups.

Unit V

Organisational Power and Politics

(14 sessions)

Concept and sources of power, Difference between Power, Authority and Influence, Dysfunctional uses of power. Organisational Change – Concept, Organisational Resistance to change, planning to overcome change, conflict Management, Stress and Crisis Management, Organizational Culture- Concept, elements, implications of organizational culture, managing cultural diversity.

Suggested Readings:

1. Robbins Stephen P. – Organizational Behaviour (Pearson Education, 8th Edition)
2. Davis, Keith – Tata MC Grew Hill, New Delhi
3. Pareek, Udai – Behavioural Process in Organization (Oxford 4IBH, New Delhi)
4. Chhabra, Taneja – Dhanpat Rai & Co., 5th Edition
5. Jeet S. Chandean- Organisation Behaviour (Vikas Publication)
6. Luthans – Organisation Behaviour

PGDM 1st Semester Managerial Economics

PGDM 113

Max. Session: 40

Unit I

Introduction

(3 Sessions)

Definition, Nature, Scope and significance of managerial economics, basic, fundamental concepts, difference between Micro and Macro economics, firm – its objectives and constraints, Basic Applied Mathematics – basic concepts of Differential, Integral Calculus and Matrix

Unit II

Demand and Supply Analysis

(7 Sessions)

Meaning of Demand, Law of Demand, Determinants of Demand, Elasticity of demand-meaning, significance and methods to measure its Price Elasticity.

Supply Analysis-law of supply, Supply Elasticity – Analysis and uses for Managerial Decision Making and Revenue.

Unit III

Cost and Production Analysis

(12 Sessions)

Production concept and analysis, production function- with one variable input and two variable input, Laws of Returns to scale, Optimal Combination of inputs.

Cost - Concept and types, Short-run and Long-run Cost, Curve and its implications, firms Equilibrium.

Unit IV

Pricing Analysis

(5 Sessions)

Meaning of market and its structure, Price determination under different market situations, pricing strategies and their implications.

Unit V

Macro Economics: Basic Concepts of National Income

(13 Sessions)

Concept and various method of its measurement. Inflation- types and causes. Trade cycles- concept, causes and measures to control. Theory of multiplier- concept of static and Dynamics Multiplier, Income Generation Process through Multiplier, Business Cycle, Macro Economic Policies and Regulations.

Suggested Readings:

1. Damodaram Suma – Managerial Economics (Oxford 2006)
2. Mithani D.M. – Principles of Economics (Himalaya Publishing House, 2005)
3. Dwivedi D.N. – Managerial Economics (Vikas Publication, 7th Edition)
4. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)
5. G.S. Gupta – Managerial Economics (TMH)
6. Diwedi – Macro Economics (TMH)
7. Peterson Lewis – Managerial Economics (PHI)
8. P.L. Mehta – Managerial Economics (Sultan Chand & Sons)

PGDM 1st Semester
Accounting for Managers

PGDM 114

Max. Session: 40

Unit I

Introduction of Accounting

(3 sessions)

Accounting Principles, role of Accountant, Branches of Accounting and their Interrelationships, Accounting Standards (Indian & International)

Unit II

(10 sessions)

Rules of Accounting, Preparation of Final Accounts – Manufacturing, Trading, Profit & Loss, P & L Appropriation, Partner's Capital Account & Balance Sheet.

Unit III

Analysis of Financial Statement

(7 sessions)

Concepts, objectives tools of financial analysis- ratio analysis, common size, financial statements, trend analysis and comparative balance sheet, funds flow and cash flow statements.

Unit IV

Responsibility Accounting & Transfer Pricing

(10 sessions)

Concept & Various Approaches to Responsibility Accounting, Concept of Investment Center, Cost Center, Profit Center & Responsibility Center.

Transfer Pricing – Concept, Types & Importance.

Unit V

Cost Accounting and Cost Control Techniques

(10 sessions)

Meaning, Scope and relationship with Financial Accounting classification of costs, Absorption and Marginal Costing, Break Even Analysis, Use of Cost Data in Managerial Decision-Making, Cost Control Techniques - Meaning and their Preparation- Preparation of Budgets, Zero-Base Budgeting, Standard Costing.

Suggested Readings:

1. Maheshwari S.N. & Maheshwari S.K. – An Introduction to Accountancy (Vikas, 9th Edition)
2. Gupta Ambrish – Financial Accounting for Management (Pearson Education, 2nd Edition)
3. Khan & Jain – Management Accounting (Tata McGraw Hill, 2000 3rd Edition)
4. Ravi M. Kishore – Cost & Management Accounting (Taxman 1st Edition)

**PGDM 1st Semester
Business Law**

PGDM 115

Max. Session: 40

Unit I

Indian Contract Act, 1872

(12 Sessions)

Definition and its essentials, formation of valid contract-offer and acceptance, consideration, capacity of party provision regarding void agreement, contingent contract, performance of contract, discharge of contract, remedies for breach of contract Quasi contract. Bailment, pledge & lien.

Unit II

Sale of Goods Act, 1930 & Negotiable Instruments Act, 1881 (10 Sessions)

Meaning and essential of contract of sales of goods, conditions and warranties, Doctrine of Caveat emptor, transfer of property, delivery, rights of unpaid seller and remedial measures.

Definition and characteristics, kinds and parties to negotiable instruments, holder and holder in due course, endorsement and types of endorsements, bouncing of cheques, noting and protesting.

Unit III

Partnership Act, 1932 & Company Law Act, 1956

(10 Sessions)

Definition, essential elements of partnership, formation & registration of partnership, types of partnership, right, duties, liabilities of partner, provision relating to minor partners, reconstitution and dissolution of firm.

Companies Act-1956 – Definition of company, features and types of company, incorporation and registration, memorandum and articles of association, prospectus, share capital, provision relating to directors and company meeting, dissolution of company.

Unit IV

Consumer Protection & Law of Insurance

(08 Sessions)

Aims and objectives of Act, procedure for complaint of Act, remedies, appeals, enforcement of orders and penalties.

Law of insurance- Brief aspect of life insurance, Marine insurance & Fire insurance

Suggested Readings:

1. Gulshan J.J. - Business law Including Company Law (New Age International Publisher, 13th Edition)
2. Kuchhal M.C. – Business Law (Vikas Publication, 4th Edition)
3. Avtar Singh – Principles of Mercantile Law (Vikas Publication, 4th Edition)
4. Relvant Acts.
5. Bulchandani K. R. -- Business Law for Management—(Himalaya Publishing House, 3rd Edition)
6. Gulshan, S. S. – Business Law (Excel Books, 3rd Edition)
7. Tulsian, P.C – Business Law (T. M. H., 13th Edition)
8. Kapoor, N.D – Company Law (S. Chand, 28th Edition)
9. Majumdar, A. K – Company Law (Taxmann's, 10th Edition)
10. Singh, Avtar – Company Law (Eastern Book Company, 15th Edition)

**PGDM 1st Semester
Business Communication**

PGDM 116

Max. Session: 40

Unit I

Communication in Business

(08 Sessions)

Meaning, Dimensions, importance and objectives of business communication, Process of communication, Various approaches to effective communication.

Unit II

Channels of Communication

(10 Sessions)

Channels- their effectiveness, limitations, Media of communication, barriers to communication, 7 C's of communication, Types of Communication, Oral and written communication, formal & informal communication.

Unit III

Business Letters and Reports

(12 Sessions)

Types of Business letter, layout of business letter. Reports- Meaning, purpose, kind and objective of writing reports, planning and organizing long/formal reports, characteristics of good business Reports.

Unit IV

Presentation Skills

(08 Sessions)

Meaning, Speech and Oral Presentations, elements of presentation, designing a presentation, advanced visual support for presentation.

Unit V

Group Communication Strategies

(12 Sessions)

What is a Group? Factors influencing group communication, process of group communication, group communication through committees, conference and other formal communication with public at large, interviews, press conference, workshop, etiquettes.

Suggested Readings:

1. Pal Rajendra – Business Communication (Sultan chand & Sons Publication)
2. Chaturvedi P.D. – Business Communication (Pearson Education, 1st Edition 2006)
3. Tayler Shinley - Communication for Business (Pearson Education, 4th Edition)
4. Sharma R.C. Mohan Krishna – Business Correspondence & Report writing (Tata McGraw Hill, 3rd Edition)
5. Raymond, Marie – (Tata Mc Graw Hill, 10th Edition)
6. Sinha K. K – (Business Communication – (Galgotia Publishing Company, 10th Edition)

**PGDM 1st Semester
Quantitative Techniques**

PGDM 117

Max. Session: 40

Unit I

Introduction

(10 sessions)

Role of Statistics & Mathematics in Business Decisions, Measures of Central Tendency- Mean, Median & Mode. Measures of dispersion-Range, Mean Deviation, Standard Deviation, Quartile Deviation, Coefficient of Variation, Skewness, Kurtosis.

Unit II

Time Series Analysis and Index Numbers

(5 sessions)

Concept, components of Time series, Trend analysis-Least square method- Linear & Non-Linear Equations, their application in business, Index Number-meaning, types and uses of Index Numbers.

Unit III

Probability and Probability Distribution

(5 sessions)

Concept and uses of Probability in decision-making, theorems of probability- additive and Multiplication Theorem, Bayes Theorem, Types of Probability Distributions

Unit IV

Estimation Theory and Hypothesis:

(14 sessions)

Sampling Theory, Formulation of Hypothesis, Application of Z-test, T-test, F-test and Chi-square test, Techniques of Association of Attributes and Testing, Analysis of Variance (ANOVA).

Unit V

Correlation and Regression

(6 sessions)

Meaning of Correlation, Types of Correlation, Calculation of co-efficient of Correlation- Karl Pearson Method, Spearman Ranking Method.

Regression- Meaning of Regression, Regression Analysis, Estimating the intercept and slope of Regression Model (or estimating Regression Equation) the co-efficient of Determination

Suggested Readings:

1. Beri – Business Statistics (Tata McGraw Hill, 2nd Edition)
2. Levin Rubin – Statistics for Management (Pearson 2000, New Delhi, 7th Edition)
3. Chandan J.S. – Statistics for Business & Economics (Vikas 1998, 1st Edition)
4. Gupta C.B., Gupta V- An Introduction to Statistical Methods (Vikas 1995, 23rd Edition)
5. C R Kthari – Quantitative Techniques (Vikas)
6. R P Hooda – Statistics for Business and Economics (R P Hooda)
7. Levin Rubin – Statistics for Management (PHI)

PGDM 1st Semester Computer Fundamentals

PGDM 118

Max. Session: 40

Unit I

Introduction

(10 Sessions)

Data versus Information, Electronics Data Processing, ASCII, EBCDIC code, Number system, Definition of Computer, types and components of computer system, types of memory and memory hierarchy, classification of components, basic components of operating system, elements of GUI based operating system-windows.

Unit II

MS-office and its Use

(12 Sessions)

Basic of MS-word, MS-excel and MS-powerpoint- their applications, preparation of questionnaire, presentations, tables & reports.

Unit III

Database Management System

(8 Sessions)

Overview, components, recent trends in database, RDBMS, MS-Access-overview, SQL-creating tables, queries and reports.

Unit IV

Computer Network

(6 Sessions)

Meanings, types components of computer network, internet-overview architecture & functioning of internet, basic services over internet E-commerce.

Unit V

Application of Information Technology

(4 Sessions)

IT-Meaning and its application to various functional areas of management such as production, operations, marketing, human resource, finance & material management.

Suggested Readings:

1. Basendra S.K. – Computers Today (Galgotia, 1st Edition)
2. Leon – fundamentals of Information Technology (Vikas)
3. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1st Edition)
4. Cyganski – Information Technology: Inside & Outside (Pearson, 1st Edition)
5. P. K. Sinha – Computer Fundamentals (BPB)
6. Computer Fundamentals – Computer for Dummies, Pustak Mahal, Delhi
7. Introduction to Computer Science (ITL Education Solution Ltd.) Pearson Education.
8. V. Rajaraman – Fundamental of Computer (PHI)
9. Peter Norton – Introduction to Computers (TMH)
10. Shelly, Thomas J. Cashman (Introduction to Computers) – CENGAGE Learning

**PGDM 2nd Semester
Business Environments**

PGDM 211

Max. Session: 40

Unit 1

Introduction to Business Environment- (8 sessions)

Meaning, significance and nature, Components of Environment- Economic, Political, Legal, Social, Technological and International Dynamics of Business Environment & Corporate Adjustment, Environmental scanning- Meaning, Nature & Scope and Process & Strategic Management.

Unit 2

Economic and Political Environment Nature & Structuring of Environment (8 sessions)

Economic system, Economic planning, Industrial licensing and New Industrial Policies. Political & Legal Environment- Political Institutions, Introduction to MRTP Act, EXIM, SEBI guidelines relating to capital issues, Privatisation Versus Liberalization Role of Public sector Enterprises.

Unit 3

Social & Technological Environment- (8 sessions)

Social responsibility of business Dimensions & limitation Consumer Protection Act 1986, Environment Protection Act 1986, Technological Policy and its impact on Business, Technology Transfer- Meaning and Problems affecting its growth. Corporate governance- Importance & pre-requisites.

Unit 4

International Environment- (8 sessions)

Globalization, GDI policy, MNCs- benefits and problem, WTO, GATT, IMF, World Bank, Trading Blocks. International liquidity, FDI, Foreign Exchange Management- FERA/FEMA.

Unit 5

Philosophy and Strategy of Planning in India Industrial policy- (8 sessions)

In recent years, Monetary and Fiscal Policy, Depository System, RBI- Role and functions, Narasimha Committee Recommendations, Financial Sectors Reforms. Planning Process & achievement, Development strategy since Independence.

Suggested Readings:

1. Francis Cherunilam – Business Environment Text & Cases (Himalaya Publishing House)
2. Paul Justin – Business Environment Text & Cases (Tata McGraw Hill)
3. Shaikh and Saleem – Business Environment (Pearson 1st Edition)
4. Suresh Bedi – Business Environment (Excel Books)
5. K. Ashwathapa – Essentials of Business, Environment (Himalaya Publishing House VII Edition)
6. Peter F Drucker – Management :- Tasks, Responsibilities, Practices, Allied Publishing (1975)
7. Pitts RA, Lei David- Strategic Management – (Vikas/ Themson 2003)
8. Jeannet, Hennessy – Global Marketing Strategies (Jaico Publishing House 2nd Edition)

PGDM 2nd Semester
Human Resource Management

PGDM 212

Max. Session: 40

Unit 1

Introduction to HRM (8 sessions)

Meaning, Nature and Scope, Difference between HRM and Personnel Management, Evolution of HRM, Human Resource Development- Evolutions & Principles.

Unit 2

Human Resource Planning & Audit (8 sessions)

Meaning of Human Resource Planning, Features, Methods and steps in Human Resource Planning, Human Resource Information System, HR Accounting & Audit, Job Analysis, Job Description, Job Specification, Job Compensation, Recruitment and Selection.

Unit 3

Personnel Development Program (8 sessions)

Objectives of Training, Identification of Training needs, Executive Development and Career Planning, Performance Counseling, Potential appraisal, Performance Appraisal.

Unit 4

Quality Management (8 sessions)

Features Tenets of TQM, Features of quality, Quality circles and Quality control: Social security, Health and Safety, Employee Welfare, Human Relations- Definition, Objectives, Employee Grievances and Discipline, Collective Bargaining.

Unit 5

Recent Techniques in HRM (8 sessions)

Recent Techniques, Moon lighting by employees, Flexi time and Flexi work, Future of HRM, 60 hr practices for 2008, 360⁰ performance appraisal.

Suggested Readings:

1. Aswathappa K – Human Resource and Personnel Management (Tata McGraw Hill)
2. Rao VSP – Human Resource Management Text & Cases (Excel Books 2nd Edition)
3. Bernard – Human Resource Management (Tata McGraw Hill 4th Edition)
4. Desster – Human Resource Management (PHI 10th Edition)
5. Edwin B. Flippo – Personnel Management (Tata McGrawhill)
6. S. S. Khanka – Human Resource Management (S.Chand)
7. Mirza S Saiyadain – Human Resource Management (Tata McGrawhill)

PGDM 2nd Semester
Financial Management

PGDM 213

Max. Session: 40

Unit 1

Introduction

(4 sessions)

Concept of Finance, Evolution, Scope and Objectives of Finance Management, Functions of Finance Manager in Modern Age Financial Decision Areas.

Unit 2

Investment Analysis

(8 sessions)

Appraisal of Project - Concept, Process & Techniques of Capital Budgeting and its Applications, Risk & Uncertainty in Capital Budgeting, Sources of Long Term Funds Equity Shares, Preference Shares, Debentures, Public Deposits; Factors Affecting Long Term Funds, Capital Rationing.

Unit 3

Lease Financing & Capital Structure Decisions

(10 sessions)

Concept, Types, Advantages and Disadvantages of Leasing. Cost of Capital- Meaning, Importance & Measurement of Cost of Capital and Recent Developments in CAPM and APT, Concept of Leverage.

Capital Structure- Factors & Principles of Capital Structure management, Theories of Capital Structure,

Unit 4- Dividend Policy

(6 sessions)

Importance of Dividend policy, Factors Determining Dividend Policy, Forms of Dividend Payment. Dividend Theories, Bonus Shares, Management of Retained Earnings.

Unit 5

Working Capital Management

(12 sessions)

Working Capital- The Term, Principle of Working Capital Management, Factors Affecting Working Capital, Requirements, Financing of and control over working capital, Corporate Restructuring- Meaning and Factors affecting Mergers, Acquisitions and Takeovers.

Suggested Readings:

1. Damodaran – Corporate Finance – Theory & Practice (Wiley, 1st Edition)
2. Prasanna Chandra – fundamental of Financial Management (TMH, 2001)
3. Knott G. – Financial Management (Polgrave, 2004)
4. Rastogi R P – Financial Management (Galgotia 2000, 2nd Rev.)
5. Khan & Jain – Financial Management (T M H, 5th Edition)
6. I. M. Pandey – Financial Management (Vikas Publishing House, 9th Edition)
7. Sheeba kapil – Financial Management (Pragati Prakashan, 2nd Edition)

PGDM 2nd Semester
MARKETING MANAGEMENT

PGDM 214

Max. Session: 40

Unit 1

Marketing Concept and Orientation

(12 Sessions)

Philosophies of Marketing Management, Elements of Marketing Needs, Wants, Demand, Customer, Consumer and Marketing versus Selling. Functions of Marketing Management, Qualities of Marketing Manager, Marketing Environment- various factors effecting etc.

Unit 2

Market Oriented Strategic Planning

(8 Sessions)

Nature of Strategic Marketing Planning, Strategic company planning v/s Strategic Marketing planning Steps in Strategic Planning, Competition and Competitive Strategy, Marketing Information.

Unit 3

Marketing Segmentation and Selecting Target Markets

(8 Sessions)

Introduction, Market Segmentation- It bases, Criteria for Effective Market Segmentation, Process of Segmentation.

Marketing Targeting- Introduction & Procedure.

Unit 4

Marketing - Mix Decision

(12 Sessions)

Product Decision Product; Product Mix, Differentiation & Positioning, New Product Development, Product Life Cycle and Strategies. Packaging view Approach in packaging, Labeling, Branding, Pricier Decisions- Factor affecting Decisions, Pricing Methods & Strategies.

Unit 5

Channel & Promotion Decisions

(10 Sessions)

Role of Marketing Channels, Channel Structure, Channel Decision Strategies, Retailing, Wholesaling Retailing, Physical Distribution.

Promotion Decisions- Communication Process, Promotion Mix, Advertising, Sales, Promotion, Public Relations, Personal Selling, Managing the Sales Force, Direct Marketing.

Suggested Readings:

1. Kotler Philip – Marketing Management Analysis, Planning, Implementation & Control (Pearson 12th Edition)
2. Stanton William J – Fundamental of Marketing (McGraw Hill 1937, Tenth Edition, 1994)
3. Kurtz & Boone – Principle of Marketing (Thomson India Edition, 2007)
4. Sherekar, S.A – Marketing Management (Tata McGraw Hill Seven Edition 1999)
5. T. N. Chabada – Marketing Management (Dhampat Rai)
6. C .B. Gupta – Marketing Management (S. Chand)

PGDM 2nd Semester

Research Methodology

PGDM 215

Max. Session: 40

Unit 1

Introduction

(07 Sessions)

Concept and Objectives of Research; Its application in various functions of Management, Types of Research, Types of Problems encountered in Research, Problems and Precautions, Taken while Conducting Research.

Unit 2

Data Collection

(08 Sessions)

Sampling, Types, Sampling Methods, Sample size, Types of Data, Methods of Collection, Scaling Techniques – Concept, Type, Rating scales & Ranking scales, Diff. Scaling Methods, Multi Dimensional scaling, Preparation of Questionnaire & Schedule.

Unit 3

Research Process and Design

(07 Sessions)

Steps Involved in research process and problems, Methods of Research Design, Hypothesis, Null Hypothesis Methods, Testing Hypothesis.(Z test, T test, Chi Square test).

Unit 4

Analysis of Data

(10 Sessions)

Coding, Editing and Tabulation of Data, Various kinds of charts and Diagrams used in Data Analysis, Statistical Software in analysis of data Measurement of Central Tendency and Dispersion- Meaning and their Advantages, ANOVA.

Unit 5

Interpretation & Report Writing

(08 Sessions)

Types and layout of Research Report, significance of Report, Drawing conclusions, Suggestions, Recommendations, Bibliography & Annexure.

Suggested Readings:

1. Cooper and Schindler – Business Research Methods (Tata McGraw Hill)
2. Saunders – Research Methods for Business Students (Pearson Edition)
3. Beri CC- Marketing Research (Tata McGraw Hill)
4. Kothari CR – Research Methodology Methods and Technique (New Age International Publisher)
5. Boyd Jr./ Westfall, starch, Marketing Research, A.IT.B.S.
6. M. N. Mishra, Modern Marketing Research , (Himalaya Publishing House)
7. Wek, Rubin, Marketing Research, Prentice – Hall India
8. Hair, Bush, Ortinau, Marketing Research, (Tata McGraw – Hill)
9. Tull, Hawkins, Marketing Research, Measurement & Method, (Prentice – Hill India)
10. N. Thanulingom, Research Methodology – (Himalaya Publishing House)

PGDM 2nd Semester

Production & Operation Management

PGDM 216

Max. Session: 40

Unit 1

Production & Operation Management (8 sessions)

Operation concept of production, Objectives & components of Production Management, Responsibilities of Production Manager, Production Cycle, Classification of Operations, Responsibilities of Operation Manager, New Product, Development Techniques, Product Design, Service Design, Facility location & Layout Design.

Unit 2

Production Planning & Control (PPC) (8 sessions)

Meaning, Objectives and function of PPC, Master Production Schedule, Aggregate Planning, Capacity Planning- Measurement & Process, Inventory Management- Objectives, Factors, Process and Techniques – ABC, VED, EOQ, FSN analysis.

Unit 3

Materials Maintenance Management (8 sessions)

Concept, Objectives, Functions of Material Management, Material Requirement Planning Maintenance Management- Concepts, Objectives and types of Maintenance Management- Elements of Good Maintenance System, Preventive & Corrective Maintenance.

Unit 4

Quality Management (8 sessions)

Concept, Difference between - Inspection, Quality Control, Statistical Quality Control, Quality Assurance, Acceptance Sampling, TQM- Control charts, Six Sigma, TQC tools.

Unit 5

Work Study (8 sessions)

Method Study & Work measurement: Basic procedure of Method study, Selection & Recording of facts, Critical Examination Installation & Maintenance of Proposed Method, Techniques of Work Measurement, Time study & Incentive Plans, Ergonomics- Concept & application.

Suggested Readings:

1. Bedi Kanishka – Production and Operation Management (Oxford University Press 2nd Edition)
2. Morton – Production and Operation Management (Vikas 7)
3. Chary – Production and Operation Management (Tata McGraw Hill)
4. Hill T – Operation Management (Polgrave 2000)
5. Buffa & Sareen – Modern Production/ operation Management- (Wiley India- 8th Edition)
6. Joseph S. Matrinich – Production & operation management- (John Wiley & Sons- 2nd Edition)
7. Adam Jr & Ebert – Production & operation management (PHI- 5th Edition)
8. Datta M – Material Management (PHI 2nd)

PGDM 2nd Semester
Entrepreneurship Development

PGDM 217

Max. Session: 40

Unit 1

Entrepreneurship

(8 sessions)

Definition, Kinds of Entrepreneurship, Theories of Entrepreneurship, Functions of an Entrepreneur, Entrepreneurial Motivation and Barriers, Culture, Stages in Entrepreneurial Process.

Unit 2

Entrepreneurial Behaviour

(8 sessions)

Innovation and Entrepreneur, Entrepreneurial Behaviour and Psycho Theories, Social Responsibility, Plant Layout, Scheduling and Gantt chart.

Unit 3

International Entrepreneurship Opportunities

(8 sessions)

Meaning of International Entrepreneurship, Importance of International Business to firm. Difference between -Domestics Entrepreneurship and International Entrepreneurship, Institutional support for New Venture.

Unit 4

Venture Capital

(6 sessions)

Opportunity Analysis, Nature and Overview of Venture Capital, Process of Venture Capital, Venture Capital sources and Documentation Required.

Unit 5

Role of Entrepreneur and Development Programs

(10 sessions)

Role of an Entrepreneur in Economic Growth as an Innovator, Role of Professionals; Role of Woman Entrepreneur, Role in Export Promotion and Import Substitution, Entrepreneurial Development Programs.

Suggested Readings:

1. Bridge Set al- Understanding Enterprise- Entrepreneurship
2. Holt - Entrepreneurship : New Venture Creation (PH)
3. Dollinger MJ – Entrepreneurship (PH 1999)
4. Conger C – Creativity & Innovation (IPP 1999)
5. M.B.Shukla- Entrepreneurship and Small Business Management (Kitab Mahal Edition)
6. S.S. Khanka- EntrepreneurshipDevelopment (S.Chand Publication)
7. B.C. Tondon – Environment and Entrepreneur (Chugh Publication)

PGDM 3rd Semester
Corporate Strategic Management

Code: PGDM 311

Max. Sessions: 40

UNIT 1

Introduction to Strategic Management

(08 Sessions)

Evolution, Basic Concept of Strategic Management, Mission, Vision, Objectives and Importance of Strategic Management, Strategic Decision- Making, Strategic Planning Process, Role of S. M in Marketing Finance, HR.

UNIT 2

Environmental Appraisal

(06 Sessions)

Components of Environment, Environmental Scanning Techniques- ETOP QUEST and SWOT; Corporate Analysis, Strategic Budget and Audit, Tows Matrix.

UNIT 3

Strategic Analysis

(10 Sessions)

Corporate Level Analysis- BCG, GE Nine-cell, Hofer's product market evaluation, shell Directional policy Matrix; Industry Level Analysis- Porter's five forces Model, Qualitative factors in Strategic Choice, McKinsey's 7-S Model, General Electric Model.

UNIT 4

Implementing Strategy

(06 Sessions)

Introduction, Corporate Social Responsibility, Values and Ethics, functional Strategies, Capital Strategies Planning, R&D Planning.

UNIT 5

Strategic Evaluation & Control

(10 Sessions)

Introduction, Levels of Evaluation, Types of Strategic Controls and Operational Controls, Evaluating Corporate Strategy, Reasons for Transformational failure.

Suggested Reading:

- 1) Lawrence R Jauch, Guleck William F- Business Policy & Strategic Management (Frank Brothers)
- 2) Budhiraja S. B. & Athreya M B- Cases in Strategic Management (TMH)
- 3) L. M. Prasad- Strategic Management (Sultan Chand & Sons)
- 4) P. Subba Rao- Strategic Management and Business Policy.
- 5) N.S. Gupta – Business Policy & Strategic Management (Himalaya Publishing)
- 6) Francis Cheruilam – Strategic Management (Himalaya Publishing)
- 7) Dr. K. N. S. Kang – Strategic Business management (Deep & Deep Publising)

PGDM 3rd Semester
Management Information System

Code: PGDM 312

Max. Sessions: 40

UNIT 1

Management Information system (07 Sessions)

Data, Information system, Type of Information system, What is MIS, Role, Characteristics of MIS, Approaches to MIS, Management Support System and Classifications, Operations Support System, Applications of Artificial Intelligence, Emerging trends in Information Technology.

UNIT 2

(08 Sessions)

Strategic Advantage with MIS, Competitive Strategy Concept, MIS and Organization Structure, The Value chain and Information System, Improving Business Quality; Total Quality Mgt, Becoming an Agile Company, Building a knowledge Creating Company. COCOMO case study.

UNIT 3

(10 Sessions)

MIS Support for Decision making, Decision Support System, Developing MIS systems, System Development life Cycle, System Analysis, Implementing Business Systems, Marketing Information System, finance Information system, Accounting Information System, Personal Information System and Production Information system, Inter relationship of functional Management Information system, Web – based MIS Application Cross – Functional system.

UNIT 4

(10 Sessions)

Evolution of Enterprise Information System (ERP), ERP:- The enterprise solution and its applications, ERP market, Customer Relationship Management (CRM), Customer Service and Support Automation, Enterprise Market Automation (EMA), Comparative Analysis of E-CRM Software Vendors and Products, Evaluating an E-CRM product, Market segment Evolving.

UNIT 5

(05 Sessions)

Executive Information System, Expert Support Systems, Security and Ethical Challenges of IT, Ethical Responsibility, Business Ethics, Technology Ethics, Cyber crime and Privacy Issues.

Suggested Reading:

1. Landen K. C & Landen J P- MIS, Managing the Digital firm (PHI)
2. Steir Reynold- Fundamental of Information System (Thompson)
3. Arora Ashok, Bhatia Akshaya- M I S (Excel 1st Ed.)
4. Javed Kar W S- M I S (TMH 3rd Ed.)
5. James A O' Brien, Georze – Marakas – MIS (Mc Graw Hill)

**PGDM 3rd Semester
Operation Research**

Code: PGDM 313

Max. Sessions: 40

UNIT 1

Introduction

(05 sessions)

Use, Scope and Applications of Operation Research in Managerial decision – Making, OR Models- Principles and Types, Principles of Modelling, Quantitative techniques of OR, Role of Computers in Operations Research.

UNIT 2

Linear Programming, Transportation problem and Assignment Model (12 sessions)

Formulation of Linear Programming Problems, Graphical & Simplex Method, Quality & Sensitivity Analysis, Transportation Models, Transshipment Problem, Mathematical Formulation of Assignment Problems, Hungarian Methods for Assignment problems.

UNIT 3

Queuing Theory & Game Theory

(10 sessions)

Characteristics of M/M/I Queue model, Application of Queue Model, Replacement Model, Inventory Control (deterministic Models only). Concept and characteristics, Game, Pure and Mix Strategy Games, Principal of Dominance and Graphical Method for solving mixed strategy Games.

UNIT 4

Network & Basic Components

(07 sessions)

Rules for drawing network diagram, Application of CPM and PERT Techniques in project planning & Control, Crashing of Operations.

UNIT 5

(06 sessions)

Decision- Making Environment - Types of Decision, Decision Models, Types of Environment

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

Suggested Reading:

- 1) Vohra- Quantitative Techniques in Management (TMH)
- 2) Kothari- Quantitative Techniques (Vikas 1996 3rd Ed.)
- 3) Taha Hamdy- Operation Research- An Introduction (PHI)
- 4) Sharma J. K - Operation Research (Pearson 3rd Ed.)
- 5) A. Ravindram-Operation Research (Willay India)
- 6) Harvey M. Wagner – Principles of Operation Research (PHI)
- 7) Peter C.Bell. – Management Science / operation Research (Thomson)
- 8) P.K. Gupta- Problems in operation Research (Sultan Chand & Sons)

PGDM 4th Semester
Supply Chain Management

PGDM 411

Max. Sessions: 40

UNIT 1

(6 sessions)

Introduction

Basic Concept & Philosophy of Supply Chain Management, Essential features, infrastructure flows, key issues and benefits of SCM.

UNIT 2

Inventory Management

(8 sessions)

Concept and various issues involved, EOQ models, Buffer Stock, leave time reduction, re-order point, ABC analysis, SDE/VED analysis, Distribution and warehousing management, Just-In-Time and kanvan System of Inventory Management.

UNIT 3

Logistics Management

(8 sessions)

Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, outbound logistics – distribution and ware housing management, bull whip effect in logistics.

UNIT 4

Recent issues in SCM

(6 sessions)

Role of computer/IT in SCM, CRM V/s SCM, Benchmarking- concept, features and Implementation, outsourcing- basic concept. Management of Stores, Accounting for materials.

UNIT 5

Value addition in SCM

(8 sessions)

Concept of Demand Chain Management, Features and Implementation. Purchasing and Vendor Management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies, Use of mathematical model for vendor rating or evaluation, single Vendor Concept.

Suggested Reading:

- 1) Raghuram G. (I.I.M.A) - Logistics & Supply Chain Management. (Macmillan, 1st Ed.)
- 2) Agarwal D.K. - A text Book of Logistics & supply Chain Management. (Macmillan, 1st Ed.)
- 3) Sahay B.S. - Supply Chain Management. (Macmillan, 1st Ed.)
- 4) Chopra Sunil & Peter meindl- Supply Chain Management. (Pearson, 3rd Ed.)
- 5) David Simchi-lavi, Philip Kaminsky, Edith Simchi – Levi – Designing & Managing the Supply Chain Concept, Strategies and Case Studies – (Tata Mc Grew – Hill Edition)
- 6) Sunil Chopra & Peter Meindl – Supply Chain Management, Strategy, Planning & Operation (Pearson Education Edition)

PGDM 4th Semester
International Business Management

PGDM 412

Max. Sessions: 40

UNIT 1

Framework of International Marketing (8 sessions)

Definition International Dimensions of Marketing, Domestic V/s International Marketing, International Marketing tactics.

UNIT 2

International Economic Environment (8 sessions)

Overview of Political, legal, Cultural Environment, World trade tariff and non-tariff restrictions, Role of WTO and Trading blocks; International Monetary System.

UNIT 3

International Business Competitive Strategies (8 sessions)

Porter's models, foreign Direct Investment (FDI), Joint ventures, foreign Institutional Investment, Business integration and diversification strategies, Mergers and strategic Alliances.

UNIT 4

Theories of International Trade (8 sessions)

Absolute Advantage Theory, Comparative cost Theory, Opportunity Cost Theory, Vernon's theory of International Product life Cycle, Balance of trade and balance of payments, foreign Market Entry Strategies- Exporting, licencing etc.

UNIT 5

Foreign Exchange (8 sessions)

Theories of foreign Exchange rate determination, Purchasing Power Parity Theory, Interest Rate Parity Theory, International pricing strategy- Role of pricing, Price standardization Price decisions, Price distortion, Transfer pricing, Retailing in International scenario, International Physical Distribution.

Suggested Reading:

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

PGDM 4th Semester
Project Evaluation & Implementation

PGDM 413

Max. Sessions: 40

UNIT 1

Basic Concept of Project: (6 Sessions)

Concept, categories of project, importance, types, steps in identification of projects, project life cycle, tools of Project Management, forms of Project organizations.

UNIT 2

Project Management and Formulation (8 Sessions)

Project Management-meaning and scope, Project formulation and Preparation- Market and demand estimation, market survey for demand forecasting technical factors, financial projections.

UNIT 3

Process of Project Appraisal (10 Sessions)

Technical and Environmental Appraisal, Managerial Appraisal, Economic & Market Appraisal including market survey for Forecasting, Financial Appraisal- Project Cost Estimation, Preparation of Projected Financial Statement, Preparation of Detailed Project Report.

UNIT 4

Ranking of Projects (6 Sessions)

Needs for Ranking of Project, Techniques for Ranking of projects, SCBA- meaning rationale, approaches to SCBA.

UNIT 5

Implementation, Monitoring and control of Project (8 Sessions)

Project schedulery & control, Project Management terms and coordination, Monitoring and post implementation Evaluation of Project, Role of Project Manager, Project Audit.

Suggested Reading:

- 1) Chandra Prasanna- Project: Preparation Appraisal, Budgeting & Implementation. (TMH, 5th Ed.)
 - 2) Goyal B. B.- Project Management: A Development Perspective.(Deep & Deep)
 - 3) Chaudhary, S- Project Management.(Tata Mc Graw Hill)
 - 4) Young TL- The Hand Book of Project Management. (Kogan Page)
 - 5) Schumacher, E.F., -Small is Beautiful, Macdonald and Co. (Publisher Ltd. London)
 - 6) Churchman, C.W. 1986. The systems Approach. Dell Publishing Co. New York
- Davis, K. 1962 – The Role of Project Management in Scientific Manufacturing, IEEE Transactions in Engineering Management, 9, no.3, pp-109-113

PGDM 3rd Semester
CONSUMER BEHAVIOUR & ADVT. MANAGEMENT

Code: MK 01

Max. Session- 40

Unit I

Introduction

(07 Sessions)

Defining Consumer Behaviour, Nature, Scope and importance of Consumer Behaviour, Environmental influences on Consumer Behaviour, Consumer Research Process, Understanding consumer and Market Segments, Models of Consumer buying Behaviour, Consumer buying Process.

Unit II

Individual Determinants of Consumer Behaviour

(08 Sessions)

Motivation, Consumer Perception, learning, Attitude formation and change, Communication Process and design of Persuasive Communication, Personality and Consumer Behaviour, Role of e-commerce in Marketing Communication.

Unit III

Advertising Management

(12 Sessions)

Overview, Nature and Scope of Advertising, Concept of Integrated Marketing Communication, Advertising and other Promotional tools, Importance of Advertising Arguments against Advertising, Advertising Campaign, Media- Selection and Strategies, Media Planning, creativity in advertising copy, Layout of copy element.

Unit IV

(07 Sessions)

Preparation and choice of methods of advertising budget, Ethical and social issues in advertising, AIDA approach & DAGMAR approach of Advertising.

Unit V

Evaluation of Advertisements, Advertising Agencies

(06 Sessions)

Measuring advertising effectiveness, advertising agency: Types, factors taken into consideration for selecting Agency.

Suggested Readings:

1. London DL & Bitta Della – Consumer Behaviour (Tata McGraw Hill)
2. Schiffman Lean G & Kanuk Leslie Lazar – Consumer Behaviour (PHI)
3. Batra Myers & Aker – Advertising Management (PHI)
4. Semenik Richard J – Promotion & Integrated Marketed Communication (Thomson 2004)

**PGDM 3rd Semester
SERVICE MARKETING**

Code: MK 02

Max. Session- 40

Unit I

Introduction

(08 Sessions)

Meaning, Service Characteristics, Difference between Product and Service Marketing, Service Classification, Consumer Behaviour in services, Growth of service sector, key service Business, Concept Selling, Relationship Marketing.

Unit II

Service Recovery

(12 Sessions)

Service Development and Design, Service Branding, Understanding Consumer Expectations and Zone of Tolerance, Targeting and Positioning of Services, Marketing Mix Strategies with Reference to Credit Cards, Home Loans, Insurance & banking, Marketing of Telecom services, On line Trading, Education, Tourism, Health & Information Technology.

Unit III

(06 Sessions)

Managing Demand Capacity, Waiting-line Strategies, Service Marketing Communication mix, Communication and Pricing Strategies.

Unit IV

(07 Sessions)

Marketing Service Quality and Productivity, Quality Gaps, Perception for Closing Quality Gaps, Consumer Service function, TQM in services.

Unit V

Services Management Trinity

(07 Sessions)

Meaning, Interfunctional Conflicts, Internal Marketing, Concept, Myth & Importance Services in Global Perspective, Distribution flow of services.

Suggested Readings:

1. Baron S and Harrisk – Services Marketing: Text & Cases (Palgrave 2nd Edition)
2. Love Lock Christop H. Jochen Wirtz – Service Marketing People Technology & Strategy (Pearson Edu.)
3. Govind Apt- Services Marketing (Oxford University Press)
4. Rama Mohana Rao – Services Marketing (Pearson Education)
5. Ravi Shanker, Excel Books.
6. Christophir H. Love Book – Services Marketing – Prentice Hall International.

PGDM 4th Semester

INTERNATIONAL MARKETING

Code: MK 03

Max. Session- 40

Unit I **(12 Sessions)**

Definition of International Marketing, International Dimensions of Marketing, difference between Domestic/ International Marketing, Process and Benefits of International Marketing, International Marketing tactics.

Unit II **World Market Environment** **(08 Sessions)**

Political, Legal and Cultural Environment, Role of WTO and trading blocks, International Monetary system.

Unit III **Planning for International Marketing** **(04 Sessions)**

Marketing Research, Marketing Information systems, Market Analysis, Foreign Market Entry Strategies.

Unit IV **International Marketing Decision – I** **(12 Sessions)**

Product Policy and Planning, Developing and International Product Line, Foreign product Diversification, International Packaging, International Warranties and Services,, International Pricing Strategy, International Channels of Distribution.

Unit V **International Marketing Decision – II** **(04 Sessions)**

International Advertising – Patterns of Global Advertising and Regulations, Advertising Media, International Organization Control.

Suggested Readings:

1. Onk visit S Shaw J – International Marketing (Pearson 3rd Edition)
2. Cherunilam F – International Trade & Export Management (Himalaya 2007)
3. Cateora Graham – International Marketing (TMH 10th Edition)
4. Jain S – International Marketing (Thomson)

PGDM 4th Semester

RETAIL & BRAND MANAGEMENT

Code: MK 04

Max. Session- 40

Unit I

Overview of Retailing Environment & Management (15 Sessions)

Retailing, Definition and Concept, functions of Retailing Characteristics of Retailing, Types & Classification of Retail Outlets.

Unit II

Situation Analysis and Store Location (06 Sessions)

Targeting and communicating with Customers, Promotional Strategies used in Retailing, Trading Areas Analysis, Site Selection, Store Design and Layout & Display.

Unit III

Managing Retail Business (09 Sessions)

Retail Organization and HRM, Retail Organization and financial & operational Dimension Operation, Retail Information System, Merchandise Management Retail pricing, Retail Promotion.

Unit IV

Integrating and controlling Retail Strategy (10 Sessions)

Planning, Procedure and opportunity analysis, Performance measure, scenario analysis, control using Retail audit, possible difficulty in conducting Retail audit.

Suggested Readings:

1. Newman AJ and Cullen P – Retailing: Environment & operation (Vikas 1st Edition)
2. Beman B & Evans JR – Retail Management (Pearson Edition)
3. Michael Levi M & Weitz BW – Retail Management (TMH)
4. Nair – Retail Management (Himalaya Publishing)
5. Varley R and Rafiq M – Principles of Retail Management (Polgrave 2004)
Lamba – The Art of Retailing (Tata Mc Grow H:II 2001)

PGDM 3rd Semester

SECURITY ANALYSIS & INVESTMENT MANAGEMENT

Code: FM 01

Max. Session- 40

Unit I

Overview of Capital Market (6 Sessions)

Stock exchange and New issue Markets – their nature, structure, functioning & limitations, trading of securities, Investor's protection, SEBI and its guidelines.

Unit II

Investment Management (12 Sessions)

Objective, investment opportunities, Concept and Measures of Risk and Return, Nature of Stock Market, Technical & fundamental approaches – company industry & economic analysis, Various Approaches to Valuation of Equity Debenture/ Bonds and Derivatives (options and future) – EMH & its implications for investment decision.

Unit III

Portfolio Analysis & Selection (8 Sessions)

Portfolio theory, Portfolio Risk, Selection of Portfolio – Markowitz's Theory, Single Index Model, Capital Market theorem, CAPM and Arbitrage Pricing Theory, Portfolio Management in India.

Unit IV

Portfolio Management & Performance Evaluation (8 Sessions)

Performance Evaluation of Existing Portfolio, Portfolio Management Risk & return in portfolio management, Finding alternative & revision of portfolio and Mutual fund, Sharpe and Treynor Measures.

Unit V

Options & futures (6 Sessions)

Option trading, Pricing of Option futures, Concept and Characteristics of future Contracts, Difference between future, Option, Forwards and Badla Contracts.

Suggested Readings:

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

PGDM 3rd Semester

INTERNATIONAL FINANCIAL MANAGEMENT

Code: FM 02

Max. Session- 40

Unit I

International Financial Environment- Concepts & Theories of IFM

(8 Sessions)

International Monetary Fund (IMF), functions and objectives of IMF, Overview of political, Socio-cultural, legal, technological and global environment, WTO and its impact on international business.

Unit II

Foreign Exchange Market

(8 Sessions)

Nature, structure, types of transactions, exchange rate quotations, spot and forward, Arbitrage. Foreign exchange market in India, Exchange rate determination, International Monetary System.

Unit III

Foreign Exchange Risk Exposure

(8 Sessions)

Relationship of Money market and foreign exchange Market, Money Market: concept, role and its importance, International securities market, International debt market, International Exchange markets and their functions.

Unit IV

Tax Treatment of Gains and Losses, Exchange Risk Reduction: (10 sessions)

Techniques and Applications, Hedging, swaps, futures, options, Management of interest rate risk: interest rate options, currency options etc. Financial Structure and International Financing, MNC's and Foreign exchange, treatment of foreign subsidiaries.

Unit V

(6 sessions)

Multinational Capital Budgeting, International investment theory and diversification, FDI and FII in India, Business integration and diversification, Working capital management in International trade.

Suggested Readings:

1. International Financial Management – V. Saran (Vikas Publication)
2. Agarwal Roy – International Trade (Excel 1st Edition)
3. Hill CW- International Business (TMH 5th Edition)
4. IFM – A K Seth (PHI)

PGDM 4th Semester
MANAGEMENT OF FINANCIAL INSTITUTION & SERVICES

Code: FM 03

Max. Session- 40

Unit I

Financial Institutions

(10 Sessions)

Definition, Types and Role of financial institution in Economic Development, Nature, Scope & importance of financial services. Financial system & Market; Constituents and Functioning, RBI- Role and function, Regulation of Money & credit, monetary & fiscal policies, techniques of regulation & rate, Overview of foreign Exchange Market, Financial Sector Reforms in India, Recent trends in Indian Financial Markets.

Unit II

Management of Commercial Banks

(10 Sessions)

Evolution & Management of Commercial Bank, Constituents, Performance, Limitation of CB etc, Determination of Commercial Interest rates, fixed & floating, Sources of fund & their Utilization, Capital adequacy norms, Assets and Liabilities, Theories of liquidity Management, Management of Capital Funds, Management of Performing & Non-Performing Assets Gap Analysis.

Unit III

Management of Financial Services

(10 Sessions)

Size and Scope of leasing & Hire Purchase, Evaluation and Types of lease, other financial services- Factoring, Forfeiting, Discounting and Re-discounting. Consumer Credit & Plastic Money.

Unit IV

Management of Non-Banking Financial Institution

(5 Sessions)

Status, types, working and strategies of NBFCs for Commercial viability, concept, nature and scope of securitization in India. DFIs in India (IDBI, ICICI, IFCI, NABARD, RRB's)

Unit V

Insurance & Mutual Fund Organizations

(5 Sessions)

Evaluation, SEBI Regulations, Status, types, working and strategies for commercial viability, Life & General, premium, risk Covered, Tax benefits, Working of Deposit Insurance. Mutual funds – Investment Avenue, return & Instruments.

Suggested Readings:

1. Fabozzi – Foundation of Financial Markets and Institution (Pearson Edition)
2. Khan MY- Financial Services (Tata McGraw Hill 1998)
3. Gurusamy R – Financial Services & Market (Thomson 1st Edition)
4. Machi Raju HR – Indian Financial System (Vikas 2004)
5. L. M. Bhole -- (Tata v/c Graw Hills)
6. R. M. Srivastava (Himalaya Publishing House)
7. Desai – (HPH)
8. Avadhani – (HPH)
9. P. Mohana Rao – (Dep. & Deep Publishing)

**PGDM 4th Semester
TAX MANAGEMENT**

Code: FM 04

Max. Session- 40

Unit I

Nature & Objectives of Tax Management (3 sessions)

Basic concept of Tax, History, Definitions, Residential Status & Tax Incidence, Agriculture Income, Tax Planning, Tax Avoidance & Tax Evasion.

Unit II

Tax on Individual Income (14 sessions)

Computation of tax under salaries, House property, Profit & Gains of Business & Profession, Capital Gain and Income from other sources, TDS, Exempt Income, Wealth tax.

Unit III

Corporate Tax & Management (10 sessions)

Tax Concessions and incentives for Corporate decisions, Tax Planning for depreciation, Treatment of losses & unabsorbed items, Carry forward and Set off losses.

Unit IV

Central Excise Act & Planning (5 sessions)

Central Excise Act 1994 & Excise Planning, Customs Act & Customs Duties Planning, Consumer Protection Act – 1962 and Customers Planning.
(Practical Aspects and working knowledge is required)

Unit V

Tax & Business Re-Organizations (8 sessions)

Introduction to Emerging Dimensions & Practical Applications of Tax in New Business Organization- Merger and Amalgamation etc, Tax Planning regarding Employees Remuneration, Tax Appeals & Revisions.

Suggested Readings:

1. Bhatia H L – Public Finance (Vikas 1999, 20th Edition)
2. Lakhota RN – How to Save Wealth Tax (Vision Book 2001, 9th Edition)
3. Singhanian VK- Direct Tax Law & Practice (Taxman 40th Edition)
4. Date VS – Indirect Tax – Law & Practice (Taxmann 20th Edition)

PGDM 3rd Semester
Human Resource & Organizational Development

Code: HR 01

Max. Sessions: 40

Unit 1

Introduction

(8 sessions)

Concept, benefit of HRD; HRD v/s HRM, HRD in India, Management Development-Concept, need and Management Development methods.

Unit 2

Performance Appraisal

(8 sessions)

Concept, Need, Objectives, Methods & Obstacles. Concept & principles of job Enrichment.

Unit 3

QWL

(8 sessions)

Meaning & Concept of QWL and QC, Various Approaches to QWL and Techniques for improving QWL, QC in India.

Unit 4

(8 sessions)

OD Definition, Foundation, Managing, OD Process–Diagnosis. The six-box model, third wave consulting, Nature of OD Intervention, phases of OD programme.

Unit 5

(8 sessions)

OD Interventions- Meaning and Types, Training Experience–T Groups, Behavioral Modeling and Career anchors, Action Research–A Process and an Approach, Research on OD- Recent Issues & positive developments in research, OD in Indian Organizations.

Suggested Reading:

- 1) Aswathappa K- Human Resource and Personal Management. (TMH)
- 2) Rao V. S. P- Human Resource Management. Text & Cases (Excel Books)
- 3) Bernardi- Human Resource Management (TMH)
- 4) Ivansovich- Human Resource Management. (TMH 10th Ed.)
- 5) Uda Pareek- Training Instrument in HRD & OD (TMH)

PGDM 3rd Semester

Industrial Relation & Labour Laws

Code: HR 02

Max. Sessions: 40

Unit 1 (5 sessions)
Concepts & Theories of IR/ Nature of Industrial Relation Evolution of IR in India. Tripartite and Bipartite bodies. Anatomy of industrial disputes.

Unit 2 (7 sessions)
Technological Change in IR- Employment Issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches.

Unit 3 (10 sessions)
Labour Legislations- Factories Act-1948, ESI Act-1948, Workman Compensation Act-1923, The Trade Unions Act 1926, The Industrial Dispute Act-1947.

Unit 4 (8 sessions)
Trade Union Origin and Growth & its problems. Functions objective and role of trade unions in collective bargaining.

Unit 5 (10 sessions)
Labour Problems: - Discipline & Misconduct, Grievance handling procedure, Worker's participation in management. Labour Turnover, Absenteeism.

Suggested Reading:

- 1) Mamoria C. B, Gankar- Dynamics of Industrial Relation. (Himalaya Pub.)
- 2) Sinha- Industrial Relation, Trade union and Labour Legislation. (Pearson Education)
- 3) Venkata Ratnam- Industrial Relation (Oxford 2006 2nd Ed.)
- 4) Singh B.D. - Industrial Relation (Excel 1st Ed.)
- 5) P.C. Tripathi – Industrial Relation & Labour Law
- 6) Arun Monappa- Industrial Relation
- 7) T.N. Bhagoliwal- Personnel Management & Industrial Relation (Sahitya Bhawan, Agra)

PGDM 4th Semester

International Human Resource Management

Code: HR 03

Max. Sessions: 40

Unit 1

Introduction

(8 sessions)

Concept of Managing Human Resources in foreign subsidiary cultural and behavioral differences in different countries.

Unit 2

International Human Resource Planning

(8 sessions)

Meaning of IHR Planning, Need and Importance, IHR Staffing Meaning, Practice & Problems.

Unit 3

Compensation System

(8 sessions)

Meaning of Multinational Compensation System, Factor affecting etc., Training & Development- General practices, Approaches & Limitations.

Unit 4

Expatriates

(8 sessions)

Determination of needs, Attributes contributing to success & failure, Special issue of female expatriates, expatriates re-entry.

Unit 5

(8 sessions)

Accommodating & Training of family member various amenities and facilities, educational & vocational guidance.

Suggested Reading:

- 1) Bernardi- Human Resource Management (TMH)
- 2) Ivansevich- International Human Resource Management (PHI)
- 3) Desiter- International Human Resource: Text & cases (PHI)

PGDM 4th Semester

Collective Bargaining & wage policy

Code: HR 04

Max. Sessions: 40

Unit 1

Introduction

(8 sessions)

Meaning of Collective Bargaining, Historical Background, Purpose and features of CB, Techniques and Strategies of CB, Various issues and Breakdown in CB.

Unit 2

Bargaining Unit

(8 sessions)

Meaning of Bargaining agent, process of Negotiation, Best practices in Negotiation, International & Cross Cultural Negotiation.

Unit 3

Collective Bargaining in India

(8 sessions)

CB and Technological Change, Exercises Relating to CB, Concept of Wages- Theories of wage minimum, Living and Fair wage, Relative Wage and wage Differentials, Bonus Issue.

Unit 4

Wage Policy

(8 sessions)

Fixation of wage, Types of wages, Sources of Wage, Wage Board, Wage committee, Nominal Wage, Factors affecting wage Fixation.

Unit 5

Wage Enactment

(8 sessions)

Payment of Bonus Act-1965, Payment of Gratuity-1972, Provident fund & Pension Act-1952, Payment of wages Act-1936, Minimum wage Act-1948.

Suggested Reading:

- 1) Srivastava S. C- Industrial Relation and Labour law (Vikas 2000)
- 2) Singh B. D- Industrial Relation (Excel 1st Ed.)
- 3) Sinha- Industrial Relation, Trade union & Labour Law (Pearson Edu.)
- 4) A.M. Sarna- Understanding wage system (Himalaya Publication)
- 5) C.B. Memoria – Personnel Management (Himalaya Publication)
- 6) Labour Laws – Taxman Publication
- 7) Industrial Law – N.D. Kapoor (S.Chand)

PGDM 03rd Semester
Data Base Management System

Code : IT 01

Max. Sessions: 40

UNIT 1

Introduction to Database (08 Sessions)

Definition of DBMS, Components of DBMS, File Approach V/s DBMS Approach, Data Independence, Advantages and Disadvantages of DBMS, Role of DBA, Instances & Schema, Elements of DBMS.

UNIT 2

Data Models & E-R-Modeling (10 Sessions)

Models of DBMS, Codd's rules, Entities and their attributes, Functional Dependencies, Normalization, Denormalization, E-R-modeling, Aggregation, Generalization.

UNIT 3

SQL (Structured Query Language) (08 Sessions)

SQL Database Manipulation, DDL, DCL, DML, View and Queries, SQL functions Joins, Indexing, View.

UNIT 4

PL/SQL (08 Sessions)

Creating tables, Applying column constraints: Inserting rows, Views snapshots, Indexes and Sequences. Data Protection: Recovery, Concurrency, Security, Integrity and Control, PL/SQL, Cursor, Trigger, Procedure, Function, Package.

UNIT 5

Overview of Advance Databases (06 Sessions)

Data Mining and Data Warehousing: knowledge extraction through Data Mining, Networks, Concept, Types, Data Distribution, Distributed Database, DBA, Introduction to Object Oriented Databases, Database Utility.

Suggested Readings:

1. Database Systems: Design Implementation & Management - Peter Rob, Carlos Caronel - CENGAGE Learning.
2. Introduction to Database Management - Jain's (BPB)
3. An Introduction to Database System - C. J Data (Pearson Education)
4. Database Management System - Arun K Majumber - (TMH)
5. Database Management System - Er. V. K. Jain (Dreamtech Press)
6. Database Management System - Anuj Sharma & Vishwas Sharma (Krishna Publication, Meerut)
7. Database Management System - Korth
8. Database Management System - Vipin desai
9. Database Management System - Navate
10. Developer 2000 - Ivan byross

PGDM 03rd Semester
Computer Network and Internet

Code : IT 02

Max. Sessions : 40

UNIT 1

Computer Networks (10 Sessions)

Meaning and Uses of Computer Network, Network Hardware, Network Software Applications and Objective of Computer Network, Structure and Architecture of Computer Network, LAN, MAN, WAN, OSI Model.

UNIT 2

Introduction to Internet & www (06 Sessions)

Internet Protocols, Internet Routing Protocol, Internet Group Management Protocols. www - Advantages, Terminology, Designing a web page, Web Browser and Search Engines.

UNIT 3

Internet Applications (08 Sessions)

Domain Name System, Electronic Mail, Multimedia- Audio, Video, File Transfer Protocol, Simple Mail, Transfer Protocol, Telnet, + HTTP, Point to Point Communication.

UNIT 4

Network Operating System and Communication (06 Sessions)

Unix, Linux, Windows, Novell Netware, Wireless Technologies, Wireless LAN, WAP: XML script.

UNIT 5

Mobile Communication (10 Sessions)

Overview of mobile computing, Architecture of embedded system, Application of mobile communication, Recent Trends of embedded system in IT Industry, Advantages of embedded system, GPRS, GPS.

Suggested Readings:

- | | | |
|---------------------|---|-----------------|
| 1. Computer Network | - | Andrew Teninbom |
| 2. Computer Network | - | Frozan |

PGDM 04th Semester
Programming in C and C++

Code : IT 03

Max. Sessions: 40

UNIT 1

**Fundamentals
Sessions)**

(10

Character set, Data Types, Variables, Expressions, Statement, Operations and Expressions- Arithmetic Operators, Unary Operators, Relational and Logical Operators, Assignment and Conditional Operators and Library Functions.

UNIT 2

**Data Input and Output
Sessions)**

(07

Preliminaries, Single Character input & output, Scanf Function, Interactive Programming. String Programming, Functions – Lifetime & Scope

UNIT 3

**Control Statements & Memory Allocation
Sessions)**

(07

If – Else, Switch – case Decision Controls, Preliminaries nested loops, Programme Structure, Array- Defining & Processing an Array Defining & Processing a Structure, Pointers, File Handling.

UNIT 4

**Object Oriented Programming
Sessions)**

(08

Characteristics of Object oriented languages, Classes, C++ basics, Function- Defining a function, function & strings, function & structure, constructors, Destructors, Inheritance, overloading, over – riding, Operator overloading.

UNIT 5

**Classes & Objects
Sessions)**

(08

Define class, Polymorphism, Encapsulation, Friend Function, Virtual Function, Inline function; File handling, Pointers, Templates.

Suggested Readings:

- | | | |
|-----------------------|---|--------------------------|
| 1. Let Us 'C' | - | Yashwant Kanetkar |
| 2. 'C' Programming | - | Balagosuwami |
| 3. 'C' Programming | - | Gottfrid (Tata Mc Grey)\ |
| 4. TeachYour Self C++ | - | Yashwant Kanetkar |

PGDM 04th Semester
E-Commerce and IT Enables

Code : IT 04

Max. Sessions : 40

UNIT 1

Introduction (10 Sessions)

Definition of E – Commerce, Comparison with Traditional Commerce, Framework of Electronic Commerce, The Anatomy of E-Com Applications, Plastic/ E – Money Market Forces Influencing The I-WAY, Public Policy Issues Shaping The I- WAY, Global Information Distribution Networks.

UNIT 2

Infrastructure (07 Sessions)

Architectural Framework for Electronic Commerce, www as Architecture, Network Equipments, Broadband communication (ATM, ISDN, VSAT OFC), Web Background-Hypertext Publishing, Security and the Well, Mobile commerce –Wireless Protocol, WAP, Mobile Computing Applications, Blue tooth.

UNIT 3

Electronic Payment System (08 Sessions)

Types Of Electronic Payment Systems, Smart Cards, and Credit Card Based Electronic Payment Systems, Risk and Electronic Payment System, Designing Electronic Payment System. Web security – Firewall, Transaction security, Secured Socket layout, Security Threats, Network security.

UNIT 4

Electronic Data Interchange (08 Sessions)

EDI Applications in Business, Legal Security and Privacy Issue, EDI and Electronic Commerce, Encryption – Techniques, Digital Signatures, Public and Private key, Virtual Private Network.

UNIT 5

IT Act and Enabled Services (07 Sessions)

Laws Related to IT Security, Data Communication etc, IT Enabled Services - Call Centre, Technical Writing, Tele-Marketing, On – Line Banking, E –Shopping, E – Governance, Payment Gateway.

Suggested Readings:

- | | | |
|-------------------------|---|--------------------------------------|
| 1. E. Commerce | - | Ravi Kalakutta |
| 2. E. Commerce | - | Krishnamurti |
| 3. Computer Fundamental | - | V Rajaraman |
| 4. E – Commerce | - | Kamlesh K. Bajaj (Tata Mc Graw Hill) |