

Semester I Syllabus

PGDM 101C PRINCIPLES OF MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective

- To help the students to understand the functions and responsibilities of the managers.
- To provide tools and techniques to be used in the performance of managerial job.
- To enable students to analyze and understand the environment of the organization.

Scheme of Examination:

Total marks 100

Internal marks 50

External marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: Concept of Management

- Definition of management
- Management functions (planning, organizing, staffing, directing, coordinating, controlling)
- Management & Administration
- Nature of management (management as art, science and profession)
- Roles of managers
- The scientific management school (Taylor)
- The management process school (Fayol's Principles of Management)
- Developing excellent managers.

Suggested Cases:

1. BHEL (L M Prasad)
2. Image is Everything (Stephen P Robins & Mary Coulter)

Unit 2: Planning:

- Nature and purpose of planning, Principles of planning
- The planning process, Types of planning
- Advantages and limitations of planning.

Suggested Cases:

1. Westward Exports Ltd (R S Raju & A Parthasarathy)
2. MTV's World (Stephen P Robins & Mary Coulter)

Unit 3: Concept of Objectives:

- Types of objectives, Importance of objectives, Setting objectives
- Management by Objectives (MBO), Benefits and Weaknesses of MBO.

Suggested Cases:

Municipal Water District (Harold Koontz and Heinz Weihrich)

Unit 4: Strategies and Policies:

- Concepts of corporate strategies- Vision, Mission, Objectives
- Strategic planning process
- Brief introduction to SWOT analysis, TOWS matrix, Portfolio matrix- GE matrix, BCG matrix
- Types of policies, Principles of formulation of policies
- Decision making process, Individual decision making models

Suggested Cases:

1. Turbulent Flight Plan (Stephen P Robins & Mary Coulter)
2. McDonald's- Serving Fast Food Around the World (Harold Koontz and Heinz Weihrich)

Unit 5: Organizing and staffing:

- Nature and Purpose of organizing
- Bases of Departmentation
- Span of Management, Determinants of Span of Management
- Line and staff relationships, Line-staff conflicts
- Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization
- Definition of staffing, Factors affecting staffing,

Suggested Cases:

1. Major Tools Ltd (R S Raju & A Parthasarathy)
2. Competitive Challenges for Carmakers (Harold Koontz and Heinz Weihrich)

Unit 6: Directing:

- Principles of Directing, Problems in Human Relations, Nature and causes of Human Relation Problems
- Strategies for establishing healthy Human relations in an organization

Suggested Cases:

1. Belden Electronics Company (Harold Koontz and Heinz Weihrich)
2. Ram Dhin (R S Raju & A Parthasarathy)

Unit 7: Controlling:

- Concept and Process of Control, Control Techniques, Human Aspects of Control, Use of Computers for controlling and Decision making.

Suggested Cases:

1. The Kappa Corporation (Harold Koontz and Heinz Weihrich)
2. Mehta Bank Ltd (R S Raju & A Parthasarathy)

Text Readings:

1. R D Agrawal, Organization and Management, New Delhi, Tata McGraw Hill, 1990.
2. Harold Koontz and Heinz Weihrich, Essentials of management, McGraw Hill, 5th edition.
3. T N Chhabra, Principle and Practice of management, Dhanpat Rai & Sons.

Suggested Readings:

1. Stephen P Robins and Mary Coulter, Management, Pearson publications, 7th edition.
2. L.M. Prasad, Principles & Practice of Management, S. Chand & Sons, 2005
3. Robert Krietner, Management, New Delhi, AITBS Publishers and Distributors, 7th edition.

PGDM 102C QUANTITATIVE TECHNIQUES

Level of Knowledge: Working Knowledge

Objective: To develop conceptual understanding of fundamentals of quantitative and statistical methods and to develop the understanding of its applications in management with the help of examples.

Scheme of Examination:

Total Marks: 100

Internal Evaluation: 50 Marks

External Evaluation: 50 Marks

External examination will have two sections i.e. Section A & Section B

Section A: 20 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 30 Marks Comprising Four Practical Problems and out of which a student will be required to attempt any Three questions.

Course Contents:

Unit 1: Functions:

- Function Concepts, Cost function, Revenue function, Profit Function and break even analysis, practical problems.

Unit 2: Sequences and Series:

- Introduction to Arithmetic, Geometric and Harmonic Progressions
- Nth term, No of terms, Sum of n terms, AM,GM and HM. Numerical problems
- Discounting, Compounding and Annuity along with the Numerical problems.

Unit 3: Matrices:

- Definition, Types of matrices
- Operations on matrices (addition, subtraction and multiplication)
- Transpose of a matrix, Determinant of matrix, Ad joint of a matrix, Inverse of a matrix, Elementary row operations.
- Solutions of simultaneous linear equations using matrices (Cramer's Rule, Matrix Inverse Method)
- Numerical and practical problems.

Unit 4: Introduction to Statistics:

- Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions
- Primary and secondary data, method of data collection, classification and tabulation of data, frequency distribution, diagrammatic and graphical representation of data (Bar diagram, Pie diagrams, histogram, frequency polygon, Ogives)
- Measurement of Central Tendency (AM: simple, weighted and combined for discrete and continuous series, Introduction to GM and HM, Median,

Quartiles, Deciles, Percentiles and Mode of Discrete and Continuous series), practical problems

- Measurement of Dispersion (Range, Interquartile Range/Quartile deviation, Mean deviation, Standard Deviation, Variance, Coefficient of Variation), Practical Problems.

Unit 5: Correlation & Regression:

- Correlation (Karl Pearson's and Spearman's Coefficient)
- Probable error, Standard error and coefficient of determination
- Principle of Least squares, regression coefficients, Regression lines and equations.
- Fitting of second degree parabola, Practical problems

Unit 6: Time Series:

- Time Series and its Components and Analysis Models of Time Series
- Methods of Studying Components of Time Series
- Measurement of trend (moving average, exponential Smoothing and least squares method). Practical problems.

Unit 7: Probability Theory:

- Introduction, Experiment, Trails and events (exhaustive, mutually exclusive, dependent and independent), Sample space, Favorable and Unfavorable events.
- Odds, Calculation of probability, Theorem of probability (addition and multiplication)
- Basic concepts of Binomial, Poisson and Normal Distribution.

Text Readings:

1. Sharma, J. K., Mathematics for Management and Computer Applications, New Delhi: Galgotia Publication, 2008.
2. Gupta, S. P., Statistical Methods, New Delhi: Sultan Chand and Sons, 35th Edition, 2007.

Suggested Readings:

1. Ghosh, R. K. and Saha, S., Business Mathematics and Statistics, Kolkata: New Central Book Agency, 2000
2. Goel, Ajay and Goel Alka, Mathematics and Statistics, New Delhi: Taxman Allied Services, 2007
3. Sancheti, D.C. and Kapoor, V.K., Statistics: Theory Methods and Applications, New Delhi: Sultan Chand and Sons, 2001

PGDM 103C ACCOUNTING FOR MANAGERS

Level of Knowledge: Working Knowledge

Course Objectives:

- To Lay a conceptual framework for financial accounting, Cost Accounting and management accounting.
- To develop ability in the students to apply theoretical concepts in practical life problems.

Scheme of Examination:

Total marks 100

Internal marks 50

External marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 20 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 30 Marks Comprising Four Practical Problems and out of which a student will be required to attempt any Three questions.

Course Contents:

Unit 1: Introduction to Accounting:

- Meaning & Need of Accounting
- Generally Accepted Accounting Principles (GAAP)
- Concepts of Accounting:
 - Going Concern
 - Entity Concept
 - Historical Cost
 - Money Measurement
 - Accounting Period Concept
 - Matching Cost Concept
 - Accrual Concept
- Conventions of Accounting:
 - Conservatism
 - Consistency
 - Materiality
- Concepts of Double Entry System Of Accounting
- Rules for Debit and Credit Entries ,Types Of Accounts:
 - Nominal
 - Real
 - Personal
- Distinction between Capital and Revenue Expenditure.

Unit 2: Elements of Annual Accounts:

- Defining & Understanding the Terms Share Capital, Reserves, Surplus, Shares, Share Premium, Loan Funds, Debentures ,Bonds, Mortgage Loans, Secured Loans, Unsecured Loans, Current Liabilities & Provisions, Contingent Liabilities, Fixed Assets, Leased Assets, current Assets, Advances, Investments, Deferred Revenue Expenses Instruments like Cheque and its Types , Demand Drafts/Pay Order, Crossing Etc.

Unit 3: Accounting Procedures:

- Recording of Journal Entries
- Posting In Ledger Accounts

- Cash Book:
 - Single Column
 - Double Columns
 - Three Columns

- Concepts and Preparation of Subsidiary Books:
 - Purchase and Purchase return/outward books
 - Sales and Sales return/outward book

- Preparation of Trial Balance

Unit 4: Preparation of Final Accounts:

- Profit and Loss Account
- Profit and Loss Appropriation Account

- Preparation of Balance Sheet with Basic Adjustments:
 - Prepaid Expenses
 - Outstanding Expenses
 - Provisions for Doubtful Debts
 - Accrued Income
 - Income Accrued but not Due
 - Depreciation, Closing Stock

- Conceptual Knowledge and Final Accounts of Non Profit Making Organizations

Unit 5: Bank Reconciliation Statement**Unit 6: Depreciation:**

- Concepts of Depreciation
- Two Methods of Providing Depreciation WDV and SLM
- Simple Practical Problems Relating to Depreciation

Unit 7: Introduction to Cost and Management Accounting:

- Nature, Role, Scope, Concepts of Cost Centers and Cost Units
- Classification of Cost
- By Nature: Material, Labour and Overheads

- By Behavior: Fixed Costs, Semi-Variable Costs and Variable Costs
- Concepts and Distinction between:
 - Marginal and Absorption Costing
 - Period and Product Cost
 - Cost Reduction and Cost Control
- Concept of Total Cost.

Text Readings:

1. R.L. Gupta, V.K. Gupta, Principles of Accountancy, New Delhi, Sultan Chand and Sons.
2. S.N Maheshwari, Introduction to Accounting, New Delhi, Vikas Publishing House
3. S.N Maheshwari, Cost Accounting, Theory and Problems, New Delhi, Vikas Publishing House.

Suggested Readings:

1. S.P Iyengar, Cost Accounting , New Delhi, Sultan Chand and Sons.
2. Gupta Radha Swami, New Delhi, Sultan Chand and Sons.
3. Hanif Mukherjee, Modern Accountancy, Tata McGraw Hill.

PGDM 104C IT FUNDAMENTALS

Level of Knowledge: Working Knowledge

Course Objectives:

- To provide basic knowledge about the computer fundamentals
- To develop conceptual understanding of MS-Office and Internet

Scheme of Examination:

Total Marks 100

Internal Marks 30

Practical Marks 20

External Marks 50

External examination will have 8 questions, out of which a student has to attempt any five. There may also be subparts in the questions. There will be practical and external via-voce of 20 marks to assess the computer proficiency.

Course Contents:

Unit 1: Computer Fundamentals:

- Introduction to Computer: Characteristics, Block Diagram
- Parts of Computer: Processor, Input/Output Devices, Primary and Secondary Memory
- Types of Computers: Micros, Mini, Mainframe and Super Computer
- Level of Languages: High and Low Languages and their characteristics
- Software: System Software (compiler, Interpreter, Assembler and operating system) and Application Software

Unit 2: Operating System:

- Introduction of Operating System: Features, Types of Operating System
- Windows XP: Using Taskbar, Start Menu options, My Computer, Recycle Bin, My Network Place, My Documents
- Windows Accessories: Calculator, Note Pad, Word Pad, Paint, Entertainment, Address Book
- Control Panel: Installation of Software, Addition of new hardware, Installation of Modem, Sound card, Printers and Scanner, Date and time, Taskbar and Start menu.
- Windows Explorer: Creating a new folder and other explorer facilities, Changing the look and feel of windows(Desktop, Wallpaper, Screen saver etc.)

Unit 3: Application Software-I (MS-Word 2003 and MS-Excel 2003):

MS-WORD:

- Getting Started with MS-Word, Document Creation, Document Manipulation, Printing a word document, Header and Footer
- Table Handling: Inserting, Filling and Formatting a table
- Finding, Replacing and Proofing text: Spell check, Grammar check, Find and Replace

- Creating Macros
- Mail-Merge

MS-EXCEL:

- Introduction to MS-Excel: Application of Electronic Spreadsheet, Features, Starting MS-Excel, What is a Workbook, Entering Data, Entering Series, Editing Data, Saving a workbook, Closing a workbook, Quitting MS-Excel
- Cell Referencing, Ranges and Functions: Cell referencing, Ranges, Ranges names, Formulae (names in a formula, formula editing, copying formula) , Functions(Mathematical and Statistical)
- Formatting Worksheet and Creating Charts: Formatting Data, Creating charts, Graphical presentations such as line, bar, stacked bar, pie
- Printing Excel Sheet, Creating Macros

Unit 4: Application Software-II (MS-PowerPoint 2003 and MS-Outlook):

MS-PowerPoint:

- Starting MS-PowerPoint : Creating a presentation, Creating new slides, Layout of slides, Deleting a slide, Running a slide show, Saving a Presentation
- Working With Slides : Changing the order of the slides, Editing the slide master, changing the background, Adding a text, Clip Art, Scanned objects and Image , Drawing Objects, Controlling the Slide Show(Animation, Transition, Special effect, Slide timing), Printing a Presentation

Unit 5: Internet Basics:

Concepts and Services, Hardware and Software requirements, Type of Internet connections, Advantages and Disadvantages of Internet, WWW, e-mail, Browsers, Search Engines, Internet Addressing, Domain Name, URL, Protocols(TCP/IP, FTP, HTTP), Overview of Intranet and Extranet, Video conferencing, Overview of HTML.

Text Readings:

1. Sinha P.K., Computer Fundamentals New Delhi : BPB Publications, Third Edition,2001
2. Saxena Sanjay, First Course in Computers New Delhi: Vikas Publishing House,2003
3. Leon Alexis and Methews Leon,Internet for Everyone,Chennai:Leon Press and Vikas Publishing House,1999
4. Microsoft windows XP STEP BY STEP - PHI

Suggested Readings:

1. Jaiswal S., Information Technology Today, New Delhi: Galgotia Publications Pvt.Ltd.,2001.
2. Christian Crumlish, ABCs of the Internet, New Delhi: BPB Publications,1998

PGDM 105C BUSINESS AND ECONOMIC ENVIRONMENT

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the business environment prevailing in India and globally and understand its implications to business.

Scheme of Examination:

Total Marks 100.

Internal Marks 50.

External Marks 50.

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: Business Environment:

- Components, Significance, Economic Scope, Cultural, Political and Technological factors.
- External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

Suggested Case:

Technology implementation for Card based business – case of Deutsche Bank, Italy

Unit 2: Economic Planning & Development:

- Economic systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government – Policy Resolutions of 1956, 1991 Industrial Policy and Economic Policy – Subsequent policy Statements.

Unit 3: Indian Companies:

- Competitiveness, Changes, Challenges and Sustainable Development.
- Emerging Trend in Indian Business Environment.

Unit 4: International Trade Theories:

- Balance of Payments, Concepts, Disequilibrium in BOP, Methods of Correction, Trade Barriers and Trade Strategy, Free Trade vs. Protection
- World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination and Euro Currency.

Suggested Case: Where is the fair play

Unit 5: Strategies for Going Global:

- International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method,
- International Trading Blocks and their Objectives.
- WTO- Origin, Objectives, Organization Structure and Functioning
- WTO and India.

Suggested Case: Different for gamble

Unit 6: Theory of Demand, Firms & Market Structure:

- Demand function, Income and substitution effects, Revealed preference approach and Demand forecast.
- Profit Maximization, Sales Maximization, Organizational slack, Ownership and Control.
- Competition, Monopoly, Duopoly, Oligopoly and Non-Price Competition.

Suggested Case: Country wide venture.

Text Readings:

1. Francis Cherunilam, **Business Environment: Text & Cases**, New Delhi, HPH, 2007.
2. D.N. Dwivedi, **Managerial Economics**, Vikas Publishing House, 2007.
3. Justin Paul, **Business Environment: Text & Cases**, New Delhi, Tata McGraw Hill, 2008
4. Aswathappa, **Essentials of business environment**, Himalaya Publications.
5. M.L jhingan, **Micro economics**, Vrinda publications
6. H.L Ahuja, **Priciples of micro economics**.

Suggested Readings:

1. K.V. Sivayya and VBM Das: **Indian Industrial Economy**, Sultan Chand Publishers, Delhi.
2. Avid W. Conklin, **Cases in Environment of Business**, Sage Response Books.
3. Vivek Mittal, **Business Environment**, Exdcel, ND.
4. Sundaram & Black : **International Business Environment Text and Cases**, PHI.
5. Raj Agarwal : **Business Environment**, Excel Publications.
6. E. Bhattacharya: **International Business**, Excel Publications.
7. Govt. of India, **Latest Economic Survey**.

PGDM 106C ORGANIZATIONAL BEHAVIOR

Level of Knowledge: Working Knowledge

Course Objective:

- To understand human behavior in organizations in order to improve managerial effectiveness.

Scheme of Examination:

Total marks 100

Internal marks 50

External marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: Foundations of Individual & Organizational Behavior:

- Introduction to OB & Basic OB Model.
- Personality-Determinants & Attributes, The Big Five Model.
- Attitude-Components, Job Attitude
- Learning-Theories of Learning.
- Perception-Factors affecting Perception, Cognitive Dissonance Theory.

Suggested Cases/s:

1. Prejudice in work places: Real or Perceived? (K. Aswathappa)
2. Breakout Performer (Azim Premji) (K. Aswathappa)

Unit 2: Motivation:

- Concept, Definition
- Theories: Maslow's Hierarchy of Needs, Herzberg's Two Factors, Theory X and Y. Vroom's Expectancy, Reinforcement Theory.

Suggested Case/s:

1. Jinjian Garment Factory: Motivating Go slow workers. (Gerard H. Seijts)
2. When the Perks Fade (Stephen P. Robbins and Seema Sanghi)

Unit 3: Groups and Teams:

- Defining and Classifying groups.
- Stages of Group Development
- Group Structure
- Group v/s Team
- Types of Teams

Suggested Case/s:

1. Groups make a difference at Brazil's Semco (K. Ashwathappa)

2. A virtual team at Nanawati Associates. (Stephen P. Robbins and Seema Sanghi)

Unit 4: Leadership:

- Definition and Concepts.
- Trait Theory
- Behavioral Theories-Ohio State, Michigan Studies, Managerial Grid.
- Contingency Theories-Fiedler's Model , Hersey & Blanchard's Situational Theory, Leader Member Exchange Theory, Path Goal theory.

Suggested Case/s:

1. GE's Controversial Leader (K. Ashwathappa)
2. Narayan Murthy & Infosys (Stephen P. Robbins and Seema Sanghi).

Unit 5: Conflict:

- Defining
- Types of Conflict
- Conflict Process.
- Conflict Management Techniques.

Suggested Case/s:

1. Escalation of conflict through Endowed Chair (Uma Sekaran)
2. Schneider Nation(Stephen P. Robbins and Seema Sanghi)

Unit 6: Organization Culture:

- Defining
- Creating and Sustaining Culture
- Creating a positive Organizational Culture.
- How Employees learn Culture.

Suggested Case/s:

1. Cultural Change efforts at the U.S. Postal Service. (Stephen P. Robbins and Seema Sanghi)
2. South west airlines faces new challenges. (Stephen P. Robbins and Seema Sanghi)

Unit 7: Organization Change & Stress Management:

- Forces of Change, Resistance to Change
- Lewin's Three Step Model
- Stress –Potential Sources, Managing Stress

Suggested Case/s:

1. Case of ABB Poland, (Gerard H. Seijts).
2. A dark day.(Stephen P. Robbins and Seema Sanghi)

Text Readings:

1. Stephen P. Robbins & Timothy A. Judge. **Organizational Behaviour, 13th ED.**, New Delhi, Prentice Hall.

2. K. Aswathappa, **Organizational Behaviour**, Himalaya Publishing House, Mumbai.
3. Fred Luthans, **Organizational Behaviour**, McGraw Hill, New York.

Suggested Readings:

1. Gerard H. Seijts, **Cases in Organization Behaviour**, Sage Publication, New Delhi.
2. John W. Newstorm & Keith Davis, **Organization Behaviour**, Tata McGraw Hill, New Delhi.

PGDM 107C BUSINESS COMMUNICATION

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the fundamentals of business communication
- To develop the conceptual understanding by grasping the elementary and the general concepts
- To substantiate a theoretical knowledge by practical knowledge of the subject

Scheme of Examination:

Total marks 100

Internal marks 50

External marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: Introduction:

- Defining Communication
- Process of Communication
- Communication Situation
- Communication Models
- Objectives of Communication
- Principles of Effective Communication
- Importance of Business Communication
- Importance of Feedback

Suggested Case: Arvind Pandey caught in Business Web

Unit 2: Factors Affecting Communication:

- Barriers to Communication -Wrong Choice of Medium, Physical Barriers, Different comprehension of Reality, Socio-Psychological Barriers
- Effective Listening:
- Steps of Listening
- Importance of Listening
- Blocks to Effective Listening
- Improving Listening Skills

Suggested Case: Communication Failure

Unit 3: Types, Channels and Forms of Communication:

- Formal and Informal Communication

- Upward Communication (Objectives, Merits and Demerits)
- Downward Communication (Objectives, Merits and Demerits)
- Horizontal Communication, Grapevine,
- Consensus (Process, Advantages, Disadvantages)
- Verbal Communication, Nonverbal Communication

Suggested Case: Wave (ATV: Advertising Radio FM Band)

Unit 4: Designing for Effective Communication:

- Understanding the composition Process
- Defining the purpose
- Analyzing the audience
- Establishing the main idea
- Transaction Analysis

Suggested Case: The Case for Ambiguous Communication

Unit 5: Fundamentals of Business Writing:

- Adaptation and Selection of Words
- Construction of clear sentences and paragraphs
- Directness in Good News Letter and Neutral Situations
- Indirectness in Bad News Letter
- Persuasive Messages

Suggested Case: On Writing Well

Unit 6: Employment Messages:

- Application Letters:
- Writing the Opening Paragraph,
- Summarizing the key Selling Points
- Writing the closing paragraph
- Writing a perfect Resume - Format, Style, Contents

Unit 7: Reports and Proposals:

- What is a Report?
- Importance of a Report
- Oral and Written Reports
- Types of Business Reports
- Characteristics of a Good Report
- Sample Reports

Practicals:

- Spoken English
- Presentations
- Group Discussions
- Public Speaking

Text Teadings:

1. Rajendra Pal and J.S. Korlahalli, Essentials of Business Communication, Sultan Chand and sons 2005.
2. Urmila Rai and S.M. Rai Business Communication , Himalaya Publication House II/e 2001
3. P.D. Chaturvedi and Mukesh Chaturvedi ,Business communication : concepts, cases and applications ,Pearson Education 2004

Suggested Readings:

1. Effective Business Communication- M.V. Rodriques, Concept Publishing Company, New Delhi
2. Business correspondence and Report Writing- Prof. R.C. Sharma and Krishna Mohan, Tata McGraw Hill & Co. Ltd., New Delhi
3. Bill Scott, The Skills of Communication, Bombay, Jaico, 1995
4. William V. Ruch, Business Communication, New York, Maxwell Macmillian, 1991

PGDM 108C PROJECT WORK

Level of Knowledge: Working Knowledge

Course Objective:

- Communication & Presentation Skills
- Academic & Industry Interface
- Practical Approach & Implementation of Curriculum
- Students can stand at Par with Industry Expectations

Scheme of Examination:

Total marks 100

Internal marks 50

External marks 50

Internal Marks will be awarded on the basis of the presentation made by a student time to time in front of a panel of internal examiners as well as submitting the project reports for both the parts. The external examination will be conducted at the end of the semester and it will be evaluated on the basis of Viva- Voce/Presentation by External Examiner and Internal Examiner, appointed by the Principal/Director .

Course Contents:

1. Part I. Decision Making For Purchasing A Product

- Define the Purpose of Purchase
- Identify Criteria & Pricing Constraint
- 5 Brands of that Product to selected
- Selected Branded Products Specifications
- Evaluation of these Products of basis of Identified Criteria
- Finally, selecting the product & SWOT analysis of it
- Suggestions

2. Part II Critical Analysis of A Product

- Product Specification
- Technical Parameters
- Market Leader, Market Share & Growth Rate
- Product Life Cycle Stage
- Alternatives & Replacement
- Strengths & Weaknesses of Market Leader
- Conclusion

Semester II Syllabus

PGDM 201C HUMAN RESOURCE MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective:

- To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

Scheme of Examination:

Total marks 100

Internal marks 50

External marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: The Field of HRM:

- Overview
- Concept and Functions
- Personnel to HRM
- ASTD HRM Model

Suggested Cases:

- Demands of Employees Wife
- Authority of Personnel Manager at Regional Level.

Unit 2: Acquisition of Human Resources:

- Objectives
- Human Resource Planning
- Job Analysis, Job Description, Job Specification
- Recruitment, Promotion, Transfer

Suggested Cases:

1. Job Specification
2. Which is more important – Recruiting or Retaining?

Unit 3: The Human Resource Organization:

- Structure of Human Resource Management
- Selection
- Induction
- Placement
- Formulation and Essentials of Sound HR Policies

Suggested Cases:

1. How to select a new employee?
2. Introduction of Induction

Unit 4: Development of Human Resources:

- Training and Development
- Performance Appraisal
- Introduction to Career and Succession Planning

Suggested Cases:

1. Evaluation of Executive Development Program
2. Career Opportunities

Unit 5: Maintenance of Human Resource:

- Job Evaluation
- Grievance Handling Procedure.

Suggested Case:

Parity-Is it Fair or Unfair?

Unit 6: Separation Processes:

- Turnover, Retirement, Layoff
- Retrenchment and Discharge
- VRS- Mechanism, VRS in Public and Private Sector

Unit 7: Emerging Trends & Challenges

- Emerging Trends and Challenges in HRM
- International Policy- Recruitment, Selection, Training & Development.

Suggested Case:

The Case of Hushed Relationship

Text Readings:

1. VSP Rao, Human Resorce Management, 2nd Edition, Excel Publications, A, 45Naraina, Phase-I, New Delhi
2. P. Subba Rao, Human Resource Management and Industrial Relations, 3rd Edition, Himalaya Publications House, Mumbai.
3. David S. Decenzo and Stephen P. Robbins, Personnel/ Human Resource Management, New Delhi, Prentice Hall, 3rd edition.

Suggested Reading:

1. William B. Werther Jr. and Keith Davis, Human Resource & Personnel Management, Singapore, McGraw Hill, 4th Edn. 1993
2. Arun Monappa and Mirza S. Saiyadain, Personnel Management, New Delhi, Tata Mcgraw hill, 1995.

PGDM 202C OPERATIONS MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objectives:

- To help students understand the concepts of material management, operation functions, various tools used for solving problems faced by operations managers.

Scheme of Examination

Total marks 100

Internal marks 50

External marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 20 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 30 Marks Comprising Four Practical Problems and out of which a student will be required to attempt any Three questions.

Course Contents:

Unit 1: Materials Management:

- Meaning, Definition, Areas, Objectives, Importance,
- Role of Materials Manager.
- Meaning, Concept, need, Scope and Advantages of Integrated Materials management.
- Factors affecting Materials planning, Techniques of planning.
- Materials Budgeting.

Unit 2: Stores Management:

- Materials Identification: Need, Importance and Classification of Materials.
- Codification of Materials: Codification Systems.
- Standardization: Aims and Advantages, Standards of Institutions.
- Stores Layout
- Materials Handling: Unit Load Concept, Materials Handling Principles, Material Handling Equipments (Fixed path, variable path and auxiliary)

Unit 3: Inventory Management:

- Importance and scope, Selective Inventory Control, Cost concept in Inventory. Types of Inventories, Problems
- Inventory Control Models: Deterministic and Stochastic (EOQ, EBQ, EOQ with shortages, EOQ with discounts, Single Period Model, Periodic Model)
- Practical Problems.

Unit 4: Introduction to Operations Management (OM):

Meaning and functions of OM, Current trends in OM, OM manufacturing and service industries, Issues of OM (short-term and long-term), Challenges faced by OM, Priorities of OM.

Unit 5: Facility Planning:

- Product and Process selection: Product development process, Tools of efficient product development, Determinants of process characteristics (volume, variety and flow), Types of process systems (continuous flow, intermittent flow and jumbled flow), Product-Process mix, issues in process design, Technology selection.
- Layout of facility: Product, process, fixed, group and project layouts. Layout design: Relationship based and Load-Distance-Cost matrix, CRAFT method, Practical problems
- Location of facility: Factors affecting location decisions, Center of Gravity and Median Models, Dimensional Analysis, Factor rating method, Brown and Gibson Model, Practical Problems

Unit 6: Resource Planning:**(A) Capacity Planning:**

- Meaning of Capacity and Capacity Utilization, Capacity planning framework
- Machine and Labour requirement estimations, Capacity Augmentation, Alternatives of Capacity Augmentation (waste elimination, Multi-skilling of work force, sub-contracting and outsourcing), Practical Problems
- Learning-Curve applications, Practical Problems.

(B) Materials Requirement Planning (MRP):

- Introduction, Multiple levels in Products, Product Structure, Bill of Materials.
- Rules for determining Lot Size (Lot-for-lot, Fixed order quantity, EOQ, Period order quantity, POQ based on EOQ), Practical Problems.

Unit 7: Production Planning and Control:

- Aggregate Production Planning- Necessity and framework, alternatives of managing demand and supply, Level Production (Inventory Cost and Stock-Out Cost), Chase (Vary the Work Force) and mixed strategies, Practical Problems.
- Operation Scheduling and production control: Mass manufacturing (Assembly line balancing using priority rules- Rank Positional Weight, Longest Activity Duration and Largest Number of Successors), Batch Processing (Sequencing using Run-Out Time) and Job Shop : n - job on single machine (using EDD, SPT, FCFS, ST, CR), n-jobs on two/three machines (Jhonson's Rule, Gantt Chart), 2 jobs on n-machines (Graphical Method-Aker's Algorithm), Practical Problems.

Text Readings:

1. Verma M.M, Materials Management, New Delhi, Sultan Chand and Sons.
2. Chitale, A. K. and Gupta R.C., Materials Management: Text and Cases, New Delhi: PHI, 2006
3. Delhi: PHI, 2006
4. Paneerselvam, R., Production and Operations Management, New Delhi, Prentice Hall of India Publications.

5. Mahadevan,B., Operations Management Theory and Practice, New Delhi, Pearson Education (Dorling Kindersley (India) Pvt. Ltd.)

Suggested Readings:

1. Chary, S.N., Cases and Problems in Production and Operations Management, New Delhi, Tata McGraw Hill Publications.
2. Evans, J. R., Anderson, David R., Sweeney, D. J. and Williams, T.A., Applied Production and Operations Management, Newyork: West Publishing Co., 1985.
3. Dobler Donald W., Lamer Lee Jr. and David N. Burt, Purchasing and Materials Management, New Delhi, Tata McGraw Hill Publications

PGDM 203C FINANCIAL MANAGEMENT

Level of Knowledge: Working knowledge

Course Objectives:

- To Lay a Conceptual Framework for Financial Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 20 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 30 Marks Comprising Four Practical Problems and out of which a student will be required to attempt any Three questions.

Course Contents:

Unit 1: Introduction to Financial Management:

- Meaning, Nature and Scope
- Objectives of Financial Management
- Basic concepts of Break Even Point, Margin of Safety, Profit Volume ratio.
- Time Value of Money:
 - Computation of Present and future value of a Single cash flow
 - Computation of Present and future value of an Ordinary annuity
 - Computation of Effective rate of Interest, Present value of a Deferred annuity

Unit 2: Capital Budgeting:

- Evaluation of Projects using DCF and Non DCF methods and simple problems based thereon on the Methods like:
 - Payback Period method
 - Discounted Payback
 - Payback reciprocal
 - Internal Rate of Return
 - Net Present Value
 - Profitability Index
 - Accounting rate of return

Unit 3: Cost of Capital:

- Simple problem based on Computation of Cost of Individual source of finance (Equity, Debt and Preference) and Weighted average cost of capital (WACC) using Book value and Market value Weights.

Unit 4: Leverage Analysis:

- Meaning and Significance of Leverages
- Simple problem based on the Computation of Operating, Finance and Combined/Total/Composite Leverage

Unit 5: Ratio Analysis:

- Meaning of Terms like Liquid/Quick Assets, Net worth, Capital employed, Shareholder's funds/Equity/Proprietor's funds etc.
- Meaning, Computation and Significance of the Following Ratios:
 - Current ratio
 - Quick ratio
 - Gross Profit and Net Profit ratio
 - Return on Investment
 - Return on Equity
 - Return on Capital Employed
 - Earning per share
 - Price-Earning Ratio, Dividend Pay out ratio, Retention ratio
 - Inventory and Debtors Turnover ratio
 - Capital Employed and working capital Turnover ratio
 - Debt-Equity ratio, Debt-service coverage ratio

Unit 6: Cash Flow and Fund Flow:

- Simple problems based on Preparation of Cash flow and Fund flow Statement

Unit 7: Sources of Finance and Introduction to Working Capital:

- Introduction to Short Term and long term sources of Finance
- Meaning and Conceptual framework of working capital
- Analyzing Equity, Debt and Preference on the basis of Risk, Cost and Control
- Theoretical Questions based on working capital

Text Readings:

1. Shashi K Gupta and R.K. Sharma, Kalyani Publications
2. Prasanna Chandra, Tata McGraw-Hill Publishing Company Ltd.
3. M Y Khan and P K Jain Text and Problems and Cases Tata McGraw-Hill Publishing Company Ltd.

Suggested Readings:

1. R.P. Rustagi, Galgotia Publication Company
2. I M Pandey, Vikas Publication House Pvt. Ltd.

PGDM 204C MARKETING MANAGEMENT

Knowledge level: Working knowledge

Course Objectives:

- To develop a strong understanding of the concepts in Marketing Management which would allow the student to apply theory learnt to Case Studies or situations with Marketing as a central theme.

Scheme of Examination:

Total marks 100

Internal marks 50

External marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1:

Introduction to Marketing Management; Core Marketing Management Concepts; Company Orientation towards their business-the development of the Marketing Concept;
The current Marketing Scenario in India/Marketing Management in the 21st Century

Unit 2:

Marketing Environment: Macro-environmental variables; Micro-environmental variables

Unit 3:

Consumer Behaviour: Factors affecting Consumer behaviour; The Purchase Decision making process; Buying situations (habitual; special, etc) and their marketing implications.

Unit 4:

Market Segmentation, Need for segmenting; Bases of Market segmentation; Targeting: targeting strategies, Positioning strategies

Suggested Case:

A case of segmentation: Lacoste (Page no.56) Book: Cases and Simulations in Marketing Management By Prof. M. K. Rampal & Dr. S. L. Gupta

Unit 5:

Product life cycle- meaning, different strategies to be followed in different PLC stages.

Unit 6:

New Product Development—the eight steps

Suggested Case:

Soyabean Milk: As an Alternative (Page no. 65) Book: Cases and Simulations in Marketing Management By Prof. M. K. Rampal & Dr. S. L. Gupta

Unit 7:

Product—definition of a product, Product Mix decisions, Branding

Unit 8:

Price—Steps in setting the Price, Pricing Methods

Unit 9:

Place—Determining the Distribution Strategy, Intensive, Exclusive and Selective distribution; New formats of distribution—departmental stores, malls.

Suggested Case:

Finding the Ideal strategy (Page no. 76) Book: Cases in marketing management by the Editors of Excel Books

Unit 10:

Promotion- Steps in deciding the promotion strategy; the Promotion Mix; choosing the promotion tools.

Suggested Case:

Godrej Vs Samsung – Promotion War (Page no. 262) Book: Cases and Simulations in Marketing Management By Prof. M. K. Rampal & Dr. S. L. Gupta

Unit 11:

New Developments in Marketing Management—Internet marketing, rural marketing, global marketing.

Books Referred:

1. Marketing Management, Philip Kotler, 12th Ed.
2. Marketing Management-3rd or 4th Ed., V S Ramaswamy, S Namakumari

Long Case Studies:

The case studies have a basic objective of learning how theory learnt in class is applied in real life marketing situations. The case studies are 5-6 pages long and therefore, the students are required to read a few days prior to the case discussion. The case shall be discussed in teams of 5-6 students with each team presenting a particular facet of the case.

1. New Product Development: *Designing Speedo LZR Racer*, pp.35, ICFAI Case Folio, July, 2009
2. The Marketing Mix: *Tata Sky's Marketing strategies*, pp. 33, ICFAI Case Folio, Nov, 2009.
3. Segmentation, Targeting and positioning: *Realities of Emerging Markets: Some lessons from Unilever's strategy for Lifebuoy and Sunsilk in India*, pp. 23, ICFAI Case Folio, Feb, 2009.

4. Consumer Behaviour: *Kraft Foods Inc. observes consumer behaviour as prices soar in the US.*, pp. 7, ICFAI Case Folio, Aug, 2008
5. Distribution strategies- *'Transforming Bata'*, pp. 11, ICFAI Case Folio, May 2009.
6. A case of brand rejuvenation: *Bajaj-Auto, From 'Hamara Bajaj' to 'Distinctly Ahead'*, pp.07, ICFAI Case Folio, March, 2008.

PGDM 205C BUSINESS LAWS

Knowledge level: Working knowledge

Course Objective:

- The objective of this course is to acquaint the student with various laws which are to be observed in performing the day-to day business. The emphasis here is on different latest provisions of the law and how these can be used in the best interest of the organization without violating them.

Scheme of Examination:

Total marks 100

Internal marks 50

External marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case laws to be analyzed on various parameters

Course contents:

Unit 1:

The Indian Contract Act, 1872, Essentials of a Valid Contract {S 2(h),3 to 18, 29}, Void and Voidable Contracts and Void Agreements {S 2(g,i,j), 19 to 30, 32, 36, 56}, Performance of Contracts {37 to 67}, Breach of a Contract and its Remedies {73 to 75}, Quasi-Contracts {S (68 to 72)}

Unit 2:

The Sale of Goods Act, 1930, Formation of a Sales Contract {S (4 to 17)}

Unit 3:

The Negotiable Instrument Act, 1881, Nature and Types {S (4 to 25)}, Negotiation and Assignment {S (14, 46 to 60)}, Holder in due course {S(9)}, Dishonor and Discharge {S (82 to 98)}, Crossing of Cheques {S (12 to 131)}

Unit 4:

The Companies Act, 1956, Types of Companies, Formation of a Company {S (3,11,12)}, Memorandum and Articles of Association {S (13 to 40)}, Shareholders & Debenture Holders {S (41)}, Winding Up {S (243, 395,425 to 560,582 to 590)}

Unit 5 :

Consumer Protection Act, 1986, Related Definitions {S (2)}, Consumer Rights {S (6)}, Procedures for Complaint under the Act {S (12,13,22,24,26)}, Nature and Scope of Remedies under the Act {S(14)}, Appeals {S (15,19,2,24)}, Enforcement of Orders and Penalties {S (25,27)}.

Unit 6:

The Indian Partnership Act, 1932, Definition and Nature of Partnership {S (2 to 8)}, Formation of Partnership {S (2 to 8)} Formation of Partnership {S (56 to 71)}, Rights, Duties and Liabilities of Partners {S (9-13, 15-17, 21, 25-27, 29, 31-33, 35-37)}, Dissolution of Partnership Firm {S (39-53,55)}

Text Readings:

1. Mercantile Law, K.C. Garg, V.K. Sareen, Mukesh Sharma, R.C. Chawla, Kalyani Publishers
2. Bare Acts from website lawmin.nic.in
3. Business Law(5th Edition), M C Kuchhal, Vikas Publishing House (P) Ltd. ISBN No. 978-81259-31379.
4. Business Law (3rd Edition), S S Gulshan, Excel Books, ISBN No. 81-7446-561-8
5. Business Law, Chandra Bose, PHI Learning (P) Ltd., ISBN No. 978-81-203-3530-1
6. Right to Information Act, 2005 – A primer, Tata McGraw Hill, ISBN No. 0070611262

Suggested Readings:

1. A Manual of Mercantile Law, R.C. Shukla, S. Chand & Co. Ltd.,
2. Mercantile Law, Avtar Singh, Eastern Book Company
3. Business Law of Management, Bulchandani, Himalaya Publishing House
4. General and Commercial Laws, Taxman
5. Mercantile and Commercial Law, Rohini Aggarwal, Taxmann
6. Right to Information Act, 2005 by Ministry of Human Resource Development, National Book Trust

Note: All the books are to be of latest edition only.

PGDM 206C OPERATIONS RESEARCH

Level of Knowledge: Working Knowledge

Course Objectives:

To help student understand the concepts of Operations Research, various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 20 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 30 Marks Comprising Four Practical Problems and out of which a student will be required to attempt any Three questions.

Unit 1:

Operations Research: Introduction, Meaning, Scope and Applications, Advantages and Limitations.

Unit 2:

Linear Programming: Introduction, Applications, Advantages and limitations. Formulation of a LPP, Standard and Canonical forms, Solution of LPP by Graphical method, Simplex Method and Big-M method. Duality, Dual of a LPP.

Unit 3 (A):

Transportation Model: Formulation, Initial basic feasible solution by N-W corner method, Least Cost method, Vogel's Approximation method. Optimization using Modified Distribution method and Stepping Stone method. Duality in a Transportation Model

Unit 3 (B):

Assignment Model: Formulation, Solution by Hungarian method, Traveling salesman problem.

Unit 4:

Game Theory: Introduction, Minimax and Maximin Principles, Pure and Mixed strategies, Saddle point, Solution using Algebraic and Graphical methods. Game Theory and linear Programming.

Unit 5:

Queuing Models: Introduction, Scope in Management decisions, Kendall's notation, M/M/1 (finite and infinite populations), Probability calculations, Applications of M/M/C (infinite population).

Unit 6:

Replacement Models: Introduction and scope in managerial decision making, Single Equipment Replacement, with and without considering time value of money, Replacement of items that fails suddenly, Group Replacement policy, Mortality and Staffing problem.

Text Reading:

1. P.K. Gupta and D.S. Hira, Operations Research, New Delhi, Sultan Chand Publications.
2. J.K. Sharma, Operations Research Theory and Practice, New Delhi, McMillan India ltd.

Suggested Reading:

1. N.D. Vohra, Quantitative Techniques, New Delhi, Tata McGraw Hill Publications.
2. V.K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Sultan Chand and Sons.

PGDM 207C RESEARCH METHODOLOGY

Level of Knowledge: Working Knowledge

Course Objective:

- To help the students to understand the Concept and Methods of Business Research.
- To provide the knowledge to the students so that they will be able to plan, design and execute research proposals
- To familiarize the students with the various methods of data analysis and prepare the research reports.

Scheme of Examination:

Total Marks 100

Internal Marks 30

External Marks 50

Project Marks 20

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any three Questions.

Section B: 20 Marks will comprise of 3 questions of Analytical/Caselet/Research Situation/Practical Problem/Hypothesis Testing of which students will be required to attempt any 2 questions.

Course Contents:

Unit 1: Introduction:

Meaning and Objectives, Types of Research, Scope of Research, Research Process, Features of Good Research, Problems in Research.

Defining the Research Problem: Definition, Techniques involved in defining a Research Problem,

Unit 2: Research Design:

Meaning and Need of Research Design, Different Research Designs (Completely Randomized Design, Latin Square Design, and Factorial Design),

Unit 3: Sampling Methods:

Introduction, Definition of Population and Sample, Need, Sampling Unit, Sampling Frame, Sampling Process, Different Types of Sampling Design, Probability Sampling (Simple Random, Systematic, Stratified, Cluster, Area) and Non-probability Sampling (Convenience, Judgment, Quota), Characteristics of a Good Sample Design.

Unit 4: Methods of Data Collection:

Primary and Secondary Data, Basic Methods of Collecting Data (Observation Method and Questionnaire Method, Interview, Mail, Telephone Survey.

Designing the Questionnaire: Process, Characteristics of a Good Questionnaire, and Types of Questions (Open, Multiple Choice, and Dichotomous).

Unit 5: Attitude Measurement and Scales:

Types of Scales (Nominal, Ordinal, Interval, Ratio) Semantic Differential, Thurstone, Likert, Constant Sum, Paired Comparisons, Disguised Scaling Techniques (Word Association, Sentence Completion Test, Thematic Apperception Test).

Unit 6: Data Analysis:

Hypothesis Testing: Definition, Null and Alternative Hypothesis, Type I and Type II errors, Level of Significance, Critical and Rejection Regions, One Tailed and Two Tailed Tests, Confidence Interval, Hypothesis Testing (of Means, for Difference Between Means, for Comparing Two related samples, of Proportions, for Difference Between Proportions), Limitations.

Types of Hypothesis Tests: Z-test., t- test, One Sample Tests (Sign test, Chi Square, Run Test for Randomness), F-test, One Way ANOVA, Two Way ANOVA.

Unit 7: Interpretation and Report Writing:

Meaning of Interpretation, Techniques of Interpretation, Precautions in Interpretation, Significance of Report Writing, Types of Reports (Technical and Survey Based Research Reports), Report Format.

Text Readings:

1. William G. Zikmund, **Business Research Methods, 7th edi.** Thomson Learning
2. Kothari, C R., **Research Methodology, 2nd Ed.**, New Delhi; New Age InternationalPanneerselvam R., **Research Methodology** , 7th reprint (May 2009) , New Delhi, PHI Learning
3. Agarwal Sangeeta, **Marketing Research**, New Delhi, Global Business Press.

Suggested Readings:

1. Donald S. Tull, Del I. Hawkins, **Marketing Research, Measurement and Methods**, 6^t edition, PHI Learning,2009
2. Naresh Malhotra and Satya Bhushan Das, **Marketing Research: An applied Orientation**, Pearson Education, 2008.
3. Mcburney, **Research Methods**, 7th edition, Cengage Learning, India

PGDM 208C PROJECT WORK

Level of knowledge: Working Knowledge

Course Objectives:

- Communication & Presentation skills
- Academic & Industry Interface
- Practical approach & Implementation of Curriculum
- Students can stand at par with Industry Expectations

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

Internal marks will be awarded on the basis of presentations made by students from time to time in front of a panel of internal examiners as well as submitting the project reports for both the parts. For each part, student has to submit 2 reports – interim report carrying 10 marks and final report carrying 15 marks. External examination will be conducted at the end of the semester and it will be evaluated on the basis of Viva-voce/Presentation by an Internal Examiner appointed by the Principal/Director and an External examiner.

Course Content:

1. Part I: SWOT Analysis:

- Faculty Co-ordinator will assign 4 sectors. Student will select 1 company from each sector and will carry out SWOT analysis and will make the presentation along with the submission of hard copy.
- Report has to be submitted on following points:
 - Company Profile
 - Financial Aspect
 - SWOT Analysis
 - Recommendations/ Suggestions
 - Opinion about the company
 - Conclusion
 - References & Sources

2. Part II: Business Plan:

- Student will choose a business idea from his area of interest (preferably from the industry of which SWOT has been performed by him)
- Business Plan should contain following parameters:
 - Introduction about the business
 - Executive Summary
 - Industry Analysis
 - Description of Venture / Resources
 - Marketing Plan
 - Financial plan

Semester III Syllabus
PGDM 301C BUSINESS POLICY AND STRATEGIC MANAGEMENT

Level of Knowledge: Working knowledge.

Course Objectives:

- The aim of this subject is to impart an understanding to the student the concepts of Strategic Management. The course also seeks to prepare the students in analytical and decision-making skills whereby he/she can analyze real business problems in the form of case studies and take decisions accordingly.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies, to be analyzed on various parameters.

Course Contents:

Unit 1: An Overview of Strategic Management:

- Understanding Strategy
- Defining and Explaining Strategy
- Levels at which Strategy operates
- Strategic Decision-making
- Schools of Thought on Strategy Formulation
- The Process of Strategic Management

Unit 2: Strategic Intent:

- Vision
- Mission
- Defining Business
- Goals and Objectives

Unit 3: The General Environment:

- General Environment
- Analyzing the Environment
- Diagnosis of Environment
- Environment Appraisal:
 - Concept of Environment
 - Environment Sector & Scanning
 - Organizational Appraisal
 - Dynamics of Internal Environment
 - Methods & Techniques used for Organizational Appraisal

Unit 4: Corporate Level Strategies:

- Grand Strategies
- Stability Strategies
- Expansion Strategies—Diversification
- Mergers
- Takeovers
- Joint Ventures
- Strategic Alliances
- Retrenchment Strategies
- Combination Strategies

Unit 5: Business Level Strategies:

- Business level Strategies
- Generic business
- Tactics for Business strategies

Unit 6: Strategic Analysis and Choice:

- The process of Strategic Choice
- Corporate level Strategic Analysis:
 - Corporate Portfolio Analysis- BCG Matrix
 - GE matrix
 - Hofer's Product/Market Evolution Matrix
 - Directional Policy Matrix
- Business Level Strategic Analysis-Experience Curve Analysis:
 - Life Cycle Analysis
- Industry analysis
- Porter's Five Forces Model of Industry Attractiveness
- Strategic group analysis:
 - Competitor analysis
 - Coming to a Strategic decision

Unit 7: Strategy Implementation:

- Activating Strategies:
 - Interrelationship between Formulation & Implementation
 - Project & Procedural Implementation
 - Resource Allocation
- Structural Implementation:
 - Structures for Strategies
 - Organization Design & Change
- Behavioral Implementation:
 - Leadership Implementation
 - Corporate Culture, Politics

- Personal Values, Social Responsibility & Business Ethics
- Functional & Operational Implementation:
 - Functional Strategies
 - Functional, Financial, Marketing, Operational & Personal Plans
 - Functional, Financial, Marketing, Operational & Personal Policies
 - Operational Implementation

Unit 8: Strategic Evaluation & Control:

- An overview of Strategic Evaluation and Control
- Strategic & Operational Control
- Techniques of Strategic Evaluation & Control

Unit 9: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- The Strategic Aspirations of Reserve Bank of India (Azhar Kazmi)
- Helpage India (Azhar Kazmi)
- What lies in the store for the Retailing Industry in India (Azhar Kazmi)
- Bharat heavy Electrical Ltd. concentrates on the Power Equipment (Azhar Kazmi)
- Striking Back: The Case of TVS Suzuki (Rakesh Khurana & A.N. Ravichandran)
- Cool Competitive Strategies of Whirlpool (Azhar Kazmi)
- Incorporating Corporate Social Responsibility into Strategy at the Tata group (Azhar Kazmi)
- Mysore Food limited

Text Readings:

1. Azhar Kazmi, *Business Policy and Strategic Management*, 2nd Ed., Tata-McGraw Hill
2. Lawrence R. Jauch, Rajiv Gupta and William F. Glueck, *Business Policy and Strategic Management*, 7th Ed., Frank Bros and Co.,
3. Thompson and Strickland, *Strategic Management-Concepts and Cases*, 12th Ed. Tata McGraw Hill.

PGDM 302C PROJECT MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To acquaint students with project management method and to develop skills on project planning, analysis implementation and control.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks comprising one or two Analytical/ Caselet /Practical Problem.

Course Contents:

Unit 1: Project Planning and Phases:

- Need and importance
- Phases of capital budgeting
- Project analysis facts
- Resource allocation framework:
 - Investment strategies
 - Portfolio planning tools
 - Interface between strategic planning and capital budgeting
- Generation and Screening of Project Ideas

Unit 2: Project analysis:

- Market and demand analysis (Including demand forecasting)
- Technical Analysis and Financial Analysis:
 - Cost of Project
 - Working capital requirement & its financing

Unit 3: Project Selection:

- Project cash flows
- Time value of money
- Cost of capital
- Appraisal criteria
- Analysis of Risk

Unit 4: Project Management and Control:

- Project Organizations
- Planning and Control of project
- Human aspects of project management
- Project control tools:
 - Gantt Charts
 - Line off Balance

Unit-5: Network techniques for Project Management:

- Basic concepts of networks
- line estimation and determination of critical path:
 - PERT models
 - CPM models
- Network cost systems and activity crashing
- Resource leveling

Unit-6: Project Review: Need for reviews:

- Initial review
- Performance evaluation
- Abandonment analysis
- Evaluating the capital budgeting systems

Text Reading:

1. Prasanna Chandra. “Project Planning, Analysis, Selection, Implementation and Review”, New Delhi, Tata McGraw Hill Publications, 2007.
2. Vasant Desai “Project Management” Mumbai, Himalaya Publishing House, 2007.
3. R.Panneerselvam and P.Senthilkumar “Project Management” New Delhi, PHI Learning Private Ltd.,2009.

Suggested Reading:

1. N.P.Agrawal and B.K. Mishra “Project Management” New Delhi, Ramesh Book Depot, 2008.
2. Bhavesh M Patel “Project Management” New Delhi, Vikas Publishing house Pvt. Ltd.2000.

PGDM 403CA MAJOR RESEARCH PROJECT PHASE I (SYNOPSIS, DATA COLLECTION)

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help the students to understand the Concept and Methods of Business Research.
- To familiarize the students and give them exposure of Synopsis design, objectives formulations and methodology to be used for data analysis.
- To guide the students in questionnaire design and giving the exposure of data collection.
- To provide the knowledge to the students so that they will be able to plan, design and execute research proposals
- To familiarize the students with the various methods of data analysis and prepare the research reports.

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

Activities and Marks Distribution:

In the third semester, each student will be allocated guide in their respective specialization. Students will finalize the topic of MRP with the guide and prepare synopsis in the standard format prescribed by the institute/concerned faculty time to time.

General format of the synopsis should be:

- Cover page containing the research topic, name of Institute with logo, Name of Guide and Student
- Introduction/Conceptual Framework
- Review of Literature
- Objectives
- Methodology (Universe, Sample, hypothesis (if any), research design (if any)Tools for data collection and analysis)
- Expected Outcomes
- References in APA Style

Internal Marks (50):

- Synopsis submission to coordinator duly approved by Guide (10 Marks) to be awarded by the faculty/coordinator
- Presentation of Synopsis (10 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Presentation of Questionnaire (10 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Submission of collected data and synopsis in Spiral form (10 Marks) to be awarded by Guide
- Evaluation of data (10 marks) by Guide

External Marks (50):

- There will be external evaluation by the external examiner and internal Examiner appointed by the Principal.

PGDM 303C SUMMER TRAINING PROJECT

Level of Knowledge: Expert Knowledge

Course Objectives:

- The Summer Training Project aims to widen the student's prospective by providing an exposure to real life organizational & environmental situations.
- It is positioned between first and second year (at the end of second semester).

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

Internal Marks (50):

1. **Submission of Report (10):** SIP Report to be submitted to the Coordinator –SIP in the format prescribed by the institute time to time.
2. **Presentation (20):** Students will make the presentation in front a panel of Internal Examiners.
3. **Viva –Voce (20):** A viva-voce will be conducted by the panel of internal examiners in order to asses the knowledge and understanding of the work carried out by the student in SIP

External Marks (50):

There will be external evaluation by the external examiner and internal Examiner appointed by the Principal..

PGDM 304 M PRODUCT & BRAND MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objectives:

- To help student understand the concepts of Product & a Brand, various tools and models used for challenges faced by today's managers.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies, to be analyzed on various parameters.

Contents:

Unit 1: Introduction to Product:

- Product – definition, levels and classification
- Product focused organization
- Market focused organization
- The Adaptation & Diffusion of new product development
- Seven stages of PLC
- Managerial Application of PLC
- New Product Development Models
- New Product Development Process

Unit 2: Product Elimination:

- The Importance, Reasons & Scope of Product Deletion
- Identification & Evaluation of Deletion Products
- Implementing the Deletion Decision

Unit 3: Introduction to Brand:

- Brand
- Brand Reflection
- Commodities Vs brands
- Brand Name
- Brand Strategies
- Hofstede Model for understanding Core Value of Brand
- Brand Significance
- Strategic Brand Management

Unit 4: Brand Equity:

- Criteria of choosing Brand Elements
- Concept & Principle of Brand equity
- Measuring Brand Equity – Qualitative and Quantitative methods

- Brand Personality
- Brand Image

Unit 5: Various Concepts of Brand:

- Brand Positioning
- Brand Differentiation
- Brand Building
- Brand Extension
- Brand Image
- Brand Valuation
- Global Branding
- Co-branding
- Celebrity endorsement – pros and cons

Unit 6: Managing Brands over Time:

- Brand Repositioning
- Adjustment to brand portfolio
- Brand architecture

Unit 7: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- Homemade Ice-cream Limited
- Intel's Entry into Consumer Electronics : Trying a new trade (ICFAI Workbook)
- Brand in search of upward stretch (Harsh V Verma)
- Branding by Sensing (Harsh V Verma)
- Brand in search of new life (Harsh V Verma)

Text Reading:

1. Product Strategy and Management – Michael Baker, Susan Hart, Pearson Education Publication
2. Product management - Donal R. Lehmann, Russel S. Winer Tata Macgraw Hill
3. Brand Management: Y L R Murthy Vikas Publication
4. Strategic Brand Management - Kevin Lane Keller
5. Brand Management: S A Chunawalla

Suggested Reading:

1. Brand Management: U C Mathur Macmillan
2. Brand Management: S L Gupta Himalaya Publishing House
3. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
4. Brand Management: Ajay Kumar

PGDM 305M SALES MANAGEMENT & DISTRIBUTION MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objectives:

- To help student understand the concepts of Sales & Distribution, various tools and models used for challenges faced by today's managers.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies, to be analyzed on various parameters.

Course Contents:

Unit 1: Sales Management:

- Definition, meaning and objectives
- Importance of sales management
- Sales Research
- Sales Forecasting- introduction, methods -- Qualitative and Quantitative Methods
- Sales Planning and control: Goal setting, Performance measurement, diagnosis and corrective actions.
- Personal selling : basics and process

Unit 2: Sales Organization:

- Need for Sales Organizations
- Basic types of Sales Organization,
- Structure of sales organization
- Sales manager's Functions and responsibilities
- Sales Budget
- Specific Characteristics of a successful salesman.

Unit 3: Sales Territory and Quotas:

- Defining sales territory
- Reasons for setting up sales territory
- Procedure for designing sales territory
- Assigning sales people to territories

Unit 4: Developing and Managing the Sales Force:

- Recruitment and Selection process

- Training :
 - Areas of sales Training : Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, and Customer education.
- Motivating the Sales Team:
 - Motivation Programs - Sales Meetings, Sales Contests
 - Sales Compensation - Monetary compensation, incentive programs
Non-Monetary compensation
- Evaluating Sales Force Performance and Controlling
- Sales activities - Sales Records and Reporting Systems

Unit 5: Supply Chain Management and Logistics:

- Concept and significance
- Components – Order processing – Material Handling – Transportation – Warehousing – Inventory management
- Logistics: Meaning and Scope
- Third party and fourth party logistics
- Reverse Logistics
- Technology in logistics – recent trends

Unit 6: Channels of Distribution:

- Introduction to Marketing Channels – Structure, Functions and Flows
- Channel participants - Type and Number of Intermediaries,
- Management of Marketing Channels - Selecting a channel
- Integrated Marketing Channels – Horizontal, Vertical, Multi channel
- International Marketing Channels
- Channel Conflicts & Techniques to resolve channel conflicts

Unit 7: Wholesaling & Retailing:

- Wholesaling: Classification, functions, key tasks, limitations
- Distributors/Dealers/Stockists
- Trends in wholesaling
- Retailing: Nature and Importance
- Types of Retailers

Text Reading:

1. Marketing Management – Philip Kotler
2. Professional Sales Management – Anderson, Hair and Bush
3. Sales Management - Richard Rstill Edward W. Cundiff
4. Sales And Distribution Management Text And Cases-Krishna K.Havaladar,
Vasant M.Cavale

PGDM 304F CORPORATE TAXATION

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for application of accountancy principles and taxation to different commercial activities
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will consist of eight questions out of which student are required to attempt any five. All questions will be of equal marks and these questions can be of theory or practical nature.

Course Contents:

Applicable Assessment Year shall be notified.

Unit 1: Basic Concepts and framework of Income tax Act, 1961:

- Framework
- Definitions under Income Tax Act ,196:
 - Assessment Year
 - Previous Year
 - Income
 - Person
 - Assessee
- Residential Status and Incidence of Tax

Unit 2: Income under the head ‘Income from Salaries:

- Basis Of Charge
- Meaning
- Terms Taxable as Salary:
 - Advance Salary
 - Leave Encashment/Salary
 - Bonus
 - Gratuity
 - Pension
- Taxability of Allowances U/s 10(14) and Rule 2BB:
 - House Rent Allowance U/s 10(13A)
 - Traveling allowance
 - Conveyance Allowance
 - Daily, Helper, Uniform allowance
- Taxability of perquisites:
 - Concept of Specified and Non specified employee

- Free Education
- Lunch/refreshments
- Permissible deduction:
 - Entertainment Allowance
 - Professional Tax
- Simple problems based on the computation of Income from Salaries

Unit 3: Income under the head 'Income from House property':

- Basis of Charge
- Concept of House property:
 - Concepts of Municipal Valuation, Fair Rent, Standard rent
 - Determination of Gross and Net Annual value
- Deductions u/s 24:
 - Standard deduction
 - Interest on Borrowed capital
- Simple problems based on the computation of Income from house property

Unit 4: Income under the head 'Profit and gains of business and professions':

- Basis Of charge
- Basic concepts and principles
- Specific allowances:
 - Rent, Rates , Taxes, Repairs, Insurance for building u/s 30
 - Repairs and insurance of Machinery plant and furniture u/s 31
 - Depreciation u/s 32 and concept of block of Assets
 - Bad Debts u/s 36(1)(vii)
 - Conditions under Section 37(1)
- Specific disallowances:
 - Income tax , Wealth Tax, Security Transaction Tax
 - disallowances in respect of expenditure exceeding Rs. 20,000 U/s 40A(3) and exception in Rule 6DD
- Maintenance of Books of accounts U/s 44AA
- Tax Audit U/s 44AB

Unit 5: Income under the Head 'Income from Capital Gains':

- Basis Of Charge
- Concepts:
 - Capital Assets
 - Short term and Long Term Capital Assets
 - Cost of Acquisition and Improvement
 - Indexation
 - Transfer
 - Full Value of Consideration
- Simple problem based on Computation of Capital gains (Including Shares)

- Deduction:
 - Capital gain arising from the transfer of residential house property u/s 54,
 - Capital gain arising from the transfer of land used for agricultural purposes u/s 54B ,

Unit 6: Income under the head ‘Income from Other Sources:

- Basis of Charge
- Concepts and Few examples of Income from other sources
- Taxability of :
 - Income from Lottery, Horse race Puzzles and card games
 - Interest on securities
 - Simple concepts relating to dividend and dividend distribution Tax

Unit 7: Permissible Deductions under Chapter VIA:

- Deductions relating to:
 - Section 80C relating to various investments
 - Section 80CCC Pension fund
 - Section 80D in respect of medical insurance premium

Unit 8: Return of Income and TDS:

- Basic concepts relating to filing of return:
 - Filing of return U/s 139(1)
 - Concepts relating to PAN u/s 139A
 - Tax return preparers Scheme 139B
 - Tax Deducted at Source:
 - TDS provisions relating to Salary u/s 192
 - Interest on securities u/s 193
 - Interest , other than Interest on securities u/s 194A
 - Payment to Contractors U/s 194C
 - Rent U/s 194-I

Text Readings:

1. Student guide to Income Tax Dr. V.K Singhania Dr.Monica Singhania, Taxman publications
2. Income Tax S.C., Saklecha, Satish Publication House

Suggested Readings:

Direct Taxes ,T.N Manoharan, Snow White Publications

PGDM 305F FINANCIAL ENGINEERING

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Financial Engineering
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

External examination will consist of eight questions out of which student are required to attempt any five. All questions will be of equal marks and these questions can be of theory or practical nature.

Course Contents:

Unit 1: Introduction to Derivatives:

- Concept and terminology of derivatives
- Types of derivatives:
 - Future
 - Forward
 - Options
 - Swaps
- Concept of Participants:
 - Hedgers
 - Speculators
 - Arbitraders
- Use of Derivatives
- Types of Order
- Types of Margin
- Concepts and Introduction to Stock Exchanges (BSE,NSE,NCDEX,MCX)

Unit 2: Futures Contract:

- Concepts relating to futures
- Difference between futures and forward Contracts
- Concept of Margin, Clearing house, Hedging
- Types of futures:
 - Stock Index futures
 - Interest rate futures
 - Foreign exchange and currency futures etc.
 - Undervalued, Overvalued and Correctly Priced with reference to Future
- Simple problems based on valuation of futures

Unit 3: Option Contracts:

- Concept and Meaning of Options:
 - American Option
 - European Option

- Concepts relating to the following:
 - In the Money Option (ITM)
 - At the Money Option (ATM)
 - Out of the Money Option (OTM)

- Types of Options:
 - Call Option
 - Put Option

- Following trading Strategies Involving Bull and Bear:
 - Straddle
 - Strangle
 - Strips and Straps
 - Butterfly

- Preparation of Pay-Off table / Graphs from the point of view of:
 - Holder
 - Writer

- Valuation of Options using:
 - Black-Schole Model
 - Call-Put Parity Theory

Unit 4: Swaps:

- Introduction and meaning of Swaps
- Mechanics of Swaps transactions
- Interest rate Swap
- Currency rate swaps
- Simple Problems based on Interest Rate and Currency Swaps

Text Readings:

1. John C Hull, Options, Futures and Other Derivatives, New Delhi Pearson Education Asia publication.
2. Derivatives, SSS Kumar, Prentice Hall Pvt Ltd.
3. N D Vohra , B R Bagri, Tata McGraw Hill Publication

Suggested Readings:

Derivatives, Robert A Strong, Thomson Publications

PGDM 304HR MANAGEMENT OF INDUSTRIAL RELATIONS

Level of Knowledge: Working Knowledge

Course Objective:

- To expose the student to the multidimensional complexities of industrial relations to enable him to develop the right perspective of this delicate responsibility to deal with union constructively.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Industrial Relations in India:

- Overview
- Concept of IR
- Background of industrial Relations in India
- Influencing factors of IR in enterprise and the consequences.

Unit 2: Workers Participation in Management:

- Meaning
- Objectives
- Essential Conditions
- Forms
- Reasons for Limited Success and Suggestions for Improvement
- WPM in India

Unit 3: Collective Bargaining:

- Meaning
- Functions
- Process
- Importance of Collective Bargaining to Employer and Employees

Unit 4: Trade Union:

- Meaning
- Functions
- Problems
- Trade Union Movement in India
- Trade Union Act, 1926

Unit 4: Social Security:

- Introduction and types
- Social Security in India
- Health and Occupational safety programs
- Salient features of Workmen Compensation Act

Unit 5: Employees' State Insurance Act, 1948:

- Standing Orders

Unit 6: Industrial Disputes:

- Meaning
- Nature and scope of industrial disputes
- Industrial Disputes Act, 1947

Text Readings:

1. Arun Monappa: Industrial Relations, TMH, New Delhi, 2003
2. V.S.P.Rao, Human Resource Management: Text & Cases, Anurag Jain, New Delhi, 2002.
3. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.

Suggested Readings :

N.D. Kapoor, Handbook of Industrial Law, Sultan Chand & Sons, New Delhi

PGDM 305HR COMPENSATION AND REWARD MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize students with the dynamics of wage and salary administration and current trends in India.
- To develop the ability in the students to apply theoretical concepts to Industry

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks, Comprising of Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameter

Course Contents:

Unit 1: Wage and Salary Administration:

- Definition
- Goals/Objectives
- Job Evaluation
- Wage and Salary Surveys
- Time and Piece Rate
- Merit Pay/ Skill Based Pay
- Factors Affecting Wage Concept of Pay of Performance.

Unit 2: Incentives Plans:

- Individual and Group Incentive Plans
- Productivity Gain Sharing Plans
- Profit Sharing Plans.
- Non Financial and Financial Incentives

Unit 3: Employee Benefits:

- Supplemented Pay Benefits(Pay for time not worked)
- Insurance Benefits
- Retirement Benefits
- Employees Service Benefits
- ESOPs
- Flexible Benefits

Unit 4: Governing Laws:

- Provident Fund Act 1952
- Minimum Wages Act, 1948
- Payment of Wages Act, 1948

- Payment of Bonus Act, 1965

Unit 5: Current Trends in Compensation and Reward Management

Text Readings:

1. Garry Dessler, Personnel/ Human Resource Management, London, Prentice Hall, 1994
2. VSP Rao, Human Resorce Management, 2nd Edition, Excel Publications, A, 45Naraina, Phase-I, New Delhi
3. David S. Decenzo and Stephen P. Robbins, Personnel/ Human Resource Management, New Delhi, Prentice Hall, 3rd edition.

Suggested Reading:

1. William B. Werther Jr. and Keith Davis, Human Resource & Personnel Management, Singapore, McGraw Hill, 4th Edition. 1993

PGDM 304IT DATABASE MANAGEMENT SYSTEM

Level of Knowledge: Expert Knowledge

Course Objective:

- The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks: 100

Internal Marks: 30

Practical Marks: 20

External Marks: 50

External examination will consist of eight questions of which student are required to attempt any five. All questions will be of equal marks. There will be practical and external via-voce of 20 marks to assess the computer proficiency.

Course Contents:

Unit 1: Database Management Systems:

Data, Database, Database Management Systems, Types of Database Management Systems – Relational, Hierarchical, Network, and Object oriented database management systems, Entity Relationship Model (E-R Model) Normalization Theory, Codd's Rules for RDBMS.

Unit 2: Relational Database Management Systems:

Concepts of RDBMS, Components of RDBMS, Introduction to SQL, Data Definition language, Data Manipulation Language, Query Language, Data Control Language, Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.

Unit 3: SQL/PLSQL-I:

Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else..Endif, Loop..Endloop, while loop etc.

Unit 4:SQL/PLSQL-II:

Working master detail relationship, Writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages.

Unit 5: Advanced Database Concepts:

Data Mining, Data Warehousing-Design, Basic Principles, OLAP, Transaction Management, Failure & Recovery.

Text Readings:

1. Amez Elmasri & Shamkant B. Navathe, “**Fundamentals of Database Systems**”, Addison-Wesley, New Delhi, 2000
2. Ivan Bayross, “**SQL / PLSQL**”, BPB Publications, New Delhi, 1999
3. Abraham Silberschatz, Henry F. Korth, S. Sudarshan, “**Database System Concepts**”, Mc Graw Hill Inc., New York, 2006

Suggested Readings:

1. Bipin C. Desai, “**An Introduction to Database Systems**”, Golgotha Publications Pvt. Ltd., New Delhi, 2001
2. Ivan Bayross, “**Commercial Application Development using Oracle / Developer 2000 Form 5**”, BPB Publications, New Delhi, 1999
3. C.J. Date, “**An Introduction to Database Systems**”, Addison-Wesley, New Delhi, 7 th Edition 2001
4. George Koch & Kevin Loney, “**ORACLE 8i & 9i – The Complete Reference**”, Tata McGraw Hill Pub. Co. Ltd., New Delhi.
5. Alexis Leon & Methews Leon “ **Database Management Systems**” Vikas Publications 1999.

PGDM 305IT SOFTWARE ENGINEERING

Level of Knowledge: Expert Knowledge

Course Objective:

- The objective of this course is to help students to understand the basics of Software Engineering, Project Management, Software Quality and related issues and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

In the external examination, there will be eight questions out of which a student will be required to attempt any five. All questions will be of equal marks.

Course Contents:

Unit 1: The Product and The Process:

The Evolving Role of Software, Software Characteristics A layered Technology, Process, Methods, and Tools, The Software Process, Software Process Models, Linear Sequential Model, Prototyping Model, RAD Model, The Incremental Model, The Spiral Model,. The Concurrent Development Model, The Component-Based Development, The Formal Methods Model, Fourth Generation Techniques,

Unit 2: Projects Management Concepts, Software Process and Project Metrics:

The Management Spectrum- The People, The Product, The Process, and The Project, , Measures, Metrics, and Indicators, Metrics in the Process and Project Domains, Software Measurement, Reconciling Different Metrics Approaches, Metrics for Software Quality, Integrating Metrics within the Software Engineering Process.

Project Scheduling and Tracing:

Basic Concepts, The Relationship Between People and Effort, Defining a Task Set for the Software Project, Selecting Software Engineering Tasks, Refinement of Major Tasks, Defining a Task Network, Scheduling, Earned Value Analysis, Error Tracking, The Project Plan.

Unit 3:Software Project Planning, Risk Analysis and Management:

Observations for Estimation, Project Planning Objectives, Software Scope, Resources, Software Project Estimation, Decomposition Techniques, Empirical Estimation Models, The Make/Buy Decision, and Automated Estimation Tools, Reactive versus Proactive Risk Strategies, Software Risks, Risk Identification, Risk Projection, Risk Refinement, Risk Mitigation, Monitoring, and Management, Safety Risks and Hazards.

Unit 4: Software Quality Assurance:

Quality concepts, the quality movement, software quality assurance, software reviews, formal technical reviews, formal approaches to SQA, statistical software quality assurance, software reliability, mistake-proofing for software, The ISO 9000 quality standards, SQA Plan,

Software Testing Techniques & Strategies;

Objectives white box testing methods, Black box testing, Testing for specialized environments, architectures, and Applications, A strategic approach to software testing, strategic issues, Unit Testing, Integration Testing, Validation Testing, System Testing and the Art of Debugging.

Unit 5: Analysis & Design Concepts and Principles:

Mechanics of structured analysis, Data flow design and Entity Relationship design, Overview of Object Oriented Design Concepts, Design Concepts and principles, Effective modular design, Data modeling.

Client/Server Software Engineering, Re-engineering:

The Structure of Client/Server Systems, Software Engineering for Client/Server systems, analysis modeling issues, design for Client/Server systems, and testing issues, Software Maintenance, Software Re-engineering, software reengineering process model, reverse engineering, reverse engineering user interfaces, restructuring, code restructuring, data restructuring, forward engineering, economics of reengineering, introduction to CASE.

Text Readings:

1. Roger S. Pressman, “**Software Engineering**”, 6th Ed., Mc Graw Hill Inc., New York, 2005.
2. Pankaj Jalote “**Software Engineering**” Narosa Publishing House 2nd Edition 1999
3. Ian Sommerville “**Software Engineering**” Pearson Education 7th Edition 2006.

Suggested Readings:

1. Martin L. Shooman, “**Software Engineering**”, McGraw Hill International Book
2. company, New Delhi, 1985
3. Richard E. Fairly, “**Software Engineering Concepts**”, Mc Graw Hill Inc. New York, 1997
4. G. Meyers, “**The Art of Software Testing**”, Willey-Inter-Science, 1979.
5. Bruce I. Blum, “**Software Engineering- A Holistic View**”, Oxford University Press, New York, 1992
6. Suramah Finzi, “**Software Testing in Real World**”, Addison-Wesley, New Delhi, 2000
7. Barbara ktchenham, “**Software Metrics**”, Blackwell, UK, 1996

PGDM 304LS LOGISTICS MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the Basic Concepts of Logistics Management
- To Make the students understand the Role of IT in Logistics Management

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks, Comprising of Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Introduction to Logistics:

- Logistics
- Scope of Logistics
- Customer Value Chain
- Logistics Functions
- Logistics for Business Excellence
- Logistics Solution & Logistics Future

Unit 2: Warehousing, Material Management System & Material Storage System:

- Warehousing, Warehousing Functions
- Site Selection, Layout Design
- Decision Model
- Costing Strategies
- Role of Material Handling in Logistics, Material Handling equipments
- Systems Storage Principle, Storage Design – Benefits, Storage Methods

Unit 3: Inventory, Transportation & Logistical Packaging:

- Inventory Functions
- Inventory Related Cost & Controls.
- Transportation Infrastructure, Freight Management, Factor influencing Cost, Transportation Networks.
- Packaging as Unitization, Design Consideration, Packaging Material & Cost

Unit 4: Logistics Design for Distribution Channels & Logistics Outsourcing:

- Role of Logistics in Distribution Channels
- Distribution Channel Structure, Channel Strategy
- Benefits of Logistics Outsourcing, 3PL, 4PL, Selection of Service Provider, Value Added Service

Unit 5: Performance Measurement & Control

- Performance Management System
- Objectives
- Logistic Performance Levels
- Audits

Unit 6:

Reverse Logistics, Technology, E-Commerce Logistics

Text Reading:

1. Sople, V. V. (2004). Logistics Management: Supply Chain Imperatives, New Delhi: Pearson Education.
2. Chopra, S, and P. Meindl, 2004, Supply Chain Management, Strategy, Planning and Operation, 2nd edition, Pearson Education (ISBN 81-297-0172
3. Ballou, RH (2004), Business Logistics/Supply Chain Management: Planning, Organizing And Controlling the Supply Chain (5th edition), New Delhi Mc. Graw Hill.

PGDM 305LS SUPPLY CHAIN MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the Basic Concepts of Supply Chain Management
- To Make the students understand the Role of IT in Supply Chain Management

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks, Comprising of Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Introduction to Supply Chain Management:

- Definition
- Objectives
- Importance
- Decision Phases
- Examples of Supply Chain.
- Supply Chain Drivers such as Facilities, Inventory, Transportation, Logistics, Information, Sourcing, Pricing.

Unit 2: Distribution Network Design in a Supply Chain:

- Role of distribution in supply chain, Factors influencing Distribution network design, Design options for a distribution network, E-Business & Distribution network.
- Role of Network Design in Supply Chain, Factors influencing network design decisions, framework, Role of IT in network design.

Unit 3: Planning Supply and Demand in Supply Chain:

- Variability in supply chain
- Managing Supply
- Managing Demand
- Solution to Variability

Unit 4: Planning & Managing Inventories in Supply Chain:

- The role of Cycle Inventories in a Supply Chain
- Short Term Discounting (Trade Promotion)
- Estimating Cycle Inventory.

- The Role of Safety Inventory in Supply Chain, Impact of supply uncertainty on Safety Inventory,
- Role of IT in Inventory Management.

Unit 5: Purchasing and Supply Chain Management:

- Purchasing Organization
- Purchasing Principles, Procedure and Systems
- Buyer Seller Relations
- Negotiation

Unit 6: Coordination in Supply Chain:

- Bull-Whip Effect
- Impact of Lack of Coordination on Supply Chain Performance
- Obstacles, Building Strategic Partnership & trust
- Collaborative Planning, Forecasting & Replenishment.

Unit 7: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

1. Wall Mart's Supply Chain Management practice [A] (Source *Pg 175)
2. Managing Growth at SportStuff.com [Source-Chopra & Mendel Pg 166]
3. Strengthening the Supply Chain: A Case of Delta-Sigma Pvt. Ltd (Source: PIMR Monograph titled Cases in Management: Indian Experience eds Upinder Dhar, Santosh Dhar, and Sapana Parashar, 166-170)
4. Supply Chain Competency through Collaborative Relationship (Source: Prestige Journal of Management and Research, 9(1), 156-159)

Books Recommended:

- Chopra, S, and P. Meindl, 2004, Supply Chain Management? Strategy, Planning and Operation, 2nd edition, Pearson Education (ISBN 81-297-0172-3).
- Raghuram, G. and N. Rangaraj, 2000, Logistics and Supply Chain Management: Cases and Concepts, Macmillan, New Delhi.
- Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, 2nd Edition, Irwin, McGraw-Hill.
- Ballou, RH (2004), Business Logistics/Supply Chain Management: Planning, Organizing, and Controlling the Supply Chain (5th edition), New Delhi Mc. Graw Hill.

**Case Studies in Supply Chain Management, Volume 1, ICFAI Press, Hyderabad.

PGDM 304R ISSUES AND INNOVATIONS IN RETAIL MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the basic concepts & various innovations in Retail
- To develop the ability in the students to apply theoretical concepts to Retail Industry

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: Introduction to Retail:

- Meaning of Retail and Retailing
- Functions of a retailer
- Retail in India
- Retailing as career
- Reasons for rise in retail power
- Types of retail formats
- Store and Non store retailing

Unit 2: Retail Marketing and Communication:

- Retail marketing mix
- Segmentation, targeting and positioning
- Retail communication mix
- Retail pricing strategies

Unit 3: Important Concepts of Retail:

- Private labels
 - Concept
 - Types
 - Evolution
- Retail Location:
 - Types of retail location
 - Steps in selecting location

Unit 4: Understanding the Retail Consumer:

- Need for studying consumer behavior
- Factors influencing retail shopper
- Consumer decision making process

Unit 5: Innovations in Retail:

- IT in retail industry
 - Role of Information Technology in retail
 - Bar code, RFID, EDI, data warehousing, data mining and other technologies in retail
- CRM in retail:
 - Need of CRM
 - Process - collecting customer data, analyzing data & identifying target customer, developing CRM program, implementing CRM program
 - Advantages of CRM.

Unit 6: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

1. Tanishq**Text Readings:**

1. Levy & Weitz, Retailing Management, Tata McGraw Hill Publications, 5th Edition.
2. Swapna Pradhan, Retailing Management, Tata McGraw Hill Publications
3. Suja Nair of Retail Marketing Himalaya Publication
4. David Gilbert of Retail Management, Prentice Hall Publications

PGDM 305R RETAIL BUYING STRATEGIES AND FRANCHISING

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the Basic Concepts of Retail Management
- To Make the students understand the Role of Retail Strategies & Franchising

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Content:

Unit 1: Retail Strategy:

- Concept of retail strategy
- Strategic retail planning
- Growth strategies in retail

Unit 2: Merchandise Management:

- Concept of merchandising
- Role and responsibilities of merchandisers
- Concept of lifestyle marketing
- Merchandise planning – meaning, process
- Merchandise procurement process

Unit 3: Category Management:

- Category management – definition
- Components
- Process of Category management
- Role of category captain

Unit 4: Retail Supply Chain Management:

- Definition & Scope
- Need for supply chain management
- Integrated supply chain
- Innovations in supply chain management

Unit 5: Managing retail loss and inventory shrinkage:

- Shop lifting
- Employee theft.

- Methods to control shrinkage

Unit 6: Store administration:

- Floor space management
- Managing store inventories
- Managing displays
- Managing in-store promotion and events

Unit 7: Franchising:

- Concept
- Types
- Advantages and disadvantages
- Franchising in India

Text Readings:

1. Retailing Management – Swapna Pradhan
2. Retail Management – Levy & Weitz
3. Retail Marketing Management – David Gilbert

PGDM 304 FS SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

External examination will consist of eight questions of which student are required to attempt any five. All questions are of equal marks and these questions can be of theory or practical nature.

Course Contents:

Unit 1: Introduction to Investment Management:

- Meaning, Nature and Scope of Investment
- Types of Investment Alternatives
- Financial and Economic aspects of Investment
- Difference between Investment and speculations.
- Objectives of Investment Management

Unit 2: Risk-Return Relationship:

- Concepts of Risk and Return
- Types of Risk:
 - Systematic risk
 - Unsystematic risk
 - Total Risk
- Problems based on Valuation of Securities
- Concept of Beta
- Capital Asset Pricing Model
- Concepts of:
 - Security Market Line
 - Capital Market Line

Unit 3: Valuation of Bonds:

- Concepts relating to Bonds
- Simple problems based on Valuation of Bonds using:
 - Present Value Model
 - Bond Yield Model
- Duration of a Bond:
 - Modified Duration

- Immunization of Bonds
- Bond Value Theorem

Unit 4: Valuation of Shares:

- Valuation of Equity shares Using:
 - Constant Growth Model
 - Multi Stage Growth Model
 - P/E Ratio and Earning Multiplier Model
- Valuation of Preference Shares
- Valuation of Warrants
- Valuation of Right Issue

Unit 5: Security Analysis:

- Meaning of Fundamental and Technical Analysis
- Difference Between Fundamental and Technical Analysis
- Fundamental Analysis:
 - Economic Analysis
 - Industry Analysis
 - Company Analysis
- Theories of Security Analysis:
 - Dow Jones Theory
 - Elliott –Wave Theory
 - Efficient Market Theories and Testing

Unit 6: Portfolio Management:

- Meaning and Concept of Portfolio
- Calculation of Return of Portfolio using:
 - One security
 - Two or More Securities in a Portfolio
- Calculation of Risk of Portfolio using:
 - One security
 - Two or More Securities in a Portfolio
- Concept of Diversification
- Concept of Markowitz Model
- Evaluation of Portfolio, Measure of Return using:
 - Sharpe's Index
 - Treynor's Model
 - Jenson's Alpha Model

Text Readings (Latest Edition):

1. Security Analysis and Portfolio Management by Pandian P, Vikas Publication
2. Investment Analysis and Portfolio Management by Bhalla, S.Chand Publication

Suggested Readings (Latest Edition):

Investment Analysis and Portfolio Management by Prasanna Chandra, Tata
McGraw Hill

PGDM 305 FS MANAGEMENT OF FINANCIAL SERVICES & INSTITUTIONS

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Financial Services
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

External examination will consist of eight questions of which student are required to attempt any five. All questions are of equal marks and these questions can be of theory or practical nature.

Course Contents:

Unit 1: Introduction of Financial Services:

- Meaning, Nature and Scope of Financial Services
- Importance of financial services
- Types of financial services
- Financial services and economic environment
- Players in financial services
- Institutions Providing Financial Services

Unit :2 Introduction to NBFC's:

- Prudential norms for regulation
- Leasing and Hire Purchase:
 - Types of leases and Effect on financial statements
 - Tax aspects of Leasing and Hire Purchase
 - Advantages & disadvantages of Leasing and Hire Purchase
 - Evaluation of lease/Buy/Hire Purchase

Unit :3 Financial Services:

- Factoring and Forfeiting
- Bills Discounting (concept & advantages)
- Consumer Credit
- Credit rating
- Venture Capital Finance
- Housing finance
- Stock broking
- Depositories, custodial services, security lending scheme

Unit :4 Mutual Funds:

- Meaning
- Management and formation of mutual funds

- Types of mutual fund schemes
- NAV Calculations, Entry & Exit Load
- Benefits of Mutual Funds

Unit :5 Merchant Banking:

- Definition of Merchant banking
- Activities and procedures
- Managing new issues
- Underwriting
- Pre and post issue obligations and other requirements

Text Readings (Latest Edition):

1. Financial Services by M.Y. Khan, Tata Mc Graw Hill
2. Management of Capital Markets, Financial Services and Institutions by B.S.Bhatia and G.S. Batra, Deep and Deep Publications, New Delhi

Suggested Readings (Latest Edition):

1. Credit Rating:Practice and Procedure by J.C. Verma, Bharat Law House Pvt. Ltd., New Delhi
2. Merchant Banking by Machiraju H.R., Wiley Eastern Ltd., New Delhi
3. Venture Capital Finance in India by J.C. Verma, Response Books
4. Lease Financing: Theory and Practice by B. Brahmaiah, Himalaya Publication, Mumbai
5. Management of Financial Services by B.S. Bhatia and G.S. Batra, Deep and Deep Publications, New Delhi

PGDM 304HC HEALTH SYSTEM MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Health Management & understand various systems
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameter

Course Contents:

Unit 1: Concept of Modern Hospital & Privatization in Health Sector

Unit 2: Public Sector Hospitals and Level of care / offered facilities

Unit 3: Effects of Globalization in Health care

Unit 3: Concept of Corporate Hospital in developing countries

Unit 4: Infrastructure and lay out of an ideal corporate hospital

Unit 5: Functioning of modern hospitals & changing need of patients

Unit 6: Hospitality in Hospital Care

Unit 7: Invasive and non-invasive diagnostic facilities in modern hospital

Unit 8: Care offered in Specialty and Super specialty Hospitals

Text Reading:

1. Hospital Management module II- NIHFW, New Delhi
2. Hospital Administration – G. D. Kunders

Suggested Reading:

Hospital Administration – Tabis

PGDM 305HC CORPORATE HEALTH SERVICES AND HEALTH INSURANCE

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Corporate Health Services & Health Insurance
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameter

Course Contents:

- Health Insurance in Private Health Sector
- Health Insurance in developing and developed countries
- Different Health Insurance Policies – Analysis and Management
- Concept of combined Life Insurance and Health Insurance
- GOI & State Govt. Policy in implementation of Health insurance
- Hospitals / TPA / Insurance Company / Relationship and Problems.

Text Reading:

1. Insurance Management - Dave
2. National Insurance - Monographs on Insurance Management

Suggested Reading:

IRDA Guidelines on Health Insurance - Govt. of India

PGDM 304IB PERSONAL, HEALTH AND GENERAL INSURANCE

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Insurance Services
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising Three Practical Problems/ one or more case(s) and out of which a student will be required to attempt any Two questions.

Course Contents:

Unit 1: Introduction to Insurance and Risk:

- Definition and Nature of Insurance
- Importance
- Principles of Insurance
- Classification of Insurance
- Process of Insurance
- Risk, Nature and Types of risk
- Risk management and control

Unit 2: Insurance Company and related Legislation in India:

- Insurance contract
- Functions and organization of Insurer
- Insurance Act, 1938
- Insurance Regulatory and Development Authority Act, 1999

Unit 3: Types of Insurance:

- Insurance sector in India:
 - Life Insurance
 - Non life Insurance
- General Insurance: Principles
- Fire Insurance
- Automobile Insurance
- Marine Insurance
- Health Insurance
- Rural Insurance
- Social Insurance
- Miscellaneous Insurance

Unit 5: Procedures in Insurance:

- Premium Payment, Lapse and Revival
- Premium Calculations
- Underwriting
- Claims management
- Re-Insurance

Text Readings (Latest Edition):

1. Insurance by M.I. Mathew, RBSA Publishers, Jaipur,
2. Insurance-Principles and Practice by M.N.Mishra, S. Chand & Co.,

PGDM 305IB DOMESTIC AND INTERNATIONAL BANKING

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for operations of upcoming Banking sector, statutory requirements and understanding of financial environment and market in which they operate.
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will consist of eight questions of which student are required to attempt any five. All questions are of equal marks and these questions can be of theory or practical nature.

Course Contents:

Unit 1: Overview of Banking Industry:

- Commercial banks
- Rural Banks
- Cooperative Banks
- RBI, Prudential Norms, SLR, CRR

Unit 2: Analysis of Bank Statements:

- Balance Sheet
- Profit and Loss Account
- Return on equity model
- Important Ratios

Unit 3: Banking Risk:

- Credit Risk
- Liquidity Risk
- Market Risk
- Operational Risk
- Interest rate Risk
- ALM
- GAP Analysis
- Asset Reconstruction Company

Unit 4: Recent Developments:

- BIS
- Universal banking
- E-Banking
- Mobile Banking

Unit 5: International Banking:

- Basic concepts
- Foreign exchange
- Inter bank market & forex dealing
- Trade finance
- Foreign currency loans

Text Readings (Latest Edition):

1. Managing Indian Banks by Vasant Joshi and Vinay Joshi, Response Books
2. Bank Management by Timothy Koch and S. MacDonald, Dryden Press, New York

PGDM 304P PHARMACEUTICAL MARKETING AND PRODUCT DEVELOPMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Pharmaceutical Marketing & Product Development
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Introduction to Pharmaceutical Marketing:

- Identification of Pharmaceutical market;
- Market behaviour;
- Physician prescribing habits;
- Patient motivation;
- Market analysis.

Unit 2: The Pharmaceutical Products:

- Drug Development and the Marketing Research
- Interface; Diversification and Specialisation;
- Marketing Generic Drugs;
- Nonprescription drugs

Unit 3: Distribution Channels:

- Manufacturer
- Wholesaler;
- Retailer;
- Hospital and Government Agencies

Unit 4: Competitive Practices:

- Economic and Competitive Aspects of the Pharmaceutical Industry;
- Advertising; Detailing and other forms of Promotion;
- Retail Competition – The Community Level;
- International Marketing
- Controls: Internal & External Controls

Unit 5: Pre-formulation Studies:

- Timings and goals of Pre-formulation,
- Pre-formulation methodology,
- Solid state properties,
- Partition coefficient,
- Solubility, dissolution, crystal form and stability,
- Compatibility tests,
- Dissolution of drug substances and dosage.

Unit 6: Kinetic Principles and Stability Testing:

- Order of reaction,
- Influence of pH,
- Temperature,
- Acid base catalysis.
- Effect of Ionic strength on degradation,
- Complex reactions, amide hydrolysis,
- Ring alteration, Oxidation reduction,
- Chemical & Physical stability of dosage forms,
- Influence of packaging components on dosage form stability,
- Optimization Techniques in Pharmaceutics,
- Formulation and Processing
- Optimization parameters, statistical design, and other application.

Text Readings:

1. Lachman, Leon and H. A. Lieberman, The theory and Practice of Industrial pharmacy, 3rd Edition, Varghese Publishing Co.
2. Gilbert S. Banker and C.T Rhodes, Modern Pharmaceutics, Marcel Decker.
3. Bernard T. L. and Robert A. Narth, Pharmaceutical process validation, volumes 23, Marcel Decker.
4. Norman A., Hodges and Stephen P. Denyer, haul book of Microbiological Quality control, Tayler and Francis, London.

**PGDM 305P MANAGEMENT OF RESEARCH AND TECHNOLOGY IN
PHARMACEUTICAL INDUSTRY**

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Research & Technology In Pharmaceutical Industry
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Introduction to Pharmaceutical Research and Development:

- The pharmaceutical value chain
- The economics of pharmaceutical R&D and the cost of drug development
- The information value chain
- The organization and governance of R&D organizations
- Collaboration across the value chain
- Challenges in the management of R&D

Unit 2: Drug Discovery:

- The discovery process
- Biological targets
- Small and large molecules
- Drug discovery technologies
- Managing creativity and fostering a creative environment

Unit 3: Pre-clinical Studies and early development:

- Early Decision Points
- The Stage-Gate Process

Unit 4: Clinical Trials:

- Strategy, design and conduct.
- Managing and measuring effectiveness: Clinical trial metrics

Unit 5: The Regulatory Submissions and Approval Process

Text Readings:

Principles of Pharmaceutical Marketing – Mickey C. Smith

PGDM 304HT TOURISM & HOSPITALITY SERVICES

Level of Knowledge: Expert knowledge

Course Objectives

- To Lay a Conceptual Framework for Tourism & Hospitality Services
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Define Travel, Tourism & Hospitality.

- Interdependency between travel, tourism and hospitality.
- Concept of tourism and hotel management,
- why it is important to study tourism and hospitality,
- Economic importance and impact of tourism and hospitality.

Unit 2: Tourism Industry (An Overview):

- Concept, Origin and Development over the ages,
- Future and changing trends.

Unit 3: Elements of Tourism (Attraction, Accessibility and Accommodation):

- Tourism product- Types of tourism products and Characteristics of tourism products.

Unit 4: Hospitality Industry (An Overview):

- Concept, Origin and Development over the ages,
- Future, changing trends.

Unit 5 Hotels Operations:

- Types of hotels,
- Criterion for classification of hotels,
- Ownership structure of hotels,
- Categorization of hotels in India.

Unit 6: Foodservices Operations:

- Overview: Profit-Making (Commercial) Foodservices
- Food and Beverage Operations in Hotels

Text Reading:

1. Walker john R., Introduction to Hospitality, Prentice Hall of India.
2. Dr. J. Negi, Principles of grading and classification of hotels, tourist restaurant & resorts.
3. Jagmohan Negi, Professional Hotel Management, S. Chand & Co., Delhi.
4. Seth, P.N. Successful Tourism Management, Sterling Publication, New Delhi
5. Bhatia, A.K., Tourism developments.
6. Negi, Jagmohan, Travel and Tourism, Anmol Publication
7. Dixit, M., Profiles of Indian Tourism, Royal Book House Lucknow.

PGDM 305HT QUALITY IN HOSPITALITY INDUSTRY

Course Objectives:

- To give the conceptual understanding of understanding the customers and their behaviour
- To discuss various strategies for understanding and satisfying the customers by way of providing the service quality
- To discuss various issues for customer relationship management and quality certification in hospitality industry.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A and Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameter

Course Content:

Unit 1: Growth of Hospitality Industry.

- Service sector in India and it's history
- Hospitality Sector
- Growth of hospitality sector
- Reasons of Growth
- Opportunities in Hospitality Sector in India
- Case Study

Unit 2: Understanding the Consumer Behaviour:

- Introduction to consumer Behaviour
- Perception and Consumer Behaviour
- Factors influencing Consumer Behaviour
- Consumer Buying Process
- Case Study: Old is Gold, consumer Behaviour by Dr. SL Gupta and Sumitra Pal, New Delhi, S.Chand & Sons, PP.36

Unit 3: Service Quality:

- What is Quality.
- What is Service Quality
- Dimensions of Service Quality
- Measuring Service Quality
- The Gronross Model
- Servqual Model
- Case Study: Not delivered as Promised: Don't Pay for it, Service Marketing by Rampal and Gupta, New Delhi, Galgotia Publications, PP 541

Unit 4: Customer Satisfaction:

- Identification of Customers
- Catering to the Customers
- Creating a good first impression
- Delighting the customers
- Factors influencing customer satisfaction
- Measuring customer loyalty
- Case Study: Will they turn again?, Service Marketing by Rampal and Gupta, New Delhi, Galgotia Publications, PP 539

Unit 5: Customer Relationship Management:

- Introduction
- Definition
- Myths about CRM
- Factors Influencing CRM
- Advantages of CRM
- Pre-requisites of CRM
- Scope of CRM
- E-CRM
- Limitation of CRM
- Case Study

Unit 6: Quality Certifications in Hospitality Industry:

- Understanding QMS System
 - ISO 9001-2008 Certification
 - Quality Manual
 - Management Representatives
- Environmental Policy and ISO 14000
 - Planning
 - Implementation and Operations
 - Checking and Corrective Actions
 - Management Reviews

Suggested Readings:

1. Jankiraman and Gopal (2006). Total Quality Management, New-Delhi: PHI Learning, 4th edition.
2. Rampal and Gupta (2007). Service Marketing, New Delhi, Galgotia Publications, PP 615
3. Gupta SL and Sumitra Pal (2006). Consumer Behaviour, S.Chand& Sons, PP 572

PGDM 304AB AGRI-BUSINESS AND MARKETING

Level of Knowledge: Expert knowledge

Course Objectives

- To Lay a Conceptual Framework for Agri-Business & Marketing
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Marketing:

- Marketing mix
- Marketing strategy;
- Marketing in developing economy;
- Planning marketing mix;
- Market segmentation-concept and bases; marketing organization; marketing research and its applications;
- Determinants of consumer behavior; models of consumer behavior and Indian Consumer environment

Unit 2: Product Management:

- Product management process and decisions;
- Product portfolio;
- Product planning system; product life cycle;
- Organizing for new product development; new product development and product management-diffusion of innovation, approaches

Unit 3: Pricing Policies and Practices:

- Determinants of pricing,
- Pricing methods:
- Objectives of pricing policy pricing over the life cycle of the product;
- Price discounts and non-price competitions.

Unit 4: Promotional Management:

- Promotional scene in India;
- Marketing communication process;
- Planning, managing & evaluations promotional strategy;
- Managing sales promotion;

- Advertising planning and execution;
- Personal selling; sales organization, managing sales force-selection, recruitment, compensation, monitoring and controlling, planning sales efforts-sales displays, sales forecasting, sales budgets control.

Unit 5: Distribution Management:

- Indian distribution system;
- Distribution logistics;
- Distribution costs and control;
- Role and functions of intermediaries; selection and motivation of intermediaries;
- Distribution analysis, control and management;
- Management of handling, storage and transportation of food products;
- Quality management in distribution in distribution system.

Unit 6: Demand and Supply Scenario of Major Agro Inputs:

- Seed, fertilizers, agrochemicals, tractor and other farm machines,
- Production organization; new products development and marketing; product introduction; branding and packaging,
- Formulation of marketing strategy,
- Planning, market plan implementation:
- Management of market promotions-advertising,
- Personal selling, sales promotions and publicity, sales force management; management of distribution system; pricing agro inputs; and information system for input marketing.

Suggested Readings:

1. Agribusiness- Transforming Indian Agriculture by Janardhan Rao N and Amit Singh Sisodiya.
2. Agribusiness Management by Gangadhar Bhatia,
3. Intro to Agricultural Economics & Agri Business Management Talathi, Naik & Jalgaonkar Agricultural Marketing in India [Hardcover]

**PGDM 305AB CONTRACT FARMING & AGRICULTURE RISK
MANAGEMENT**

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Contract Farming & Agriculture Risk Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Contract Farming in India,

- Contract farming,
- The role of contract farming in rural Indian economy,
- Government and private participation in contract farming

Unit 2: Indian Institutes Engaged For Marketing Agricultural Products

- Main agricultural products under contract farming,
- Acts and rules governing the contract farming in India

Unit 3: Agribusiness Enterprise:

- Open Market Contract Farming
- Corporate Farming
- Primary Market Trade
- Own Production Contract Farmers
- Simple Contract
- Resource Providing Product Specification
- Procurement Options for Agribusiness Enterprise
- Advantages for the firm

Unit 4: Contract Farming:

- An institutional innovation,
- Contract Farming Models:
 - Centralized Model
 - Nucleus Estate Model
 - Informal model
 - Intermediary model

Unit 5: Risks in Agriculture:

- Climate Variability and Change
- Agricultural Insurance
- Crop Insurance Support Services
- Price Support Measures
- Emerging Commodity Markets
- Contract Farming as Risk Management in Agriculture
- Setting up Centre for Risk Management in Agriculture (CRMA)

Suggested Readings:

1. Agribusiness- Transforming Indian Agriculture by Janardhan Rao N and Amit Singh Sisodiya.
2. Agribusiness Management by Gangadhar Bhatia,
3. Intro to Agricultural Economics & Agri Business Management Talathi, Naik & Jalgaonkar. Agricultural Marketing in India
4. Risk Management for Agriculture by Delmar

PGDM 304AM ADVERTISING AND MASS COMMUNICATION

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Advertising & Mass Communication
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: Introduction to Advertising:

- Definitions of advertising
- Meaning, Nature, Scope
- Types of Advertisements.
- Role of Advertising in Society
- Advertisements and Ethics
- Relevance of advertising in the marketing mix
- Classification of advertising
- Various media for advertising
- National and global advertising scenario
- Socio-economic effects of advertising.

Unit 2: Ad Agency Management:

- Various specialist departments in an ad agency -(account planning, account servicing, creative, media planning, HRD etc.)
- Client related issues and the process
- Functions of Advertising Agencies:
 - Copy writing
 - Slogan writing
 - Visualization
 - Media Planning
 - Advertising Campaign Planning

Unit 3: Measuring Advertising Effectiveness:

- Pre testing and post testing techniques.

Unit 4: Communication:

- Definition, Nature, Scope, Purpose

- Process of Communication
- Functions of Communication
- Uses of Communication.
- Kinds of Communication - Intra-personal, Interpersonal, Group, Mass Communication and other types.

UNIT 5: Basic Models of Communication:

- Linear and Non-linear models
- Glossary of Journalism and Communication
- Media for Mass Communication:
 - Print media
 - Electronic media- Radio
 - Television
 - Oral
 - Traditional
 - Mass communication in India-Reach, access and nature of audience

Text Reading:

1. DAVID SERLO, The Process of Communication.
2. EMERY & OTHERS, Introduction to Mass Communication.
3. RIVERS W L, Mass Media.
4. FEDLER F, Introduction to Mass Media.
5. BITNER J, Mass Communication- An introduction. 8. SUBIR GHOSH
Communication in India
6. MEHTA. D.S Mass Communication and Journalism in India.
7. SA CHUNAWALA Fundamentals of advertisement
8. RAJIV BATRA Advertising Mgmt

PGDM 305AM MEDIA TECHNOLOGY, JOURNALISM & PUBLIC RELATIONS

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Technology, Journalism & Public Relations
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: Introduction to Media Technologies:

- Media, Meaning, History & Origin, Classification of Media,
- History & Development of TV, Radio, Newspaper, Magazines,
- Cinemas in India, Structure of All India Radio & Door Darshan,
- Traditional Media
 - Meaning & Role
 - Difference between Traditional & Electronic Media

Unit 2: New Media Technologies:

- Stand alone technologies to convergence - Its history in India
- New Media Technology
- DTH
- Internet
- History, Meaning, Definition, Role, Process, Information Superhighway
- Globalization, I.T. Regulations & Committees.

Unit 3: Definition of Journalism:

- Nature, Scope, Functions
- Role of Press in Democracy
- Principles of Journalism
- Kinds of Journalism-
- Newspapers, Periodicals and Specialized Magazines
- New Journalism
- Development Journalism
- Community Journalism

- Early efforts in printing, newspaper
- Types of newspaper –contents characteristics
- Magazines- characteristics
- Types of books – book publishing in India
- Ownership of print media – types merits and demerits
- Organizational structure of the newspaper
- Functions of the staff
- Editorial, advertising, circulation department
- Pattern of newspaper ownership and management of India
- Procedure to launch a publication
- Marketing practices in print media.

Unit 4: Public Relations:

- Definitions
- PR as a communication function
- History of PR – growth of PR in India
- Propaganda and public opinion
- PR as a management function
- Growth of Professional bodies: PRSI, IPRA

Unit 5: Stages of PR:

- Planning
- Implementation
- Research
- Evaluation
- PR practitioners and media relations
- Press conference
- Press releases
- Other PR tools.

Unit 6: Communication with Publics:

- Internal and external communication
- Community relations – employees relations
- PR in India – public and private sectors
- PR counseling
- PR agencies
- PR and advertising
- PR for media institutions.

Unit 7: PR Research:

- PR research Techniques
- PR and law
- PR and new technology
- Code of ethics for PR
- Professionalism in PR
- International PR
- Professional organizations of PR
- Emerging trends in PR

Text Reading:

1. FRASER BOND Introduction to Journalism.
2. MEHTA. D.S Mass Communication and Journalism in India.
3. CS RAYUDU , KR BALAN Principles of public relation

PGDM 304IB EXPORT IMPORT PROCEDURE & DOCUMENTATION

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Export, Import procedures and documentation
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: Preliminaries for Exports and Imports:

- Meaning and Definition of Export
- Classification
- Strategy and Preparation for Export Marketing
- Export Marketing Organization
- Registration formalities – IEC, RCMC, Export Licensing
- Selection of Export Product
- Identification of markets
- Methods of Exporting
- Quotations, Payment Terms and Letter of Credit
- Liberalization of Imports, Negative List for imports
- Categories of Importers
- Special schemes for Importers

Unit 2: Export and Import Documentation:

- Aligned Documentation System
- Commercial Invoice
- Shipping Bill
- Certificate of Origin
- Consular Invoice
- Mate's Receipt
- Bill of Lading
- GR Form
- Procedure for obtaining ISO 9000 and BIS 14000
- Types of Marine Insurance Policies

- Import Documents – Transport Documents, Bill of Entry, Certificate of Inspection and Measurements, Freight Declaration

Unit 3: Export Import Procedure:

- Steps in Export Procedure – Export Contract, Forward Cover, Export Finance Institutional Framework for Export Finance, Excise Clearance, Pre-shipment Inspection, Methods of Pre-shipment Inspection, Marine Insurance, Role of Clearing and Forwarding Agents, Shipping and Customs formalities, Customs EDI System, Negotiation of documents, Realization of Export Proceeds, Retirement of Export documents
- Pre-Import Procedure – Steps of Import Procedure, Legal dimensions of Import procedure, Customs formalities for Imports, Warehousing of Imported goods, Exchange Control provisions for Imports

Unit 4: Policy and Institutional Framework for Exports and Imports:

- Foreign Trade policy – Highlights, Special Focus initiatives, Duty Drawback, Deemed Exports, ASIDE, MAI and MDA, Star Export Houses, Town of Export Excellence, EPCG Scheme, Incentives for Exporters
- Export Promotion Councils – Commodity Boards, FIEO, IIFT, EOUs, SEZs, ITPO, ECGC, EXIM Bank

Text Readings(Latest Edition):

- Handbook of Import-Export Procedures – Ministry of Commerce, Government of India, New Delhi
- International Marketing Management by R.L. Varshney, Sultan Chand
- Export – Do it yourself by Mahajan M.I., Snow White Publications, New Delhi
- Import – Do it yourself by Mahajan M.I., Snow White Publications, New Delhi
- How to export - Nabi

Suggested Readings(Latest Edition):

- International Business, Concept, Environment and Strategy by Sharan V.
- Export Marketing by TAS Balagopal, Himalaya Publishing House
- Export Management by Kapoor D.C., Vikas Publishing House

PGDM 305IB INTERNATIONAL BUSINESS ENVIRONMENT AND STRATEGIC MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for various Environmental factors and forces that affect a firm's overseas operations and learn to manage international business and formulating strategy for International Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Contents:

Unit 1: International Business and Environment

- An interface
- World Trade in Goods and Services – Major Trends and Developments
- Framework for Understanding International Business Environment – Analysis of Physical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment of a Foreign Country
- Legal framework of International Business – Nature and Complexities
- Code and Common Laws and their implications to Business
- International Business Contract – Legal Provisions
- International Sales Agreements, Rights and Duties of Agents and Distributors

Unit 2: Global Trading Environment

- Liberalization of World Trade
- FDI and their impact on the Economy
- Multinationals and their Economic impact
- Political and Legal impact of Multinational Corporations
- Strategies for dealing with Multinationals
- Technology transfer – Importance and Types, Issues in Transfer of Technology to Developing Countries

Unit 3: International Finance Environment:

- Foreign Investment – Types and Flows
- Asian Model
- Monetary System – Exchange Rate Mechanism and Arrangements, Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets, Euro Currency

Unit 4: International Economic Institutions and Regional Economic Groups

- IMF
- World Bank, MIGA, UNCTAD and WTO
- ATC, GSP and International Commodity Agreements
- Firms and their Functioning – Multilateralism VS. Regionalism
- EU, NAFTA, ASEAN, SAFTA and other Regional Economic Groupings

Unit 5: Formulating Strategy for International Management:

- Strategy as a Concept
- Implementing global strategy
- Emerging models of Strategic Management in International context
- Achieving and sustaining International Competitive advantage
- International strategic alliances
- Global Mergers and Acquisitions

Text Readings:

1. International Business: Environment and Operations by Daniels, John D. and Radebaugh, Lee H. Pearson Education
2. International Business: Competing in the Global Marketplace by Charles, W.L. Hill, Tata McGraw Hill
3. Global Strategic Management by Lasserre, Philipp, Palgrave McMillan

Suggested Readings (Latest Edition):

1. International Management: Managing Across Borders and Culture by Deresky, Pearson Education
2. International Business by Paul, J. Prentice-Hall
3. International Business by Aswathappa, Tata McGraw Hill
4. Strategic Management by Drwin Alex Miller, Tata McGraw Hill

Semester IV Syllabus
FT- 401C BUSINESS ETHICS

Level of Knowledge: Expert Knowledge

Course Objective:

- The objective of this course is to help the students gain an understanding of Business Ethics and its application of Indian Values in Managerial Decision Making.

Scheme of Examination:

Total Marks : 100

Internal Marks : 50

External Marks : 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies, to be analyzed on various parameters.

Unit 1: Introduction to Business Ethics:

- An Understanding of Ethics
- Meaning and Definition of Ethics and Business Ethics
- Ethics in Business
- Nature of Business Ethics
- Scope of Business Ethics
- Characteristics of Business Ethics
- Objectives of Business Ethics
- Business and Ethical Responsibility

Unit 2: Values, Norms, Beliefs and Standards:

- Understanding Values, Norms and Beliefs
- Moral Standards and their Role
- Moral Beliefs and their Role

Unit 3: Ethics and the Organization:

- The Rational Organization
- The Employee Obligations to the Firm
- Firm's Duty to the Employee
- Gita's Emphasis on Good of the World

Unit 4: Ethical Aspects in Marketing:

- Introduction to Marketing
- Reasons for Unethical Practices

- Socially Responsible Advertising and the common Deceptive Practices
- Ethics in Personal Selling
- Ethical and Social Issues in Advertising
- Ethics and Marketing
- Product Liability
- Advertising Critics

Unit 5: Ethics in Human Resource Management (HRM):

- Privacy Issues
- Wages Empowerment of the Weakest and Uniquist
- Sexual Harassment
- Discrimination
- Whistle Blowing
- Ethics at Workplace

Unit 6: Ethics in Production, Operations Management and Finance:

- Working Conditions
- Hazards at Workplace
- Finance, Ethics and Financial Markets

Unit 7: Ethics in Corporate Social Responsibility:

- Changing Expectations of Social Responsibility
- The four Faces of social Responsibility
- Different Aspects of Enterprise Social Responsibility
- Societal responsibility Issues for Various Stake holder's Group
- Corporate Social Responsibility

Unit 8: Broader Ethical Issues in Society – Ecological Concerns:

- Ecological Concerns, Air Pollution, Water Pollution, Land Pollution
- Cruelty to Animals
- Bhopal Gas Tragedy

Unit 9: Discrimination on the Basis of Gender, Caste or Race:

- Introduction
- Minorities and Job Discrimination
- Gender Equality
- Child Labour

Unit 10: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- BAN ON TOBACCO ADS BY THE GOVERNMENT OF INDIA_(Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.1)
- THE FALL OF A HIGH PRIEST (Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.5)

- BHOPAL GAS TRAGEDY (Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.16)
- GLOBALIZATION OF POP CULTURE (Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.26)
- REPORT CARD ON CORRUPTION (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 447)
- DID YOU SAY I'M IMMORAL (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 449)
- AN INDIAN MORALITY PLAY (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 455)
- A QUESTION OF ETHICS (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 457)
- THE ETHICS OF ADVERTISEMENT (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 462)

Text Readings:

C.S.V Murthy, **Business Ethics**, Himalaya Publishing House, 2004

Suggested Readings:

1. S. K. Chakraborty, **Managerial Transformation by Values**, New Delhi Sage Publication, 1990.
2. S. K. Chakraborty, **Management by Values**, New Delhi Oxford University Pres, 1992

FT-402 C: DECISION MAKING SKILLS

Level of Knowledge: Expert Knowledge

Course Objective:

- To help the students to enhance the analytical and problem solving ability in order to take the business decisions.

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

The Course of Decision Making Skills shall be Case Based: The cases based on Strategic Problems, should cover various aspects of Marketing, Finance and Human Resource for taking effective and efficient business decisions.

**PGDM 403C MAJOR RESEARCH PROJECT PHASE II (DATA ANALYSIS,
INTERPRETATION AND REPORT WRITING)**

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help the students to understand the Concept and Methods of Business Research.
- To provide the knowledge to the students so that they will be able to plan, design and execute research proposals
- To familiarize the students with the various methods of data analysis and prepare the research reports.

Scheme of Examination:

Total Marks 200

Internal Marks 100

External Marks 100

Activities and Marks Distribution:

In the fourth semester, each student will be doing the data analysis, discussion of obtained results and prepare final MRP Report the standard format prescribed by the Institute/concerned faculty time to time.

General format and Chapter Scheme of MRP Report should be:

- Cover page containing the Research topic, Name of Institute with logo, Name of Guide and Student.
- Chapter 1: Introduction/Conceptual Framework
- Chapter 2: Review of Literature, Rational and Objectives
- Chapter 3: Methodology (Universe, Sample, hypothesis (if any), research design (if any) Tools for data collection and analysis)
- Chapter 4: Results and Discussion
- Chapter 5: Conclusions, Implications, Limitations and Scope for future work
- References in APA Style
- Annexure (s) (Questionnaire, intermediate results, any additional data related to study)

Internal Marks (50):

- Presentation of Data Analysis and Results (10 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Presentation of MRP Report (20 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Submission of Report in Two Copies (Hard bound) (10 Marks) to be awarded by Guide
- Evaluation of Report (10 marks) by Guide.

External Marks (50):

- There will be external evaluation by the external examiner and internal examiner appointed by the Principal.

PGDM 404M SERVICE MARKETING

Level of Knowledge: Working knowledge

Course Objectives:

- Services comprise of nearly 60% of the country's GDP. In fact many of the organizations looking for management students for recruitment would belong to the growing service industry. The course will equip marketing students with an understanding of the basic concepts related to service marketing and the challenge of marketing services as they differ from products.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies, to be analyzed on various parameters.

Course Contents:

Unit 1: A Basic Understanding of the Nature of Services:

- Role of Service Sector
- Service Concept
- Characteristic & Classification of Services
- Challenges in Service Marketing
- Goods Service Continuum

Unit 2: Strategic Issues in Service Marketing:

- Segmentation
- Targeting
- Differentiation strategies of services
- Positioning strategies of services

Unit 3: Marketing Mix in Service Marketing:

- Product
- Price – pricing methods and pricing problems
- Place – Key issues regarding location, Channel of distribution for services, electronic channels
- Promotion – promotion mix of services
- People -
- Process – concept, service blueprinting, service mapping

- Physical Evidence – concept, importance and types

Unit 4: Strategies for Service Marketing:

- Various Strategies for dealing with:
 - Intangibility
 - Inventory
 - Inconsistency
 - Inseparability

Unit 5: Managing Service Quality & Marketing triangle:

- Service Quality - Concept, Dimensions & determinants
- Service Quality Models(SERQUAL & GAP)
- Service marketing triangle – internal marketing, external marketing, interactive marketing

Unit 6: Understanding Specific Service Industries:

- Hospitality
- IT services
- Health
- Education
- Banking
- Marketing to Non-Profit Organizations & NGO.

Unit 7: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- Bossard Asia Pacific
- Coyote Loco
- Customer Service at Singapore Airlines
- Giordano International Expansion
- Customer Asset Management at DHL in Asia
- Lessons in Customer Service from Wal-Mart
- Match.com
- Mumbai's Dabbawalas
- Revenue Management at Prego Italian Restaurant
- The New "Indian" Airlines

Texts Reading:

1. Christopher Lovelock, Jochen Wirtz, '*Services Marketing, people, technology, strategy*', 5th Ed., Pearson Education.
2. Rampal M K & Gupta S L-Service Marketing
3. Subhash C. Jain, International Marketing Management, New Delhi, CBS Publishers & Distributors 1997

Suggested Reading:

1. Valarie Zeithaml, Mary Bitner, *Services Marketing, Integrating Customer Focus Across the Firm*, 2nd Ed., Tata McGraw-Hill Edition.
2. Ravi Shankar, *Services Marketing* New Delhi, Global Press.

3. Warren J. Keegan, Global Marketing Management, Prentice Hall of India Pvt. Ltd. 7th Edition, 2005

**** Suggested Cases:**

Case Studies in Services Marketing volume 1 The ICFAI Center for Management Research

**PGDM 405M CONSUMER BEHAVIOUR AND RELATIONSHIP
MANAGEMENT**

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the Basic Concepts of Supply Chain Management
- To Make the students understand the Role of IT in Supply Chain Management

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies, to be analyzed on various parameters.

Course Contents:

Unit 1: Introduction to Consumer Behavior:

- Definition, Nature and Scope
- Orientation in the study of Consumer behavior
- Application of Consumer Behavior
- Customer and Consumer
- Understanding Consumers and Market Segments

Unit 2: Environmental Influences on Consumer Behavior:

- Culture, Sub Culture and Cross cultural understanding:
 - Definition and meaning of culture
 - Characteristics of Culture
 - Concept of Subculture
 - Impact of Subculture on Consumer Behavior
 - Basic understanding of Cross cultural marketing
- Social Class and Consumer Behavior:
 - Social Stratification
 - Social Class and buying behavior
- Family and Consumer Behavior:
 - Family life cycle
 - Significance of Family in consumer behavior
- Personal Influence
- Diffusion of Innovations:
 - Diffusion concept
 - Adoption Process

- Factors affecting Diffusion/ Adoption
- Opinion Leadership Concept and Life style Marketing
- Group Dynamics:
 - Types of group
 - Factors which play a role in reference group influences
 - Benefits of reference group appeal

Unit 3: Consumer Decision Process:

- Consumer Decision Making Process
- Post purchase Process :Dissonance Satisfaction/ Dissatisfaction
- Organizational Buying Process

Unit 4: Consumer Behavior Models:

- Nicosia model
- Howard Sheth Model
- Engel-Blackwell and Miniard Model
- Sheth Family and decision making Model

Unit 5: Introduction to Relationship Marketing

- Conceptual foundation of Relationship Marketing
- Evolution of relationship marketing
- Significance of Relationship Marketing in Indian context

Unit 6: Important Concepts of Relationship Marketing

- Buyer seller relationships
- Relationship marketing in Mass markets
- Relationship marketing and marketing strategy

Unit 7: IT and Relationship Marketing

- Role of Information Technology in building
- Maintaining and enhancing relationships
- Customer profitability design and analysis

Text Readings:

1. David L. Loudan and Albert J. Della Biita, Consumer Behavior, New York, McGraw Hill, 4th Edition 1993
2. Leon G. Schiffman and Leslie I. Kanuk, Consumer Behavior, London, Prentice Hall, 6th Edition 1995.
3. Dr. S.L. Gupta and Sumitra Pal ,An Indian Perspective, Consumer Behavior, Text & Cases
4. Satish K Batra and S H H Kazmi, Consumer Behaviour, Text & Cases

Suggested Readings:

1. Handbook of Relationship Marketing-Jagdish Sheth,Atul Parvatiyar
2. Leading Through Relationship Marketing-Richard Batterley
3. Relationship Marketing-S.Shajahan
4. Customer relationship Management - Jagdish Seth,Atul Parvatiyar,G Shainesh

PGDM 404F FINANCIAL DECISION ANALYSIS

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework of various aspects of financial decision-making and develop skills of critical analysis and thinking in the process of decision making.
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination

Total Marks 100

Internal Marks 50

External Marks 50

External examination will consist of eight questions out of which student are required to attempt any five. All questions will be of equal marks and can be of theory or practical nature.

Course Contents:

Unit 1: Financial Statement Analysis:

- Balance Sheet
- Income Statement
- Ratio Analysis
- Cost Volume Profit Analysis

Unit 2: Valuation Concepts and Investment:

- Risk Return Analysis
- Capital Assets Pricing Model
- Capital Budgeting
- Capital Rationing Decisions
- Cost of Capital
- Valuation of Funds

Unit 3: Finance and Dividend Decisions:

- Leverages
- Capital Structure
- Strategies and Dividend Policies

Unit 4: Working Capital Decisions:

- Cash
- Receivables
- Inventory
-

Unit 5: Long Term Financing Decisions:

- Shares

- Debentures
- Lease and Hire Purchase Decisions
- Leverage Buy Outs
- Securitization and Initial Public Offer.

Text Reading (Latest Edition):

1. Financial Management by I.M.Pandey, Vikas Publications
2. Financial Management by M.Y. Khan and P.K. Jain, Tata McGraw Hill, New Delhi

Suggested Readings (Latest Edition)

Financial Management and Policies by Van Horne, PHI Publications

PGDM 405F SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will consist of eight questions out of which student are required to attempt any five. All questions will be of equal marks and these questions can be of theory or practical nature.

Course Contents:

Unit 1: Introduction to Investment Management:

- Meaning, Nature and Scope of Investment
- Types of Investment Alternatives
- Financial and Economic aspects of Investment
- Difference between Investment and speculations.
- Objectives of Investment Management

Unit 2: Risk-Return Relationship:

- Concepts of Risk and Return
- Types of Risk:
 - Systematic risk
 - Unsystematic risk
 - Total Risk
- Problems based on Valuation of Securities
- Concept of Beta
- Capital Asset Pricing Model
- Concepts of:
 - Security Market Line
 - Capital Market Line

Unit 3: Valuation of Bonds:

- Concepts relating to Bonds
- Simple problems based on Valuation of Bonds using:
 - Present Value Model
 - Bond Yield Model
- Duration of a Bond:
 - Modified Duration

- Immunization of Bonds
- Bond Value Theorem

Unit 4: Valuation of Shares:

- Valuation of Equity shares Using:
 - Constant Growth Model
 - Multi Stage Growth Model
 - P/E Ratio and Earning Multiplier Model
- Valuation of Preference Shares
- Valuation of Warrants
- Valuation of Right Issue

Unit 5: Security Analysis:

- Meaning of Fundamental and Technical Analysis
- Difference Between Fundamental and Technical Analysis
- Fundamental Analysis:
 - Economic Analysis
 - Industry Analysis
 - Company Analysis
- Theories of Security Analysis:
 - Dow Jones Theory
 - Elliott –Wave Theory
 - Efficient Market Theories and Testing

Unit 6: Portfolio Management:

- Meaning and Concept of Portfolio
- Calculation of Return of Portfolio using:
 - One security
 - Two or More Securities in a Portfolio
- Calculation of Risk of Portfolio using:
 - One security
 - Two or More Securities in a Portfolio
- Concept of Diversification:
- Concepts of Markowitz Model
- Evaluation of Portfolio, Measure of Return using
 - Sharpe's Index
 - Treynor's Model
 - Jenson's Alpha Model

Text Readings (Latest Edition):

- Security Analysis and Portfolio Management by Pandian P, Vikas Publication
- Investment Analysis and Portfolio Management by Bhalla, S.Chand Publication

Suggested Readings (Latest Edition):

- Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill

PGDM 404H HUMAN RESOURCE PLANNING AND AUDIT

Level of Knowledge: In-Depth Knowledge

Course Objective:

- To help the students to develop an understanding of the process of human resource planning and audit in depth.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies, to be analyzed on various parameters.

Course Content:

Unit 1: Human Resource Planning:

- Definition
- HR Planning
- Model for HR Planning
- Forecasting Demand and Supply
- Planning for Shortages
- Planning for New Establishment.

Unit 2: HR Information System:

- Purposes of HRIS
- Uses of HRIS
- Establishing an HRIS
- Approaches to Evaluate HR Function.

Unit 3: HRD Audit:

- Meaning and Concept
- Need
- Designing HRD Audit Process
- Parameters to be audited
- Audit Results, Preventive and Corrective Actions
- Role in Business Improvement
- Methodology and Limitations

Unit 4: HRD Styles and Culture:

- OCTAPACE Culture
- Importance of Top Management Styles in Building Culture
- Auditing the HRD Culture
- Auditing the Style of Top Management

- Current Structures and Structural Alternatives

Unit 5: HRD Competencies:

- Challenges
- Professionalism in HR
- Myths and Realities of HRD
- Competencies Needed
- Auditing HRD Competencies
- Individual Interviews, Group Interviews, Observation
- HRD Audit Instruments

Unit 6: Benchmarking:

- Introduction
- Basic Issues
- HR Benchmarking
- Process
- Types
- Importance.

Unit 7: Case Module:

1. Manning of 4 Elite's by Sonde
2. National Audio Clubs Limited
3. HPWS at Xerox Corporation:
4. A case of Sugar Factory
5. Downsizing
6. Narmada Chemicals Limited.

Text Readings:

1. T.V. Rao, **HRD Audit**, New Delhi, Response Books, 1999
2. David S. Decenzo and Stephen P. Robbins, **Personnel/ Human Resource Management**, New Delhi, Prentice Hall, 3rd edition.

Suggested Reading:

Satish Pai (Ed.), **HRD Skills for Organizational Excellence**, Bombay, Himalaya Publishing House, 1999

PGDM 405H MANAGEMENT TRAINING AND DEVELOPMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Management Training & Development
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies, to be analyzed on various parameters.

Course Content:

Unit 1: Introduction to Training and Development:

- Training and Development
- Need and importance of training and development
- Prerequisites to training and development
- Identifying need for training and development
- Systematic approaches to training

Unit 2: Learning:

- Meaning
- Learning Objectives
- Learning Principles
- Learning Theories
- Methods of learning
- Learning Curve

Unit 3: Need for Training and Development:

- Role of Training and Development officers.
- Development of competency-based training programs
- Evaluation of training programs

Unit 4: Methods of Training and Performance Appraisal:

- On the job training methods for managerial and non-managerial employees
- Off the job training methods for managerial and non-managerial employees
- Performance Appraisal – Need, Process and Traditional as well as modern methods of Performance appraisal, errors

Unit 5: Management Development:

- Need for development
- Differences between training and development
- Management development program
- Career development program
- Counseling evaluation of programs
- Job evaluation – methods and techniques

Unit 6: Developing Training and Development Climate:

- Orientation Training
- Diversity Training

Text Readings:

1. VSP Rao, Human Resorce Management, 2nd Edition, Excel Publications, A, 45, Naraina, Phase-I, New Delhi
2. David S. Decenzo and Stephen P. Robbins, Personnel/ Human Resource Management, New Delhi, Prentice Hall, 3rd edition.

Suggested Readings:

1. B.Taylor & G.Lippitt : Management Development and Training Handbook.
2. William E.Blank, Handbook for Developing Competency Based Training Programmes, Prentice-Hall, New Jersey, 1982.

PGDM 404IT ENTERPRISE RESOURCE PLANNING

Level of Knowledge: Working Knowledge

Course Objective:

- The objective of this course is to help students to understand the concepts of ERP and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

External examinations will have 8 questions out of which a student has to attempt any five questions. Each question will carry equal marks.

Course Content:

Unit 1: Introduction to ERP:

Evolution of ERP, What is ERP?, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Advantage of ERP.

An overview of Enterprise:

Integrated Management Information, Business Modeling, ERP for Small Business, Business Process Mapping for ERP Module Design, Hardware Environment and its Selection for ERP Implementation.

Unit 2: ERP and Related Technologies:

Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM), Data Warehousing, Online Analytical Processing.

ERP Modules:

Introduction, Finance, Plant Maintenance, Quality Management, Materials Management.

Unit 3: ERP -A Manufacturing Perspective:

Computer Aided Design/Computer Aided Manufacturing(CAD/CAM), Materials Requirement Planning(MRP), Bill Of Material(BOM), Manufacturing Resource Planning(MRP-II), Product Data Management(PDM).Make-to-Order(MTO) and Make –to-Stock(MTS), Assemble to order(ATO),

Unit 4: Benefits of ERP:

Reduction of Lead-Time, Reduction in Cycle Time, Resource Utilization, Customer Satisfaction, Supplier Performance, Flexibility, Quality Cost, Information Accuracy and Decision Making.

ERP Market:

SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA) QAD,

Unit 5: ERP implementation Life Cycle:

Issues in implementing ERP packages, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode).

Unit 6: Vendors, Consultants and Users:

In-House Implementation - Pros and Cons, Vendors, Consultants, End user.

Future Directions in ERP:

New markets, new channels, faster implementation methodologies, business modules and BAPIs, convergence on windows NT, Application platform

Text Readings:

1. Alexis Leon **“Enterprise Resource Planning”** Tata McGraw Hill Publishing Company Ltd., New Delhi, 2001
2. V.K. Garg & N.K. Venkitakrishnan , **ERP Ware: ERP Implementation Framework** – PHI,India Pvt.Ltd.,2001
3. Garg & Venkitakrishnan, **ERP Concepts and Planning** - PHI,India Pvt.Ltd.,2001

PGDM 405IT MANAGING E-BUSINESS

Level of Knowledge: Working Knowledge

Course Objective:

- To help the student to understand the basics of e-Business and e-Commerce
- To help the student to understand the securities and other issues related to e-Business.

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

External examination will have eight questions out of which a student has to attempt any five questions. Each question will carry equal marks and may have subparts.

Course Contents:

Unit 1: Introduction to E-Business:

E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business, Strategies for Electronic Business, Web portals and Vortals concepts.

Unit 2: Mobile Computing:

Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

Unit 3: Payment Systems:

Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment

Unit 4: Security Issues:

Security Environment: Client-server security, data and message security, document security, firewalls. Cyber Laws, Cyber Crime and Frauds, Types and Tools of Hacking

Unit 5: Electronic Data Interchange:

EDI: Application in business, Legal, Security, Standardization, EDI software implementation, VANs (value added net work) Internet based EDI., ERP: The Basics of Enterprise Resource Planning, ERP Architecture

Unit 6: Online Marketing Concepts:

Online Marketing Concepts: Consumer and Business markets-Online-Ordering Process, Advertisement and Marketing on Internet, Electronics Customer Support. Web-Catalogues, Business care for Documents Library, Types of Digital Documents, Documents Infrastructure, Data Warehouses.

Text Readings:

1. Ravi Kalakotta & Whinston B., **“Frontiers of e-Commerce”**, Pearson Education, Reprint 2009 New Delhi
2. Laudon and Traver. **E-Commerce: Business Technology Society**, 4th Edition, 2009 Pearson Education, New Delhi
3. Schneider, **e-Commerce Strategy Technology and Implementation**, 1st, edition, 2008, Cengage Learning, India

Suggested Readings:

1. Daniel Amor, **“The E-Business (R) Evolution”**, PHI Learning, New Delhi,
2. Hanson, **E-Commerce & Web Marketing**, Cengage Learning, India, 1st edition, 2009
3. Kamlesh K. Bajaj & Debjani Nag, **“E-Commerce”**, Tata McGraw Hills, New Delhi,
4. Joseph, **E-commerce, Indian Perspective**, PHI, 3RD Edition, 2009
5. Murthy C. S. V., **e-Commerce**, 2007, Himalaya Publishing House.
6. Parag Kulkarni & P.K.. Chande, **IT Strategy for Business**, 1st edition Oxford University Press 2008

PGDM 404LS TOTAL QUALITY MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Total Quality Management, and Research of various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Core Concepts of Total Quality Management:

- Customer focus,
- Quality for profits right first time,
- Cost of Quality

Unit 2: TQM Organizations:

- Structure, Managers role Models,
- Recognition & awards,
- Quality delivery process.
- Pitfalls in Operationalizing TQM and methods of avoiding them

Unit 3: Learning from Quality Gurus:

- Edward Deming
- Joseph M. Juran
- Karon Ishikawa
- Philip B. Crosby
- Japanese 5S Philosophy

Unit 4: Benchmarking:

- Definition, reason to benchmark
- What to benchmark
- BM process
- Pitfalls& criticism of BM
- Appraisal of TQM and improvement program

Unit 5: Tools and Techniques of TQM:

- Techniques for analyzing a quality process,
- Quality Circles,
- Statistical process control,

- Failure Mode & Effect analysis;
- Computer aided inspection, data collection & analysis,
- Six Sigma and control chart
- Kanban
- JIT

Unit 6: Quality Awards and Certifications:

- ISO-9000: Concepts, certifications, methods and implementations,
- ISO-14000: Concepts, Certifications, Methods and implementations,
- Malcolm Baldrige Quality Award, Rajiv Gandhi Quality Award.

Text Reading:

1. Sharma D.D “Total Quality Management: Principles Practices &cases” New Delhi, sultan Chand & sons, 2004.
2. Sunraraju S.M. “Total Quality Management: a premier” New Delhi, Tata McGraw -Hill Publication,1999
3. Besterfield Dale H. “Total Quality Management” New Delhi Pearsons Education,2004

Suggested Reading:

1. J. M. Juran and Frank M. Gryna Eds. “Juran’s Quality Control Handbook”, New York: McGraw-Hill Publications, 2001.
2. Tapan P. Bagchi, “ISO 9000: Concepts, Methods and Implementation”, Allahabad: Wheeler Publishing.
3. Kit Sadgrove, “Making TQM Work”, New Delhi: Kogan Page India P. Ltd., 2000.

PGDM 405LS BUSINESS PROCESS REENGINEERING AND TECHNOLOGY MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Business Process Reengineering, various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Introduction to BPR:

- Business Process Reengineering
- Philosophy of BPR
- Fundamental tenets of BPR
- Benefits & pitfalls of BPR
- Drivers to BPR

Unit 2: Process Reengineering Framework:

- Opportunity assessment
- Planning the process re-engineering project

Unit 3: Organizing for Process Reengineering.

- Process Focused organization,
- Organization process reengineering team

Unit 4: Process Analysis and Design:

- Process analysis
- Process design

Unit 5: Planning and Implementing the Transition:

- Planning the transition
- Implementing the transition
- Tracking and measuring process performance
- Success factors of BPR
- Managing barriers to BPR success

Unit 6: Tools and Techniques used in BPR:

- Case tools

- Work flow systems,
- Imaging technology,
- Business design facility tools, and
- Role of IT in BPR

Unit 7: Change Management Tools

Unit 8: Risk and impact measurement

Suggested Reading:

1. Lon Roberts, "Process Re-engineering: The Key to Achieving Breakthrough Success", New Delhi: Tata McGraw Hill, 1992.
2. Henry J. Johnson, Palrik Mchine, A. John Pandilebury, William A Wheeler, "Business Process Reengineering: Breakpoint Strategies for Market Dominance", Chichester, John Wiley & Sons, 1993.

PGDM 404R VISUAL MERCHANDISING & SPACE PLANNING

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Visual Merchandising & Space Planning
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Content:

Unit 1: Display Management

- Define Display
- Types of display
- Display planning
- Characteristics of effective display
- Selling power of display
- Difference between window display & interior display

Unit 2: Visual Merchandising:

- Merchandise presentation techniques/ Methods of display
 - Idea oriented presentation
 - Style/ Item presentation
 - Color presentation
 - Price lining
 - Vertical merchandising
 - Tonnage merchandising
 - Frontage presentation.

Unit 3: Fixtures and Atmospheric:

- Types of Fixtures used in retail outlets
- Straight rack
- Rounder
- Four-way
- Gondolas
- Atmospheric
- Visual communication, Lightening, Colors, Music & sent.

Unit 4: Store Design:

- Objectives of a good store design
- Store Layout
- Types of store layout design:
 - Grid
 - Race track
 - Free form
- Methods of evaluating a departmental layout
- Designing a website.

Unit 5: Space Planning:

- Factors in space planning
- Determinants in space planning
 - Impulse products
 - Demand/ Destination area
 - Seasonal needs
 - Physical characteristics of merchandise
 - Adjacent department
- Plano grams and In store Kiosks
- Advantages of space planning

Text Readings:

1. Chetan Bajaj & Ranjith, Retailing Management, Oxford University Press, 2nd Edition, 2005.
2. Lewy & Weitz, Retailing management, Tata McGRAW Hills Publication, 5th Edition.
3. Gillespie Hecht & Lebowitz, Retail Business Management, Tata McGRAW Hill Publication.

PGDM 405R RETAIL PURCHASING & INTERNATIONAL PURCHASING

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Retail Purchasing and International Purchasing
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Content:

Unit 1: Retail Purchasing:

- Defining Retail Purchasing
- Difference between subjective retailing & objective retailing
- Marketing approach to retail purchasing (understanding customer)
- Planning & Control- Merchandise plan, Stock plan, Buying plan, Selling plan, Unit control plan- visual control, tickler control, stub control, click sheet control, Point of sale terminal, off line point of sale terminal, stock count.

Unit 2: Buying Groups:

- Meaning
- Services of buying groups
- Types of buying offices
 - Independent buying offices
 - Corporate buying offices
 - Associated buying offices.

Unit 3: Vendors:

- Types of vendors
- Choosing vendors
- Connecting with vendors- Internet exchange, Consortium exchange, Independent exchange, Private exchange
- Negotiating with vendors- guidelines, Establishing & maintaining strategic relationship with vendors.

Unit 4: Terms of Purchase and Legal Issues:

- Terms of Purchase

- Trade discount, Chain discount, Quantity discount, Seasonal discount, cash discount, Anticipation discount, Shipping terms & condition.
- Legal issues in retail purchasing- Contract dispute, charge backs, commercial bribery, Slotting allowances, buy backs, Counterfeit merchandise, gray market & diverted merchandise, Exclusive territories, tying contracts, Exclusive dealing agreements, refusal to deal.

Unit 5: International Purchasing:

- Types/ Methods of International purchasing:
 - Buying foreign goods from domestic sources
 - Buying foreign goods from foreign sources
 - Getting goods through customs
- Managerial issues concerning International purchasing decisions- Quality control, developing strategic partnerships, cost associated with international purchasing decision- country of origin effects, foreign currency fluctuations, tariffs, free trade zones, inventory carrying costs, Transportation costs.

Text Readings:

1. R. Patrick Cash, Chris Thomas, John W. Wantage, Joseph S. Friedlander, Management Of Retail Buying; Paperback, July 2005.
2. Lewy & Weitz, Retailing management, Tata McGRAW Hills Publication, 5th Edition.

PGDM 404FS PORTFOLIO MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework of Portfolio Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will consist of eight questions of which student are required to attempt any five. All questions are of equal marks and these questions can be of theory or practical nature.

Course Contents:

Unit 1: Introduction:

- Concept of Portfolio management
- Investment objectives and constraints

Unit 2: Characteristics of Portfolio:

- Principles and Practices
- Characteristics of Portfolio Analysis
- Liquidity Vs. Safety
- Income Vs. growth
- Risk Vs. Return
- Need for insuring risk to attract stable investors.

Unit 3: Modern Portfolio Theories:

- Diversification
- Risk of portfolio
- Markowitz Model, Sharp Index Model, Factor Models and Arbitrage Pricing theory
- CAPM

Unit 4: Valuation:

- Valuation of Derivatives
- Mutual Funds
- Real Estate

Unit 5: Portfolio Design:

- Selection of securities
- Selection of asset mix
- Formulation of strategies
- Portfolio execution and Revision

- Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures.

Unit 6: International Investing:

- Foreign portfolio investment
- Modern portfolio theory
- Foreign portfolio investment in India

Text Readings (Latest Edition):

1. Portfolio Management by Barua, Verma and Raghunathan (TMH)
2. Portfolio Management by S. Kevin, Prentice Hall India
3. Portfolio Analysis and Management by Ballad
4. Modern Portfolio Theory and Investment Analysis by Edwin J. Elton and Martin J. Grubor.

Suggested Readings (Latest Edition):

1. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill
2. Security Analysis and Portfolio Management by Pandian P, Vikas Publication Investment Analysis and Portfolio Management by Bhalla, S.Chand Publication

PGDM 405FS TREASURY MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Treasury Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will consist of eight questions of which student are required to attempt any five. All questions are of equal marks and these questions can be of theory or practical nature.

Course Contents:

Unit 1: Introduction to treasury management:

- Meaning, Objectives and Concept
- Evolving role of treasurer, responsibilities of treasurer.
- Functions of integrated treasury
- Evolving role of Treasury as profit centre
- Structure and Organization of treasury

Unit 2: Treasury products:

- Short term funds and Investment management
- Financial marketing – Money market, Capital market, Call money, Government securities, REPOs, Certificate of deposits, T-Bills, Financial Guarantees Rediscounting bills, Commercial papers
- Foreign Exchange Markets
- & treasury – Linkage of domestic operations with foreign operations

Unit 3: Liquidity Planning and Managing Cash Assets:

- Measurement of liquidity
- Objectives of cash management - Reserve with Central banks, Managing float, Managing correspondent balances
- Liquidity planning – Fund management in Banks: Cash and liquidity management, Reserve management, portfolio management

Unit 4: Risk Management in Banks:

- Credit risk, Credit risk rating and Credit rate portfolio
- Interest rate risk, interest rate futures Mix/Pricing of Assets, Liabilities
- Investment and Funding Strategies – Stock options, debt instruments, bond portfolio strategy, risk control and hedging instruments.

Unit 5: ALM Management:

- ALM Concept
- ALM organization
- ALCO techniques/tools
- Simulation, Gap, Duration analysis, Linear and other statistical methods of control

Unit 6: Regulation, Supervision and Compliances of Treasury Functions:

- Internal and external audit
- Role of RBI

Text Readings(Latest Edition):

1. Essentials of Treasury Management by Higgin, David P. Association for Financial Professionals
2. Treasury Management Trends and Developments by Dhandapani Alagiri, ICFAI University Press

Suggested Readings (Latest Edition):

Theory and Practice of Treasury and Risk Management by IIBF, Taxmann Publications

PGDM 404IB RISK MANAGEMENT IN LIFE INSURANCE

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Risk Management in Life Insurance
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will consist of eight questions of which student are required to attempt any five. All questions are of equal marks and these questions can be of theory or practical nature.

Course Contents:

Unit 1: Legislation in India:

- Life Insurance Act, 1956
- Introduction to Life Insurance
- Nature of Life Insurance Contract

Unit 2: Introduction to Risk Management:

- Understanding Risk
- Risk management and control
- Risk management by Individual and corporation

Unit 3: Risk Calculation:

- Selection of Risk
- Measurement of Risk and Mortality Table
- Calculation of Premium
- Treatment of sub-standard risk

Unit 4: Analysis of Balance Sheet:

- Reserves
- Investment of Funds
- Surrender Value
- Valuation and Surplus

Unit 5: Scenario of Life Insurance:

- Policy terms and conditions
- Life insurance for Under privileged
- Progress of Life Insurance
- Business of LIC in India

Text Readings (Latest Edition):

1. Insurance by M.I. Mathew, RBSA Publishers, Jaipur

2. Insurance-Principles and Practice by M.N.Mishra, S. Chand & Co.

PGDM 405IB TREASURY MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- The objective of this paper is to help the students gain insight into the myriad functions of a treasurer ranging from cash and liquidity management, reserves management, funds management and risk management.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

The paper shall comprise of 8 Questions including theory questions, Practical Problems and/or case studies out of which a student will be required to attempt any 5 questions. All questions are of equal marks.

Course Contents:

Unit 1: Introduction to Treasury Management:

- Meaning, Objectives and Concept of treasury management
- Evolving role of treasurer, responsibilities of treasurer.
- Functions of integrated treasury
- Evolving role of Treasury as profit centre
- Structure and Organization of treasury management

Unit 2: Treasury Products:

- Short term funds and Investment management
- Financial Marketing:
 - Money Market
 - Capital Market
 - Call Money Market
 - Government Securities
 - REPOs
 - Certificate of deposits
 - T-Bills
 - Financial Guarantees
 - Rediscounting bills
 - Commercial papers
- Foreign Exchange Markets & treasury:
 - Linkage of domestic operations with foreign operations

Unit 3: Liquidity Planning and Managing Cash Assets:

- Fund Management in Banks:
 - Cash and Liquidity Management
 - Reserve Management
 - Portfolio Management

- Measurement of liquidity
- Cash Management:
 - Objectives of Cash Management
 - Reserve with Central banks
 - Managing float
 - Managing correspondent balances

Unit 4: Risk Management in Banks:

- Definition of Risk and Risk Management
- Types of Risks in Banks:
 - Business Risk
 - Credit Risk
 - Interest Rate Risk
 - Market Risk
 - Liquidity Risk
 - Operational Risk
 - Control Risk
- Credit risk, Credit risk rating and Credit rate portfolio
- Interest rate risk, interest rate futures Mix/Pricing of Assets, Liabilities
- Investment and Funding Strategies:
 - Stock options
 - Debt instruments
 - Bond portfolio strategy
 - Risk control and hedging instruments

Unit 5: Asset Liability Management:

- ALM Concept
- ALM organization
- ALCO techniques/tools
- Simulation, Gap, Duration analysis, Linear and other statistical methods of internal control

Unit 6: Regulation, Supervision and Compliances of Treasury Functions:

- Internal and external audit
- Role of RBI

Text Readings(Latest Edition):

- Essentials of Treasury Management by Higgin, David P. Association for Financial Professionals
- Treasury Management Trends and Developments by Dhandapani Alagiri, ICFAI University Press

Suggested Readings (Latest Edition):

- Theory and Practice of Treasury and Risk Management by IIBF, Taxmann Publications

PGDM 404HC MARKETING OF HEALTH SERVICES

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Marketing of Health Services
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

- Basic concept of Marketing Management – Consumer Behaviour
- Marketing research & information
- Pricing of various services
- Marketing strategy, evaluation and control
- Promotion of Business in Hospital
- Service Marketing – Patient care and communication
- Advertisement and Branding
- Marketing promotional activities
- Corporate marketing
- Marketing for TPA and Cash Patients
- Marketing and medical ethics
- Social aspect of marketing

Text Reading:

- Marketing Management - Kotler
- Service Marketing Management - Kotler & Keller

PGDM 405HC HEALTH CARE ENVIRONMENT

Course Objectives:

- To Lay a Conceptual Framework for Health Services and Health Insurance
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A and Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameter

Course Content:

Unit 1: The Consumer's Changing Role.

- The consumer's changing role in health insurance cost sharing and risk
- Why is the industry moving more toward consumer-driven healthcare?
- What are the implications and for whom?
- How must the industry retool in order to accommodate these changes, i.e. transparency?
- How carriers can succeed in this rapidly changing environment.

Unit 2: Regulation in a Changing Health Care Environment:

- Discuss the importance of regulation on the insurance industry
- Areas of fraud and SEC investigations of brokerage firms
- Outline the laws governing
- How the insurance industry has measured up.

Unit 3: Quality Purchasing:

- The role and influence of quality in the purchasing of health care insurance.
- To what degree do employers consider quality in their purchasing decisions
- What are the implications for the employee/consumer
- Discuss methods for helping consumers distinguish quality
- How might consumerism influence quality and what role will transparency play?

Unit 4: Provider Strategy Evolution:

- Consider how provider (hospital and doctor) roles and their businesses may evolve in the wake of health care industry changes
- How to manage these challenges

Unit 5: Corporate Health Services:

- Introduction to Corporate Health Services
- Importance

- Need
- Advantages
- Scope

PGDM 404P PRODUCTS AND QUALITY CONTROL IN PHARMACEUTICAL INDUSTRY

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Products and Quality Control in Pharmaceutical Industry
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Introduction to Pharmaceutical Industry:

- Good laboratory practices,
- Roles and responsibilities of QC / QA manager,
- Flow of work at QC laboratory,
- Flow of work of QA manager.

Unit 2: Concept of Hygiene & Sanitation:

- Training
- Calibration
- Contamination control, pharmaceutical validation
- Water for pharmaceutical use, aseptic process control, cleaning of equipments
- Packing, labeling, product coding
- Rework, processing, returned goods, products recalls, stability studies
- Documentation, contract manufacturing

Unit 3: Concept of Statistical Quality Control:

- Quality Level and Inherent Variability
- Sampling and Sampling Plans

Unit 4: Control and Assurance of Manufacturing Practices:

- Equipment,
- Personnel,
- Control of Records,
- Control of Production Procedures

Unit 5: Control and Assurance of Finished Products, Standards of:

- Identification,
- Quality, Purity, Potency
- Specifications of well-established and New Products
- Testing Program and method

Text Readings:

1. Lachman, Leon and H. A. Lieberman, The theory and Practice of Industrial pharmacy, 3edition, Varghese Publishing Co.
2. 1Gilbert S. Banker and C.T Rhodes, Modern Pharmaceutics, Marcel Decker.
3. Bernard T. L. and Robert A. Narth, Pharmaceutical process validation, volumes 23, Marcel Decker.

Suggested Readings:

1. Norman A., Hodges and Stephen P. Denyer, Hand book of Microbiological Quality control, Tayler and Francis, London.
2. Horth Tonneson, Photostability of Drugs and Drug Formulations, Taylor and Francis, London.

PGDM 405P MANAGEMENT OF PHARMACEUTICAL INDUSTRY (STRUCTURE AND GOVERNMENT REGULATION)

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Pharmaceutical Industry
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1:

Introduction to pharmaceutical industry, scope and functions of regulatory affairs manager,

Unit 2: Laws and regulations related to pharmaceutical industry,

Unit 3: Pharmaceutical registration process,

Unit 4: Introduction to pharmaceutical patent / IPR and procedures.

PGDM 404HT CIVIL AVIATION AND AIRPORT MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Civil Aviation & Airport Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Aviation Geography:

- Time Difference,
- Flight Time, Elapse Time,
- Division of World by IATA. OAG (ABC)
- Book Familiarisation,
- Important Airlines,
- Airports of World,
- Minimum connecting time,
- Coding & Decoding of Country, City, Airport, and Airline.
- Domestic Ticketing.

Unit 2: Identify, Compare and Evaluate the Various Airport Types:

- Categories, Operational systems, areas, functions and roles
- Evolution of various organizational designs and managerial functions at airports
- Identify the major areas of managerial attributes, responsibility and expertise

Unit 3: Identify the Major Sources of Environmental Issues Faced by Airports:

- The zones of noise and abatement procedures,
- Applicable regulatory guidelines.
- Recognize the various factors affecting the issue of public acceptance as it relates to airports and the aviation community;
- Recite significant programs of public relations,
- Marketing and political actions available to airports.

Unit 4: Airport Master Planning Process:

- Major elements, tasks,

- Forecasting techniques, and
- Development responsibilities.

Unit 5: Various Elements of an Airport's Legal Responsibilities:

- Common law, Tort liability,
- Criminal case laws,
- Liens and security.

Text Readings:

1. ABC World wide Airways Guide (Red & Blue)
2. Air Tariff Book 1, World wide Fares.
3. Wells, Airport Planning and Management, 5th ed., Irwin-McGraw Hill, 2004

PGDM 405HT HOSPITALITY AND TOURISM MARKETING

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Hospitality And Tourism Marketing
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Marketing:

- Core concepts in marketing; Needs, Wants, Demands, Products markets.
- Marketing management philosophies-Production, Product, Selling, Marketing and societal perspectives.
- Economic importance of marketing

Unit 2: Analysis and Selection of Market:

- Measuring and forecasting tourism demand;
- Forecasting methods,
- Managing capacity and demand.
- Market segmentation and positioning (STP)

Unit 3: Marketing Strategies:

- Developing marketing environment,
- Consumer buying behavior,
- Competitive differentiation and competitive marketing strategies.
- New product development. product life cycle,
- Customer satisfaction and related strategies in internal and' external marketing;
- Interactive and relationship marketing

Unit 4: Planning Marketing Programs:

- Product and product strategies;
- Product line, Product mix Branding and packaging.
- Pricing considerations. Approaches and strategies.
- Distribution channels and strategies.

Unit 5: Tourism Marketing:

- Service characteristics of tourism.
- Unique features of tourist demand and tourism product,
- Tourism marketing mix.
- Marketing of Tourism. Services :
- Marketing of Airlines, Hotel, Resort,
- Travel Agencies and other tourism related services
- Challenges and strategies.

Text Readings:

1. Kotler, Philip : Marketing Management & Hospitality and Tourism Marketing
2. Sinha, P.C : Tourism marketing
3. Vearne, Morrisson Alison: Hospitality marketing
4. Kotler, Philip and Armstrong Philip, Principle of Marketing, 1999, Prentice-Hall India, 1999
5. Assael H., Consumer Behavior and Marketing Action (2nd edition. 1985) kent, Boston.
6. Crough, Marketing Research for Managers.
7. Singh Raghubir, Marketing and Consumer Behaviour.
8. Patel, S.G., Modern Market Research, Himalaya Publishing.

PGDM 404AB FERTILIZERS, PESTICIDES AND SEED TECHNOLOGY MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Fertilizers, Pesticides And Seeds Technology Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Role of Fertilizer in Agri-Production:

- Raw materials needed for and principles of manufacture of nitrogen, phosphatic, and potassic fertilizers,
- Secondary nutrient sources and micronutrients formulation
- Infrastructures for marketing and distribution of fertilizers

Unit 2: Fertilizer Quality Control and Pricing Policy:

- Constraints in fertilizer use and emerging scenario of fertilizer use,
- Scope of bio-fertilizers;
- Environmental pollution due to fertilizers.
- Laboratory exercises including fertilizer sampling, quality evaluation, formulation of fertilizer mixture, and
- Methods of fertilizer recommendation for crops,
- Study of fertilizer marketing systems.

Unit 3: Importance of Quality Seeds in Agriculture:

- Principles and methods of seed production of cereals, pulses, oilseeds and miscellaneous field crops;
- Principles of seed certification and certification agency,
- Seed laws and seed law enforcement;
- Seed processing drying, cleaning, grading, treatment, weighing, bagging and handling of seeds;
- Installation and management of seed processing plants-
- Seed storage; loss of seed viability during storage; seed packaging storing breeder, foundation and certified seeds;
- Germ plasma conservation; construction and seed stores:

- Seed development and germination; principles and methods moisture, viability, seed vigour,
- Genetic purity and seed health.

Unit 4: Seed Industry in India:

- Present status and future prospects;
- Role of public, private and cooperative sectors;
- National policy and programmes
- Seed demand and supply;
- Forecasting seed demands;
- Seed trade and export potential,
- Organization of seed industry in India;
- Human resource development in seed industry ,
- Managing seed industry efficiently.

Unit 5: Present Pest Control Tactics and Problems:

- Integrated Pest Management,
- Present State of Implementation of IPM,
- Transfer of IPM Technology to the Developing World,
- Accelerate the Shift to Integrated Pest Management,
- Historical Perspective on Crop Protection,
- Present Status of Crop Protection,
- Wheat in the Great Plains, Pests of Wheat,
- Chemical Pesticide Use, Cultural Pest Control,
- Plant Resistance, Biological Control,
- Organic Farming, Other Control practices,
- Pests of Corn, Pests of Soybean, Pests of potato, Vegetables etc.
- Present Problems

Suggested Readings:

1. Hartmann, H.D., Kester, D.E., Davies Jr., F.T. and Geneve, R.L. (1997). Plant Propagation. Principles and Practices. Prentice-Hall India Pvt. Ltd. New Delhi.
2. Salaria, A.S. (1999). Horticulture at a Glance. M/s Jain Brothers, New Delhi.
3. Singh, Amar (2006). Horticulture at a Glance. 1st Edition. Kalyani Publishers, Ludhiana.
4. Broadway, A.C. and Broadway A.A. (2004). A text Book of Agriculture Business Management. 1st Edition. Kalyani Publishers, Ludhiana
5. Des Raj (2002). Floriculture and Landscaping. 1st Edition. Kalyani Publishers, Ludhiana
6. Des Raj (2006). Objectives Floriculture and Landscaping. 1st Edition. Kalyani Publishers, Ludhiana.
7. Best management practices for pesticide and fertilizer storage and handling R. M Waskom (Author)

PGDM 405AB FLORICULTURE AND LANDSCAPE MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Floriculture and Landscape Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which students are required to attempt any three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters.

Course Contents:

Unit 1: Recent advances in floriculture industry;

- Evolution of new cultivators and production technology of ornamental plants
- Special techniques for forcing of dehydration of flowers

Unit 2: Response of flowers to environmental conditions:

- Landscape gardening; style of gardening,
- Anesthetic and Socio- aesthetic newly developed towns and cities;
- Commercial cultivation of flower crops (rose, gladiolus, tuberose, marigold, aster, carnation, cilium chrysanthemum)

Unit 3: Use of Plant Sircquolors:

- Flower production, extraction,
- Purification and storage of essential oils and perfumes;

Unit 4: Post Harvest Changes in Cut Flowers:

- Storage and packing of cut flowers
- Determining optimum time harvesting of flowers for export and home use.

Suggested Readings:

1. Hartmann, H.D., Kester, D.E., Davies Jr., F.T. and Geneve, R.L. (1997). Plant Propagation. Principles and Practices. Prentice-Hall India Pvt. Ltd. New Delhi.
2. Salaria, A.S. (1999). Horticulture at a Glance, M/s Jain Brothers, New Delhi.
3. Singh, Amar (2006). Horticulture at a Glance. 1st Edition. Kalyani Publishers, Ludhiana,

4. Broadway, A.C. and Broadway A.A. (2004). A text Book of Agriculture Business Management. 1st Edition. Kalyani Publishers, Ludhiana.
5. Des Raj (2002). Floriculture and Landscaping. 1st Edition. Kalyani Publishers, Ludhiana,
6. Des Raj (2006). Objectives Floriculture and Landscaping. 1st Edition. Kalyani Publishers, Ludhiana.

PGDM 404AM NEWS PAPER MANAGEMENT & PRINTING TECHNOLOGIES

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for News Paper Management & Printing Technologies
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameters

Course Content:

Unit 1: Newspaper Management

- Introduction to Newspaper Management
- Meaning of Management
- Principles of Management,
- Structure
- Co-ordination
- Motivation
- Control
- Decision Making
- Departmentalization
- Ownership Pattern,
- Liasoning with Govt. Departments

Unit 2: Important Concepts:

- Editorial Management
- Advertising Management
- Circulation Management
- Factors affecting Circulation
- Functions
- Personal & Financial Management,
- Printing Management, Need of Morgue

Unit 3: Introduction to Printing Technologies:

- Printing – meaning
- History and Origin
- Types of Printing Process
- Elements of Printing, Paper

- Comparison between Printing Process
- Traditional Printing Vs Modern Typography
- Type size
- Type Style
- Colors

Unit 4: Modern Printing Technology:

- Offset press
- Gravure
- Digital printing
- The Printing Industry – Introduction Development of Ideographs
- Development of Phonetic Symbols Printing Technology
- Sequence of Steps in the Printing Processes Size
- Scope of the Printing Industry
- Commercial Printing
- Special Purpose Printing
- In-Plant Printing

Unit 5: Newspaper Design & Layout:

- Principles of Newspaper Design & Layout
- Tools & Techniques of Layout & Designing
- Planning the Page
- Editing for Magazine
- Layout: Front Page, Sports Page & Business Page

Unit 6: Writing skills:

- Writing various Types of Headlines and Introduction
- Writing & Editing Skills for magazines
- Use of Charts, Graphs & Diagrams in Layout Designing
- Use of Pictures and Illustrations
- Balancing Visuals
- Advertisement & Editorial Content
- Application of Communication & Computer Technology in Editing- DTP, VDT, Fascimile etc.

Text Reading:

1. Editing, design and book production, Foster Charles, Journey Man, London.
2. Editing: A hand book for Journalist, George T.J.S., Indian Institute of Mass Communication, New Delhi.
3. News Editing in Theory and Practice, Sourin Banerji, K.P. Bagchi and Company Calcutta, New Delhi.
4. The Complete Book on Printing Technology-NIIR Board Asia Pacific Business Press Inc.

**PGDM 405AM COPYWRITING, VISUALIZATION & CAMPAIGN
EFFECTIVENESS**

Level of Knowledge: Expert knowledge

Course Objectives:

- To explain the meaning of graphic design and visualization in advertising.
- To explain the basic process and highlight various methods for visualization.
- To explain importance of good layout and rules for creating good layouts.
- To explain how layouts are prepared in various stages.
- To explain role of color, type, illustration and photography.
- To explain the purpose of copy in advertising.
- To explain copy's role in advertising.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A & Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameter

Course Content:

Unit 1: Introduction to Copywriting and Visualization

- Meaning of Copywriting & Visualization
- Qualities of Visualizer as a part of Advertising
- Copywriting & Visualizing - Role & Significance
- Process of Visualization
- Creative Visualization
- Copywriting in Advertisement
- Appeals
- Advertisement Effectiveness
- Difference between Advertising & P.R.

Unit 2: Visualization:

- Visualization- a process
- The Copy and the visuals
- The Graphics
- Simple methods of visualization.

Unit 3: Copywriting:

- The importance of copywriting in advertising
- Copy's part in the creative process
- How to test copy
- Writing Copy that Sells

- Copy Devices
- Copy Elements

Unit 4: Layout & Typography

- Planning the Advertisement
- Design & Layout
- Typography
- Television Commercials

Unit 5: Campaign Management

- Campaign management
- Planning a campaign
- Location planning
- Measuring the effectiveness of campaign.

Reference Books:

1. Copywriting: Successful Writing for Design, Advertising, and Marketing by Mark Shaw Publisher: Laurence King Publishers
2. Basics of visualization and copy writing- Notes to be dictated

PGDM 404IB INTERNATIONAL LOGISTICS

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for International Logistics
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

External examination will have two sections i.e. Section A and Section B

Section A: 30 Marks Comprising Five Theory questions out of which a student will be required to attempt any Three Questions.

Section B: 20 Marks Comprising one or two case studies to be analyzed on various parameter

Course Contents:

Unit 1: Marketing Logistics

- Concept, objectives and scope
- System elements
- Relevance of logistics in international marketing
- International supply chain management and logistics
- Transportation activity – internal transportation, inter-state goods movement
- Concept of customer service

Unit 2: General Structure of Shipping:

- Characteristics, liner and tramp operations
- Code of conduct for liner conferences
- Freight structure and practices
- Chartering principles and practices
- UN convention on shipping

Unit 3: Developments in Ocean Transportation:

- Containerization
- CFS and inland container depots
- Dry ports
- Multi-modal transportation and CONCOR
- Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangement

Unit 4: Air Transport

- Air transportation –total cost concept, advantages, freight structure and operations
- Carrier consignee liabilities

Unit 5: Inventory Control and Warehousing:

- Inventory management – concepts and application to international marketing
- Significance and types of warehousing facilities
- Total cost approach to logistics

Text Reading (Latest Edition):

1. Shipping Management Cases and Concepts by Asopa, V.N Macmillan, New Delhi.
2. Physical Distribution by Khanna K.K., Himalaya Publishing, Delhi.
3. Strategic Logistic Management by Lambert, D et al, Tata McGraw Hill, New Delhi.
4. Shipping Documents and Reports, UNCTAD

Suggested Reading (Latest Edition)

Indian Shipping Perspectives by Desai H.P., Anupam Publications, Delhi

PGDM 405IB FOREIGN EXCHANGE MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objectives:

- To introduce the environment of international finance and its implications on international business
- To analyze the nature and functioning of foreign exchange markets, exchange rate systems foreign exchange transactions

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

The paper shall comprise of eight Questions including Practical Problems and/or case(s), out of which a student will be required to attempt any Five questions.

Course Contents:

Unit 1: Introduction

- Foreign trade & Foreign Exchange
- Balance of payments

Unit 2: Exchange System:

- Exchange rate system prior to IMF
- Exchange rate system under IMF
- External value of Rupee
- Convertibility of Rupee

Unit 3: Exchange Control:

- Objective of Exchange control
- Methods of exchange control
- Foreign Exchange Management Act
- Administration of Foreign Exchange
- Function of Foreign Exchange Department
- Correspondent relation between Bank
- Foreign Currency Account

Unit 4: Foreign Exchange Transaction:

- Purchase & Sale Transaction
- Exchange Quotations
- Spot & Forward Transaction
- Ready Exchange Rates
- Forward Exchange contracts
- Execution of Forward Contracts
- Execution of cancellation / Extension of Forward contract

Unit 5: International Financial Institution:

- International Monetary Fund
- Special Drawing Rights
- International Bank for Reconstruction and Development
- International Finance Corporation
- International Development Association

Text Reading (Latest Edition):

1. All about Foreign Exchange & Foreign Trade, English edition by M.VY.Phansalkar
2. Foreign Exchange Management by Walter.OCHYMSKI, Book surge Publication
3. Foreign Exchange & Money Markets Guide by Julian Walmsley, John wiley

Suggested Reading (Latest Edition):

1. The World Economy, Trade & Finance by Yarbrough, Cengage learning
2. Foreign Exchange Management by Seethapathy.K.and Suhulakshmi.Y, ICFAI.
3. Foreign Exchange Markets by Yadav, Macmillas