



TECNIA INSTITUTE OF ADVANCED STUDIES-CDL

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PSP, Institutional Area, Sector-14, Rohini, Delhi-110085

POST GRADUATE DIPLOMA IN MANAGEMENT

Detail Syllabus 2016-19 Batch

PGDM Programme Structure

Year	I SEMESTER		II SEMESTER	
	Course Code	Course Title	Course Code	Course Title
I	TDL – 01	Management Process & Organizational Behaviour	TDL – 08	Management of Technology, Innovation and Change
	TDL – 02	Decision Sciences	TDL – 09	Financial Management
	TDL – 03	Managerial Economics	TDL – 10	Marketing Management
	TDL – 04	Accounting for Management	TDL – 11	Business Research
	TDL – 05	Information Technology Management	TDL – 12	Operations Management
	TDL – 06	Business Communication	TDL – 13	Human Resources Management
	TDL – 07	Business and Legal Environment	TDL – 14	e-Business
II	III SEMESTER		IV SEMESTER	
	Course Code	Course Title	Course Code	Course Title
	TDL – 15	Management of International Business	TDL – 18	Business Intelligence and Applications
	TDL – 16	Information Systems Management	TDL – 19	Strategic Management
	TDL – 17	Entrepreneurship and Small Business Management	TDL – 20	Corporate Social Responsibility, Human Values & Ethics
		Specialization Paper 1		Specialization Paper 5
		Specialization Paper 2		Specialization Paper 6
		Specialization Paper 3		Specialization Paper 7
		Specialization Paper 4		Specialization Paper 8
III	V SEMESTER		VI SEMESTER	
	Course Code	Course Title	Course Code	Course Title
	TDLP – 01	Industrial Training and Project Report (equivalent to two courses)	TDLP – 02	Research Project Based on Specialization (equivalent to two courses)

SPECIALISATIONS			
HUMAN RESOURCE MANAGEMENT		MARKETING MANAGEMENT	
Course Code	Course Title	Course Code	Course Title
THR-01	Compensation Management	TMKT-01	Consumer Behavior
THR-02	Industrial Relations and Labor Laws	TMKT-02	Sales and Distribution Management
THR-03	Training and Developments Systems and Practices	TMKT-03	International Marketing
THR-04	Performance Management	TMKT-04	Services Marketing
THR-05	Strategic & International Human Resource Management	TMKT-05	Retail Management
THR-06	Organizational Development	TMKT-06	Advertising and Brand Management
THR-07	Team Building in Organizations	TMKT-07	Rural and Social Marketing
THR-08	Behaviour Testing & Counseling	TMKT-08	Internet Marketing
FINANCIAL MANAGEMENT		OPERATIONS MANAGEMENT	
Course Code	Course Title	Course Code	Course Title
TFIN-01	International Financial Management	TOM – 01	Project System Management
TFIN-02	Financial Markets and Institutions	TOM – 02	Production Planning & Control
TFIN-03	Security Analysis and Investment Management	TOM – 03	Safety Management
TFIN-04	Corporate Tax Planning	TOM – 04	Materials & Stores Management
TFIN-05	Project Planning and Analysis	TOM – 05	Manufacturing Resource Management
TFIN-06	Mergers, Acquisitions and Corporate Restructuring	TOM – 06	Technology Management
TFIN-07	Insurance and Risk Management	TOM – 07	Operation Research
TFIN-08	Financial Derivatives	TOM – 08	Logistic and Supply Chain Management

** Each Course of 4 Credits*

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TDL – 01 MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR

Introduction to Management : Meaning and Nature of Management, Evolution of Management (in India and Abroad), Managerial Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives Management and Society: The External Environment, Social Responsibility, and Ethics: An Overview.

Process of Management: Functions of Management: Planning -Process and Techniques, Organizing - Process and Organizational Structure, Directing -Principles and Process, Controlling -Process and Techniques, Problem Solving and Decision Making.

Fundamentals of Organizational Behaviour : Introduction and Meaning, Models of OB, Emergence of OB as a Discipline, OB Trends, Organizational Culture and Climate, Leadership Theories and Styles,

Motivation-Theories and Practices, Managerial Communication, Organizational Change and Development.

Individual & Group Behaviour and Process in Organization: Individual Determinants of OB: Perception, Learning, Emotions, Attitudes, Personality, Stress and Its Implication on Management Practices, Group Dynamics and Work Teams, Power, Politics, Conflict and Negotiation, Interpersonal Behaviour and Relations, Transactional Analysis.

Organizational Behaviour Lab (Optional for Internal Assessment only): Since Organizational Behavior as a subject can be better understood through practical learning of behavioral measurement, so an OB lab can be introduced in the course. The student can be made to perform any two of the following Organizational Behavioral Tests. A practical file should also be prepared by the students.

TDL – 02 DECISION SCIENCES

Descriptive Statistics - Presentation of Data, Measures of Central Tendency and Variation, Probability - Concepts, Theorems, Bayes' Rule. Probability Distributions - Discrete and Continuous. Correlation and Regression - Simple.

Linear Programming – Formulation, Graphical and Simplex Method, Duality.

Decision Theory - Decision under Certainty, Uncertainty and Risk, Decision Tree analysis.

Game Theory - Pure and Mixed strategies, Dominance and Algebraic Methods.

Transportation Problems - Initial Basic Feasible Solution, Test for Optimality. Assignment problems. Network Analysis - PERT and CPM. Queuing model - M/M/1/FIFO.

TDL – 03 MANAGERIAL ECONOMICS

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Opportunity cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility, Indifference Curve Analysis.

Demand Analysis and Theory of Production: Demand Function, Determinants of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making; Theory of Production: Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Applications in Managerial Decision Making.

Theory of Cost and Market Structures: Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope; Revenue curves; Market Structures: Price -Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Strategic Behaviour of Firms and Game Theory: - Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.

Introduction to Macro Economics: Nature and Importance; Economic Growth and Development, Determinants of Economic Development; Methods of Measurement of National Income; Inflation: Meaning, Theories, and Control Measures; Recent Developments in Indian Economy.

TDL – 04 ACCOUNTING FOR MANAGEMENT

Nature of Accounting Information: Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Error. Classification of Capital and Revenue. Fixed Assets and Depreciation

Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments), Contents of Corporate Annual Reports with Annexures.

Cost Accounting: Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes. Overhead Cost Allocations, Over and Under Absorption. Job and Contract Costing, Operating Costing, Reconciliation of Financial and Cost Accounting

Performance Evaluation Techniques : Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Fixed and Flexible Budgets, Zero Based Budgeting, Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting.

Decision Making Techniques : Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; Financial Leverage, Operating Leverage and Combined Leverage, EVA; Introduction to Activity Base Costing, Target Costing, Life Cycle Costing; Uniform Costing.

TDL – 05 INFORMATION TECHNOLOGY MANAGEMENT

Computer Hardware and Number System: - CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies. Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.

Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Process of Software Development. Data Analysis using Spreadsheets. Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems) DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries.

Data Communication and Networks: Concepts of Data Communication, Types of Data - Communication Networks, Communications Media, Concepts of Computer Networks, Primary Network Topologies, Network Architectures -The OSI Model, Inter -Networking devices. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets.

Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Classification of Information Systems. Overview of Security Issues in Information Technology, Emerging Trends in Information Technology.

TDL – 06 BUSINESS COMMUNICATION

Theory of Communication: Nature, Importance and Role of Communication; The Communication Process; Barriers and Gateways to Communication.

Forms of Communication

- (a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents, Writing Positive, Negative Persuasive, Electronic Messages
- (b) Non-Verbal Communication
- (c) Oral Communication: Art of Public Speaking, Effective Listening
- (d) Communicating in Teams

Applications of Communication

- (a) Writing a Summer Project Report
- (b) Writing CVs & Application Letters

- (c) Group Discussions & Interviews
- (d) The Employment Interview (14 Hours)

Important Parameters in Communication

- (a) The Cross Cultural Dimensions of Business Communication
- (b) Technology and Communication
- (c) Ethical & Legal Issues in Business Communication
- (d) Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

Other Communication Parameters : Negotiation Process & its Management, Designing Visual Communication, Creating and Delivering Online Presentations

TDL – 07 BUSINESS AND LEGAL ENVIRONMENT

Meaning of Business Environment , Economic and Non-economic factors influencing business and their interaction, Economic systems, Historical Perspective on public control of business, Constitutional framework of state control of business.

Planning and Economic Policies

- a) Planning Commission and National Development Council, Objectives of Planning in India, Industrial Licensing Policy, Economic Reforms
- b) Fiscal Policy: Types of Fiscal Policy, Fiscal Policy Instruments - taxation and public expenditure and their impact on economy.
- c) Monetary Policy: Types of Monetary Policy and Monetary Policy Instruments.

Business Legislation

- a. Indian Contract Act, 1872 – Formation, Essential Elements, Vitiating Elements, Performance and Discharge of Contract, Remedies for Breach of Contract, Overview of Special Contracts. Overview of Alternate Dispute Resolution Mechanisms.
- b. Indian Partnership Act, 1932 – Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners, Dissolution of Partnership Firm, Recent Amendments to Partnership Act.
- c. Sale of Goods Act, 1930 - Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Transfer of Ownership, Performance of a Contract of Sale, Rights of unpaid seller.
- d. Negotiable Instruments Act, 1881: Meaning and Essential Features, Types, Endorsement of NI, Presentment of NI, Discharge of Parties, Liabilities of Banker and Dishonour of NI, Hundis e. Companies Act 1956 – Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus.

Overview of Economic Legislation

- a) Consumer Protection Act, 1986: Objective, Legal Definitions of Consumer and Complainant, 3Tier-Redressal Mechanism..
- b) Securities Exchange Board of India Act, 1992,: Objective, Salient Features, Definition of Security, Securities Exchange Board of India - Composition, Powers and Functions.
- c) Competition Act 2002: Objective, Anti Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India –Composition, Powers and Functions.
- d) The Foreign Exchange Management Act, 1999 - Objective and Applicability of the Act, FEMA Vs FERA, Basic Terminology, Regulation and Management

TDL – 08 MANAGEMENT OF TECHNOLOGY, INNOVATION AND CHANGE

Technology Management : Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption;

Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change -strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.

Innovations Management : Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.

Creative and Lateral Thinking Management : Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

TDL – 09 FINANCIAL MANAGEMENT

Nature and Scope of Financial Management ; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds, Computation of EMI, Annuity, Annuity Due. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS3), Financial Statement Analysis, Ratio Analysis, Time Series, Common Size Statements, Du Pont Analysis.

Planning for Sources of Finance (Domestic and International); Capital Structure; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach, Cost of Capital; EBIT – EPS Analysis, Capital Gearing/Debt -Equity Ratio, Generation of Internal Funds.

Retained Earning Vs. Dividend Decision ; Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Funds through Management of Assets - Fixed and Current: Sustainable Growth Rate. Working Capital Management; Management of Cash (Various Theoretical Models), Inventories (Including Risk Analysis) and Receivables; Operating Cycle.

Capital Budgeting - Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis, Basic International Capital Budgeting.

TDL – 10 MARKETING MANAGEMENT

Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning.

Product and Pricing Decisions: Product Concept; Types of Products; Product Levels; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies.

Promotion and Distribution Decisions: Communication Process; Promotion Tools -Advertising, Personal Selling, Publicity and Sales Promotion; Emerging Channels of Distribution, Distribution Channel Decisions-Types and Functions of Intermediaries; Channel Design; Selection and Management of Intermediaries.

Emerging Trends and Issues in Marketing : Consumerism, Rural Marketing, Social Marketing; Direct Marketing; Online Marketing, Green Marketing.

TDL – 11 BUSINESS RESEARCH

Definition and Applications of Business Research ; Types of Research – Descriptive, Exploratory, Quantitative, Qualitative; Steps in the Research Process; Reviewing of Literature; Formulating A Research Problem – Identifying Objectives, Establishing Operational Definitions; Identifying Variables
– Defining Concepts, Indicators, Variables; Types of Measurement Scales – Nominal, Ordinal, Interval, Ratio; Constructing Hypotheses – Functions, Characteristics, Types of Hypotheses.

Research Design – Definition, Functions; Study Designs – Based on Number of Contacts, Based On Reference Period, Experimental, Non -Experimental And Quasi -Experimental Study Designs, Cross - Over Comparative Experimental Design, Replicated Cross -Sectional Design, Action Research. Methods of Data Collection – Primary and Secondary Sources; Primary Data Collection Instruments; Attitudinal Scales – Likert, Thurstone, Guttman Scales; Validity of Research Instruments – Face And Content, Concurrent And Predictive, Construct Validity; Reliability of Research Instruments – External And Internal Consistency Procedures.

Sampling – Concepts, Principles; Types of Sampling – Probability, Non-Probability, Mixed Sampling Designs; Sampling Frame; Sample Size Determination; Writing A Research Proposal; Ethical Issues In Data Collection; Data Editing, Coding And Tabulating.

Introduction to Hypothesis Testing ; Advanced Data Analysis Techniques – Basic Concepts of Discriminant Analysis, Factor Analysis, Cluster Analysis, Multi -Dimensional Scaling And Conjoint Analysis; Displaying Data; Writing A Research Report.

TDL – 12 OPERATIONS MANAGEMENT

Introduction to Operations Management , Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent Trends in the Field of Operations Management

Product Development: Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development viz: Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization; Process Selection and Facilities Layout: Determinant of Process Selection, Process - Product Matrix, Types of Layouts, Line Balancing; Facilities Location; Work Measurement and Job Design.

Demand Forecasting; Capacity Planning; Resources Planning: Aggregate Production Planning Materials

Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control.

Quality Management, Quality : Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X , R , p , np and C chart) Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk) Total Quality Management (TQM)

TDL – 13 HUMAN RESOURCES MANAGEMENT

Introduction to Human Resource Management : Concept of HRM, Nature, Scope, Functions, Objectives, Processes, Importance and Evolution of HRM, HRM Models (In India and Abroad), Roles and Responsibilities of HR managers. Competitive Challenges and HRM: Technological Changes, Workforce Diversity, Employee Empowerment, Managing Protean Careers, Moonlighting Phenomenon etc.

Strategy and Workforce Planning: Strategic Planning and HR Planning: Linking the Processes, Methods and Techniques of Forecasting the Demand and Supply of Manpower, Computing Turnover and Absenteeism, Job Analysis, Job Design: Behavioral Concerns, Ergonomic Considerations and Flexible Work Schedules.

Expanding the Talent Pool: Recruitment, Selection, Career Management: Developing Talent Overtime, Career Development Initiatives, HRM Competencies: Roles of HR Generalists and HR Specialists, Training & Development, Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives and Employee Benefits, Health and Social Security Measures, Managing Labor Relations: An Overview.

Contemporary Issues in HR – Strategic Human Resource Management, International Human Resource Management Creating High Performing HR Systems: Wellness Programs and Work Life Balance and Green HRM Human Resource Information Systems, Human Resource Audit, and Human Resource Accounting.

TDL – 14 E-BUSINESS

Introduction to e-business: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, Ecommerce in India., Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

Security Issues in e-business: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

Electronic Payment System : Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems, B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.

e-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E -Commerce.

TDL – 15 MANAGEMENT OF INTERNATIONAL BUSINESS

Nature and Scope of International Management: Introduction to International Business; E.P.R.G. – Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Strategy in the Internationalization of Business, Basic Models for Organization Design in Context of Global Dimensions; Entry Barriers, Global Competitiveness of Indian Organizations.

Managing Globally : Global Marketing Management, Global Operations, Cross -Cultural Management : Hofstede Study, Edward T Hall Study, Cultural Adaptation through Sensitivity Training, Global Human Resources Management , Aspects of Global Financial Management

Formulating Strategy for International Management: Strategy as a Concept, Implementing Global Strategy, International Competitive Advantage; International Strategic Alliances, Global Mergers and Acquisition.

Broad issues in Globalization : Emerging Global Players , Ethical issues in Context of International Business, The Social Responsibility of the Global Firm , Cross -Culture Communication and Negotiation, Leadership Issues, , Business Improvement: Integrating Quality, Innovation, and Knowledge Management, , The Role of the Parent: Managing the Multi Business Firm, Organizing and Structuring the Multi Business Firm .

TDL – 16 INFORMATION SYSTEMS MANAGEMENT

Meaning and Role of Information Systems . Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.

Systems design and Development Methodologies : SDLC Approach, Prototyping, Spiral Method, End User Development. Logical and Physical Design. Evaluation of Information Systems.

Emerging Concepts and Issues in Information Systems : Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications.

TDL – 17 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Entrepreneurship: Concept and Definitions ; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur.

Opportunity / Identification and Product Selection : Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information.

Small Enterprises and Enterprise Launching Formalities : Definition of Small Scale; Rationale; Objective; Scope; Role of SME in Economic Development of India; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal.

Role of Support Institutions and Management of Small Business : Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUED; State Financial Corporation SFC; Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing; Case Studies -At least 4 (four) in whole course.

TDL – 18 BUSINESS INTELLIGENCE AND APPLICATIONS

Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies; Basic Model of Consumer Behavior: Buying Decision Process - Problem Recognition; Information Search, Alternative Evaluation- Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behavior and Customer Satisfaction, Role of Involvement; Types of Buying Behaviour.

Individual Determinants of Consumer Behavior: Motivation; Attention, Perception and Consumer Imagery; Learning and Memory; Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.

External Determinants of Consumer Behavior : Influence of Culture and Subculture; Social Class; Reference Groups and Family Influences.

Diffusion of Innovation, Models of Consumer Behavior ; Researching Consumer Behavior; Online Consumer Behavior.

TDL – 19 STRATEGIC MANAGEMENT

Nature of Strategic Management: Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance.

Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets.

Corporate-Level Strategies: Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies: Reducing the Scope of the Firm.

Strategy Implementation and Evaluation: Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.

TDL – 20 CORPORATE SOCIAL RESPONSIBILITY, HUMAN VALUES & ETHICS

Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical Decision Making, Business Ethics- The Changing Environment and Stakeholder Management, Relevance of Ethics and Values in Business, Spiritual Values. Modern Business Ethics and Dilemmas, Overview of Corporate Social Responsibilities (CSR) and Sustainability.

Managing Ethical Dilemmas at Work: The Corporation and External Stakeholders, Corporate Governance: From the Boardroom to the Marketplace, Corporate Responsibilities towards Consumer Stakeholders and the Environment; The Corporation and Internal Stakeholders; Values -Based Moral Leadership, Culture, Strategy and Self -Regulation; Spiritual Leadership for Business Transformation. Organizational Excellence and Employee Wellbeing through Human Values.

Corporate Social Responsibility : A Historical Perspective from Industrial Revolution to Social Activism; Moral Arguments for Corporate Social Responsibility, Development of Corporate Conscience as the Moral Principle of Corporate Social Responsibility, Corporate Social Responsibility of Business, Employees, Consumers and Community. Corporate Governance and Code of Corporate Governance, Consumerism, Current CSR Practices of the Firms in India and Abroad. Challenges of Environment: Principles of Environmental Ethics, Environmental Challenges as Business Opportunity, Affirmative Action as a form of Social Justice.

Issues in Moral conduct of Business and CSR : Failure of Corporate Governance, Social Audit, Unethical Issues in Sales, Marketing, Advertising and Technology: Internet Crime and Punishment, Intellectual Property Rights, Corruption in Business and Administration. BS / ISO Guideline on CSR Management (ISO-26000).

THR-01 COMPENSATION MANAGEMENT

Introduction to Compensation: Compensation Defined, Goals of Compensation System, Foundations of Compensation Management, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, Compensation Structure- Indian Practices.

Compensation for Employees: Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market, Quality in Labor Market, Industry's Compensation Policy (micro -level) Compensation for Chief Executives and Other Employees: Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package.

—**Job Evaluation| Job Description and Job Specification** : Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, Knowledge Based Compensation, Team Compensation, Competency Based Compensation

Modern Techniques of Compensation: Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer, Tax Efficient Compensation Package, VRS: Approaches to deal with the Workforce Redundancy, International Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package. Case Studies

THR-02 INDUSTRIAL RELATIONS AND LABOR LAWS

Introduction to Industrial Relations: The Concept of Industrial Relations, Background to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India.

Interactions & Outcomes in Industrial Relations : Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining: Importance, Forms, Process of Negotiation and Recent Trends in Collective Bargaining, Positive Employee Relations.

Legal Framework of Industrial Relations: Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961,

Industrial Relations & The Emerging Scenario: Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the Second National Labour Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

THR-03 TRAINING AND DEVELOPMENTS SYSTEMS AND PRACTICES

The Training Context: Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process Strategic Training: Models of Training - Faculty, Customer, Matrix, Corporate University and Business Embedded Model, Snapshots of Training Practices: Training Facts and Figures, Training Investment Leaders etc.

Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business

Training Design, Delivery & Evaluation: Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids.

Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development, Types of MDP's, EDP's/Seminars and Conferences, Symposia. Career Management: Traditional Career vs. Protean Career, Models of Career Development, Challenges in Career Management: Onboarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D.

THR-04 PERFORMANCE MANAGEMENT

Foundations of Performance Management : Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre -Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management

Planning and Implementation of Performance Management - Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

Performance Appraisal and Monitoring : Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; e - Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit,

Other Performance Management and Development Issues: Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System-Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

THR-05 STRATEGIC & INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Introduction to SHRM : Definition, need and importance, evolution of SHRM, HRs New Role Orientation, SHRM for Competitive Advantage, HR strategy and HR Planning, Behavioral Issues in Strategy Implementation, Matching Culture with Strategy, Human Side of Mergers and Acquisitions

HR Strategies: Recruitment and Retention, Training and Development, Performance Management, Reward and Compensation, retrenchment, Non -Traditional Approaches: Investment in Disabled Employees, Employee Engagement, Knowledge Management, Talent Management, The Role of Strategic HR Leader, Managing Workforce Diversity.

International Human Resource Management - Introduction to IHRM, Cultural foundations of IHRM- Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross - Cultural Problems, IHRM trends and Future Challenges

Global Human Resource Management Process - Global Human Resource Planning, International Staffing, Compensation and Benefits, Global Workforce Training and Development, Performance Management in International Organization, International Reward systems, Integrating two cultures, Models of people management in different cultures, Expatriation and Repatriation, Organizational Ethics in International Context.

THR-06 ORGANIZATIONAL DEVELOPMENT

Introduction to Organizational Development : Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.

The Diagnostic Process and Introduction to OD Interventions : Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, The Intervention Process.

Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, Goal Setting, MBO.

Techno Structural and Strategic Interventions: Restructuring Organizations, Job Enrichment, Sociotechnical Systems, TQM and Quality Circles, Culture Change, Self -Designing Organizations, Learning Organizations, Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development

THR-07 TEAM BUILDING IN ORGANIZATIONS

Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.

Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal

Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.

Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing

Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

THR-08 BEHAVIOUR TESTING & COUNSELING

Introduction to Behavior Testing - Behavior Testing, Introduction to the concepts of Freud, Adler, Cattell, and Jung, Types of Tests -Ability, Intelligence, Achievement, Interest, Attitude, Personality, Projective Tests. Observation and Interviews, Checklists and Rating Scales, Ethical Issues in Testing,

Methodology of Assessment- Test Design and Construction, Test Administration and Scoring, Item Analysis and Test Standardization, Reliability and Validity

Practical Exposure to Psychological Tests : 16 PF, MBTI, FIRO -B, Conflict Resolution Inventory, Anxiety Test, Motivation Analysis Test, Leadership Assessment Test, Thematic Apperception Test, Word Association Test

Counseling- Introduction, Approaches, Goals, Process, Procedures, Counseling Skills, Changing Behavior through Counseling, Organizational Application of Counseling, Dealing with Problem Employees, Ethics in Counseling

TMKT-01 CONSUMER BEHAVIOR

Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies; Basic Model of Consumer Behavior: Buying Decision Process - Problem Recognition; Information Search, Alternative Evaluation- Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behavior and Customer Satisfaction, Role of Involvement; Types of Buying Behaviour.

Individual Determinants of Consumer Behavior : Motivation; Attention, Perception and Consumer Imagery; Learning and Memory; Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.

External Determinants of Consumer Behavior : Influence of Culture and Subculture; Social Class; Reference Groups and Family Influences.

Diffusion of Innovation, Models of Consumer Behavior ; Researching Consumer Behavior; Online Consumer Behavior.

TMKT-02 SALES AND DISTRIBUTION MANAGEMENT

Introduction to Sales Management: Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design.

Sales Force Management: Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas; Evaluating Sales Performance; Information Technology in Sales Management;

Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

Distribution System and Logistics: Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Case Studies.

TMKT-03 INTERNATIONAL MARKETING

International Marketing: Meaning, Scope and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment. International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Abroad, Strategic Alliances.

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.

Managing International Distribution and Promotion : Distribution Channel Strategy – International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Intermediaries; International Distribution Logistics; Building brands in International markets; International Promotion Mix – Advertising and other Modes of Communication, Standardization Vs Adaptation, Global Advertising Regulations, Media and Message Considerations ; Planning for Trade Fairs and Exhibitions

Emerging Trends in International Marketing : Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of IMF and WTO); Marketing Research for Identifying Opportunities in International Markets. Use of Online Channels for International Marketing Operations

TMKT-04 SERVICES MARKETING

Introduction to Services Marketing: Meaning and Nature of Services Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.

Understanding Consumer Behavior in Services ; Consumer Decision Making in Services, Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, SERVQUAL, House of Quality , GAPs Model; Service Recovery.

Services Marketing Mix: Service Positioning, Services Design and Development; Service Blueprinting; Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.

Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

TMKT-05 RETAIL MANAGEMENT

Introduction to Retailing : Definition, Scope and Importance of Retailing; Retail Formats; Theories of Retail Development; Global and Indian Retail Scenario; Information Gathering in Retail

Retail Market Strategy , Financial Strategy, Retail Location, , Franchising Decisions, Retail Information system, Customer Service, Customer Relationship Management, GAPs Model.

Merchandise Management Process, Sales forecasting, Merchandise Budget, Assortment Plan, Inventory Management, Merchandise Buying, , Retail Pricing, Retail Communication -Objectives, Promotion Mix.

Store Management & other issues: Store Layout, Design & Visual Merchandising, Atmospheric, Responsibilities of a Store Manager, Inventory Shrinkage, Retail HRM Online Retailing, International Retailing, Legal & Ethical Issues in Retailing.

TMKT-06 ADVERTISING AND BRAND MANAGEMENT

Role of Integrated Marketing Communication ; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behavior; Setting Advertising Objectives, DAGMAR; Determining Advertising Budgets; Advertising Strategy and Planning, Creative Strategy Development and Implementation.

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organization for Advertising; Social, Ethical and Legal Aspect of Advertising.

Brand-concept: Nature and Importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand equity ,Brand Loyalty, Measures of Loyalty; Branding strategies – product ,line , range and umbrella branding , Brand Personality: Definition, Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional ,symbolic and experiential brands.

Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Managing brands over time, Brand reinforcement , brand revitalization, managing global brands ,Branding in different sectors, Case studies

TMKT-07 RURAL AND SOCIAL MARKETING

Rural Marketing Introduction: Definition; Rural Markets in India: Characteristics of Rural Consumers;

Rural Market Environment and Infrastructure; Challenges of Rural Marketing

Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.

Foundation of Social Marketing : Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation; Marketing Mix: Product Strategies; Pricing Strategies; Promotion Strategies, Distribution. (10 Hours)

Social Marketing Applications: Role of Govt. and NGO's in Social Marketing; Social Marketing Applied in Family Planning, Healthcare, Small Savings, Literacy, AIDS Prevention, Environmental Protection, Anti-Smoking, Substance Abuse.

TMKT-08 INTERNET MARKETING

Introduction to Internet Marketing: Meaning, scope and importance of internet marketing, Application of internet marketing, Internet versus traditional marketing communication: the internet microenvironment; Business to Consumer and Business to Business Internet Marketing; E -Marketing Research; Internet marketing strategy;

Online buyer behavior and Models; The Marketing Mix in an online context: Product, Price, Distribution, Promotion, People, Process and Physical Evidence; Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, Service quality

Characteristics of interactive marketing communications ; Integrated Internet Marketing Communications (IIMC); Objectives and Measurement of Interactive marketing communication; Online Promotion Techniques: Search Engine Marketing, Online PR, Interactive Advertising, Online Partnerships, Viral Marketing, Opt -in-e-mail, Offline Communications

Relationship Marketing using the internet : e-CRM, Customer Life Cycle Management, Approaches to Implementing e -CRM; Performance Management for Internet Marketing,: Creating a performance system, defining the performance metrics framework, Tools and techniques for Measurement, Maintenance Process; Responsibilities in Website Maintenance.

TFIN-01 INTERNATIONAL FINANCIAL MANAGEMENT

Global Financial Environment : Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market, Balance of Payments: Understandings, Analysis & Interpretation.

Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & **Limitations**, **Exchange Rate Determination:** Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee.

Foreign Exchange Risk Exposure: Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI/RBI.

Foreign Investment Decision: International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach.

TFIN-02 FINANCIAL MARKETS AND INSTITUTIONS

Indian Financial System and Financial Markets: Organizational structure of the Indian Financial System, Major Components - Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments; Financial Services, Primary market - Public Issue, Right Issue and Private Placement, Underwriters, Book Building Process, Indian Money Markets and Recent Reforms Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper & Certificate of Deposits, Secondary Market - Capital Markets in India (Recent development like E -Trading).

Financial & Banking Institutions: Role, Meaning and Importance of Financial Institutions and Banks, Banking Concept and Norms - E-Banking, Securitisation, Universal Banking, Consortium Loaning, Maximum Permissible Banking Finance, Loan Pricing, Non -Performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestments, Interest Rate Analysis, Narasimham Committee Reports, Credit Gaps, Yield Curve, Risk and Inflation.

Mutual Funds & Regulators in IFS: Investment Trust Companies v/s Unit trust, Mutual Funds, A Detailed Critical Appraisal of UTI in the Indian Financial System, Reserve Bank of India, Securities and Exchange Board of India, Objectives and functions of RBI and SEBI.

NBFC and Financial Services: Activities and Role of NBFC; Regulatory Framework of NBFC; Credit Rating, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Merchant Banking.

TFIN-03 SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Investment: Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Notion of Dominance.

Techniques of Risk Measurement and their Application, Concept of Beta, Classification of Beta - Geared and Ung geared Beta, Project Beta, Portfolio Beta, Securities Market Line, Capital Market Line.

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory, RSI, Elliot 5 Wave Theory, Efficient Market Hypothesis.

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model, Arbitrage Pricing Theory, Portfolio Revision and Performance Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Portfolio Reconstruction, Introduction to Derivatives.

TFIN-04 CORPORATE TAX PLANNING

Introduction: Definitions: Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total Income; Residential Status and Scope of Total Income on the basis of Residential Status, Agricultural Income,.

Taxation of Companies: Definitions: Company and its Types, Heads of Income, Deductions from Gross Total Income for Companies, Simple Problems on Computation of Taxable Income of Companies, Minimum Alternate Tax u/s 115JB.

Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion and Tax Planning. Tax Planning with Reference to: Location of Undertaking, Type of Activity, Ownership Pattern; Tax Planning relating to: Mergers and Demergers of Companies. Tax Considerations in respect of Specific Financial and Managerial Decisions like Capital Structure Decisions, Deemed Dividend, Make or Buy, Own or Lease, Repair or Renewal, Managerial Remuneration.

Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

TFIN-05 PROJECT PLANNING AND ANALYSIS

Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities.

Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis - Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment. Project Costing and Finance: Cost of project; Cost of production; Break Even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance.

Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Return. Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation. Multiple Projects: Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Mode I; Post Project Evaluation.

TFIN-06 MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances.

Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business.

Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger.

Defence Against Hostile Takeover , Poisson Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues.

TFIN-07 INSURANCE AND RISK MANAGEMENT

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.

Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance.

Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co -insurance, Assignment.

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance. Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium .

TFIN-08 FINANCIAL DERIVATIVES

Financial Derivatives: An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other

Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

Financial Forward and Futures Contracts : Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements. Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market -Trading and Mechanism; Future Pricing -Theories, Cost of Carry Model, Valuation of Individual Contracts.

Financial Option and Swap Contracts : Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options , Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models -the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of Exotic Options; Bermuda Option, Forward Start Option, Barrier Option, Chooser Option, Compound Option, Basket Option, Binary Option, Look Back Option, Asian Option. Swaps; Concept, characteristics and Types of Swaps,

Regulatory Framework for Derivatives: Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI.

TOM – 01 PROJECT SYSTEM MANAGEMENT

PROJECT FORMATION AND APPRAISAL

Project Management - An Overview, Feasibility & Technical Analysis, Market and Demand Analysis, Economic and Financial Analysis, Formulation of Detailed Project Reports

PROJECT PLANNING AND SCHEDULING

Planning Time Scales — Network Analysis, Material and Equipment, Human Resource, Project Costing and Financing, Project Organisation

IMPLEMENTATION AND CONTROL

Project Management Information System, Material and Equipment, Human Resource, Financial Aspects

PROJECT COMPLETION AND EVALUATION

Integrated Project Management Control System, Managing Transition from Project to Operations, Project Review

TOM – 02 PRODUCTION PLANNING & CONTROL

Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities.

Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis - Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment. Project Costing and Finance: Cost of project; Cost of production; Break Even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance.

Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Return. Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation. Multiple Projects: Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Model; Post Project Evaluation.

TOM – 03 SAFETY MANAGEMENT

BASIC CONCEPTS AND TECHNIQUES : Evolution of modern safety concept - Safety policy - Safety Organization. Line and staff functions for safety - Safety Committee - budgeting for safety. Incident Recall Technique (IRT), disaster control, Job Safety Analysis (JSA), Safety survey, safety inspection, safety sampling, Safety Audit.

ACCIDENT INVESTIGATION AND REPORTING : Concept of an accident, reportable and non reportable accidents, unsafe act and condition principles of accident prevention, Supervisory role - Role of safety committee – Accident causation models - Cost of accident. Overall accident investigation process - Response to accidents, India reporting requirement, Planning document, Planning matrix, Investigators Kit, functions of investigator, four types of evidences, Records of accidents, accident reports.

SAFETY PERFORMANCE MONITORING : Permanent total disabilities, permanent partial disabilities, temporary total disabilities. Calculation of accident indices, frequency rate, severity rate, frequency severity incidence, incident rate, accident rate, safety —tl score, safety activity rate. Information sources for safety monitoring, Procedures and Arrangements for Safety Monitoring. Safety Monitoring Methods and Programmes, Measuring the hazard burden, Measuring the health and safety culture

SAFETY EDUCATION AND TRAINING : Importance of training-identification of training needs - training methods – programme, seminars, conferences, competitions. Method of promoting safe practice - motivation –communication - role of government agencies and private consulting agencies in safety training. Creating awareness, awards, celebrations, safety posters, safety displays, safety Pledge. Safety incentive scheme, safety campaign. Domestic Safety and Training.

TOM – 04 MATERIALS & STORES MANAGEMENT

MATERIAL MANAGEMENT: AN OVERVIEW

Materials Flow Systems, Strategic Role of Materials Management, Linkage with other Functional Areas of Management

SOURCING OF MATERIALS

Issues and Overview, Domestic vs International Purchase, Vendor Network, Buyers -Sellers Relationship

MATERIALS PLANNING AND CONTROL Materials

Planning and Budgeting, Pull vs Push System

INVENTORY POLICIES AND SYSTEMS

Inventory Systems and Modelling, Process Inventory, Spare Parts Management, Stores Accounting

WAREHOUSING

Codification and Standardisation of the Materials, Location and Structure of Warehouse, Incoming Material Receipts, Retrieval and Transaction Processing System, Security and Loss Prevention

ORGANIZATION AND APPRAISAL OF MATERIALS MANAGEMENT

Materials Management and its Organisation, Materials Information System, Control of Material Management and Performance Appraisal

TOM – 05 MANUFACTURING RESOURCE MANAGEMENT

OR – Introduction – Background – Models in OR – Applications – Scope in OR **LPP** –

Formulation – Graphical Method and Simplex Method

Duality in LPP – Primal and Dual – Game Theory and Simulation **Transportation**

Problem – Assignment Problem and Travelling Salesman Problem **Network Analysis** –

CPM – PERT – Crashing – Cost Control

TOM – 06 TECHNOLOGY MANAGEMENT

Meaning of technology – Technology versus Technique – Technology Development – Technology Transfer - Technology lifecycle - Technological Environmental changes

Managing Research Function – Research & Development – Product life cycle – multistage decisions – R&D projects

Creative process, influence of environmental trends on R & D -Designing & engineering – Simultaneous engineering – Product Liability and Safety

Product life characteristics curve – infant mortality – Human factors in engineering – value engineering-Flexible manufacturing systems - Synchronized manufacturing

Factors of the future - Just in Time – Quality control techniques - Facilities engineering - Project definition - project proposal process – project planning tools – network models - controlling cost & schedule.

TOM – 07 OPERATIONS RESEARCH

INTRODUCTION TO OPERATION RESEARCH

Operation Research — An Overview, Review of Probability and Statistics

PROGRAMMING TECHNIQUES — LINEAR PROGRAMMING AND APPLICATIONS

Linear Programming-Graphical Method, Linear Programming-Simplex Method, Transportation Problem, Assignment Problem

PROGRAMMING TECHNIQUES — FURTHERAPPLICATIONS

Goal Programming, Integer Programming, Dynamic Programming, Non-Linear Programming

INVENTORY AND WAITING LINE MODELS

Inventory Control-Deterministic Models, Inventory Control-Probabilistic Models, Queuing Models

GAME THEORYAND SIMULATION

Corporative Situations: Game Theory, Simulation

TOM – 08 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

LOGISTICS AND SCM - AN OVERVIEW

Logistics and SCM - An Introduction, Principles of SCM, Customer Focus in SCM

DESIGN AND MANAGEMENT OF SCM

Logistics - Inbound and outbound, Models of SCM Integration, Strategic Supply Chain Management, Organising for Global Markets

IT ENABLED SCM

Information Technology: A Key Enabler of SCM, Intelligence Information System, IT Packages in SCM

COST AND PERFORMANCE MEASUREMENT IN SCM

Cost Analysis and Measurement, Best Practices and Benchmarking for SCM, Performance Measurement and Evaluation of SCM

DISTRIBUTION NETWORK PLANNING

Transportation Mix, Locational Strategy, Logistics and SCM Environment

EMERGING TRENDS

Future Trends and Issues, Design for SCM and Greening the Supply Chain, SCM in Service Organisation/Non-Manufacturing Sector

TDLP – 01 INDUSTRIAL TRAINING AND PROJECT REPORT

- The aim of the Industry Training Projects is to lay foundation for Industry Major Project to be carried out by the student during 6th Semester of PGDM Programme.
- Each student should carry out Industry Training Projects using the software development tools/languages/technologies that they have learnt and/or have studied during the concerned semester but not limited to that semester only.
- The Industry Training Projects will be assessed by the examiners along with practical examinations of the concerned semester.
- The Industry Major Project will be assessed by the examiners at the end of PGDM 6th Semester, which is exclusively meant for the project work.

TDLP – 02 RESEARCH PROJECT BASED ON SPECIALIZATION

Proposal Formulation

Synopsis of the project should be prepared in consultation with the supervisor and be sent to the institute. The synopsis should clearly state the objectives and research methodology of the proposed project to be undertaken. It should have full detail of the rationale, sampling, instruments to be used, limitations if any, and future directions for further research etc.

Project Proposal Submission and Approval

After selection of the supervisor and finalising the topic, student should send the Project Proposal Proforma to the institute. Proposals incomplete in any respect will straight away be rejected. Students are advised to retain a copy of the synopsis. Proposals not accompanying a complete and signed Bio-Data of supervisor will not be considered for approval.

Communication of Approval

A written communication regarding the approval/non-approval of the project will be sent to the student.

Resubmission of Project Proposal

In case of non-approval of the proposal the comments/suggestions for reformulating the project will be communicated to the student. In such case the revised project synopsis should be submitted with revised project proposal proforma and a copy of the rejected synopsis and project proposal proforma bearing the comments of the evaluator should be enclosed.

PROJECT REPORT***Formulation***

- i) The length of the report may be about 50 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However 10% variation on either side is permissible.
- ii) Each project report must adequately explain the research methodology adopted and the directions for future research.
- iii) The project report should also contain the following:
 - a) Copy of the Project Proposal proforma and synopsis
 - b) Certificate of originality duly signed by the student and the supervisor

Submission of Project Report

One typed copy of the project report is to be submitted to the institute.

