

POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)

Working Professional -2 Years (Semester)

Scheme and Syllabus

For

(Academic Session 2024-2026)



Tecnia Institute of Advanced Studies CDL

Standalone Institute Approved by AICTE
<http://www.cdl.tecnia.in>

Programme Outcomes (POs)

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM) –Working Professional (2 Years)

SCHEME OF EXAMINATIONS-(2024-26 BATCH)-1ST SEMESTER

	FIRST SEMESTER		
Code No.	Paper	Credits	Distribution of Course
TPGD-101	Management Process & Organizational Behavior	3	Core
TPGD-102	Accounting for Management	3	Core
TPGD-103	Marketing Management	3	Core
TPGD-203	Quantitative Techniques	3	Core
TPGD-104	Business Communication	3	Core
TPGD-105	Managerial Economics	3	Core
TPGD-106	Legal Aspects of Business	3	Core
TPGD-107	Computer Applications in Management	2	Core
TPGD-207	Social Sensitization Projects	1	Core
	Total	24	

Extra Academic Activities in First Semester-

- a) Guest Lectures
- b) Industrial Visits

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SCHEME OF EXAMINATIONS-(2024-26 BATCH)-2ND SEMESTER

	SECOND SEMESTER		
Code No.	Paper	Credits	Distribution of Course
TPGD-201	Human Resource Management	3	Core
TPGD-204	Financial Management	3	Core
TPGD-301	Operations Management	3	Core
TPGD-601	Skill Development	2	Core
TPGD-205	Technology and Innovation Management	3	Core
TPGD-304	Business Research	3	Core
TPGD-302	Management of Information System	3	Core
TPGD-206	MOOC Programs or Indian Knowledge Systems	2	Core
TPGD-307	Minor Project	2	Core
	Total	24	

Extra Academic Activities in Second Semester-

- a) Guest Lectures
- b) Industrial Visits
- c) Panel Discussions

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SCHEME OF EXAMINATIONS-(2024-26 BATCH)-3RD SEMESTER

	THIRD SEMESTER		
Code No.	Paper	Credits	Distribution of Course
TPGD-401	International Business	2	Core
TPGD-402	E- Business	2	Core
TPGD-501	Entrepreneurship Development	2	Core
TPGD-502	Strategic Management	2	Core
TPGD-503	System Analysis and Design	3	Core
TPGD-403	Summer Training Report	3	Core
	ELECTIVE-1	3	Core
	ELECTIVE-2	3	Core
	ELECTIVE-3	3	Core
	Total	23	

Extra Academic Activities in Third Semester-

- a) Guest Lectures
- b) Industrial Visits
- c) Seminars/ Conferences
- d) Workshops

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SCHEME OF EXAMINATIONS-(2024-26 BATCH)-4TH SEMESTER

FOURTH SEMESTER			
Code No.	Paper	Credits	Distribution of Course
TPGD-303	Information Technologies Management	2	Core
TPGD-305	Project Management	2	Core
-	ELECTIVE-4	3	Core
	ELECTIVE-5	3	Core
	ELECTIVE-6	3	Core
TPBD-101	Project based Dissertation	6	Core
	Total (List of Electives prescribed in syllabus)	19	
Total Credits =		90	

Extra Academic Activities in Fourth Semester-

- a) Guest Lectures
- b) Industrial Visits
- c) Seminar/ Conference
- d) Business Plan Competitions
- e) Case Studies Competitions

LIST OF ELECTIVE FOR PGDEM

	INFORMATION TECHNOLOGIES	
Course Code	Course Title	Credits
TPIT-101	Digitalization and E-Governance	3
TPIT-102	Artificial Intelligent & Machine Learning	3
TPIT-103	Data Base Management System	3
TPIT-104	Internet of Things (IOT) for Business	3
TPIT-105	Enterprise System	3
TPIT-106	Cyber Security	3

	FAMILY BUSINESS	
Course Code	Course Title	Credits
TPFBM-101	Essentials of Family Business Management	3
TPFBM-102	Business Plan, Private Equity, Franchising, Social Entrepreneurship	3
TPFBM-103	Family Business Startup	3
TPFBM-104	Family Business and Environmental Concerns	3
TPFBM-105	IT for Family Business Management	3
TPFBM-106	Case study of family owned business	3

	FINANCE	
Course Code	Course Title	Credits
TPFIN-101	International Finance Management	3
TPFIN-102	Financial Markets and Institutions	3
TPFIN-103	Invest Analysis And Portfolio Management	3
TPFIN-104	Financial Econometrics	3
TPFIN-105	Financial Risk Management	3
TPFIN-106	Project Management And Infrastructure Finance	3

	HUMAN RESOURCE	
Course Code	Course Title	Credits
TPHRM-101	Management of Training Learning and Development	3
TPHRM-102	Managing Industrial Relations	3
TPHRM-103	Talent Management	3
TPHRM-104	Compensation and Performance Management	3
TPHRM-105	HR Analytics	3
TPHRM-106	Strategic HRM & Future of Work	3

	MARKETING	
Course Code	Course Title	Credits
TPMKT-101	Digital & Social Media Marketing	3
TPMKT-102	Sales and Distribution Management	3
TPMKT-103	Service Marketing	3
TPMKT-104	Customer Relationship	3
TPMKT-105	Sales and Channel Management	3
TPMKT-106	Brand Management	3

	OPERATIONAL	
Course Code	Course Title	Credits
TPOM-101	Logistic and Supply Chain Management	3
TPOM-102	Operations Strategy	3
TPOM-103	Predictive Analytics & Big Data	3
TPOM-104	Operations Research	3
TPOM-105	Enterprise System	3
TPOM-106	Production Management	3

SCHEME OF EXAMINATIONS

FIRST SEMESTER

PGDM

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Management Process & Organizational Behavior

Credits - 3

Objective: This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations.

Course Outcomes (COs)
CO1: Understand and Apply core principles of management and organizational behavior to real-world business situations.
CO2: Analyze the processes of planning, directing, and controlling within an organization to optimize management outcomes.
CO3: Design effective decision-making models for organizational decision-making and leadership.
CO4: Evaluate and manage individual, group, and organizational behaviors to enhance team performance and organizational efficiency.
CO5: Communicate effectively with stakeholders at all levels of the organization, enhancing interpersonal relationships and conflict resolution.
CO6: Recognize the ethical, social, and cultural considerations in managing organizations and develop solutions that support sustainable and socially responsible practices.

Course Content

Unit I

Introduction to Management: Meaning and Nature of Management, Evolution of Management, Managerial Functions, Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Studies.

Unit II

Process of Management: Planning-Process and Techniques, Directing-Principles and Process, Controlling-Process and Techniques, Decision Making Models, Case Study.

Unit III

Fundamentals of Organizational Behavior: Introduction and Meaning, OB Models & Approaches, Work Force Diversity, Organizational Justice, Whistle Blowing and Social Responsibility, OB Trends, and Case Study.

Individual Processes and Behavior: Personality, Perception, Attitude, Learning, Motivation, Managing Emotions and Stress at Work.

Unit IV

Interpersonal Processes and Behavior: Communication, Work teams and group dynamics Leadership, Conflict Management, Interpersonal Behavior and Relations, Transactional Analysis, Case Study.

Organizational Processes and Structure: Organizational Design and Structure, Organizational Culture and Climate, Organizational Change and Development, Cross Cultural Organizational Behavior.

Text Books

1. Robbins, S.P. Judge, T.A., Vohra, N. (2016), Organizational Behaviour, 16/e, Pearson Education.
2. Pierce, J.L. & Gardner, D.G. (2010), Management and Organizational Behavior, Cengage Learning.

Reference Books

1. Nelson D.L., Quick, J.C. & Khandelwal, P. (2014), ORGB, 2/e, Cengage Learning
2. Greenberg, J. and Baron, R.A. (2015), Behaviour in Organization, Pearson Education.
3. Newstrom, J.W. & Davis, K (2014), Organizational Behavior at Work, Tata McGraw Hill.
4. George, J. M. & Jones, G.R. (2012), Understanding and Managing Organizational Behavior 6/e, Pearson Education.

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Accounting for Management

Credits - 3

Objective: The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Outcomes (CO)
CO1: Understand and Apply Accounting Principles
CO2: Master Cost Accounting Techniques
CO3: Develop and Implement Performance Evaluation Systems
CO4: Use Managerial Accounting for Strategic Decision Making
CO5: Integrate Advanced Costing Methods for Management Decisions
CO6: Improve Decision-Making Capabilities in Business Finance

Course Contents

Unit I

Nature of Accounting Information: Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Generalization, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Errors. Classification of Capital and Revenue. Expenditure. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments)

Unit II

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, Labor Costing, Overhead Cost Allocations, Over and Under Absorption. Job and Contract Costing, Operating Costing, Reconciliation of Financial and Cost Accounting.

Unit III

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.

Unit IV

Decision Making Techniques: Marginal Costing, Application of Marginal Costing in Decision Making, Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; EVA; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing; Uniform Costing.

Text Books

1. Dhamija, S. (2015), Financial Accounting for Managers, Pearson Education
2. Jawahar L. (2016), Advanced Management Accounting, S. Chand & Company.

Reference Books

1. Maheshwari S.N, Suneel K & Maheshwari S. K (2013), A Textbook of Accounting for Management, 3/e, Vikas Publishing House Pvt. Ltd - Noida
2. Arora, M. N., (2012), Cost Accounting Principles & Practice, 12/e, Vikas Publishing House.
3. Duray. C. (2014), Management and Cost Accounting, 8/e, Cengage Learning India Pvt. Ltd.
4. Khan M.Y. and Jain P.K. (2013), Management Accounting-Text, Problems and Cases, 6/e, Mc Graw Hill Education

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Marketing Management

Credits – 3

Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Course Outcomes (COs)
CO1: Understanding Marketing Concepts and Frameworks
CO2: Application of Marketing Mix to Real-World Scenarios
CO3: Market Segmentation, Targeting, and Positioning (STP)
CO4: Understanding Consumer Behavior and Buyer Decision Process
CO5: Strategic Pricing and Product Decisions
CO6: Digital Marketing and Contemporary Marketing Trends

Course Contents

Unit I

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

Unit II

Product and Pricing Decisions: Product Concept; Product Classifications; Product Levels; Product Differentiation; Product Mix; Product Line Decisions; Product Life Cycle-Concept & Strategies; Packaging; Brand and Branding Strategies; New Product Development Process; Pricing-Pricing Objectives, Determinants of Price, Pricing Methods & Strategies.

Unit III

Promotion and Distribution Decisions: Promotion Mix-Advertising, Personal Selling, Publicity, Direct Marketing and Sales Promotion; Integrated Marketing Communication, Channels of Distribution; Functions of Intermediaries; Channel Design Decisions, Selecting Channel Members; Channel Management; Emerging Channels of Distribution.

Unit IV

Contemporary Marketing Trends and Issues: Rural Marketing, Social Marketing; Green Marketing; Digital Marketing; Ethical Issues in Marketing. Introduction to Marketing Analytics.

Text Books

1. Kotler,P., Keller, K.L. (2015), Marketing Management, 15/e, Pearson Education.
2. Baines, P., Fill, C., Page, K., Sinha, P.K. (2013), Marketing: Asian Edition, Oxford University Press, New Delhi.

Reference Books

1. Ramaswamy, V.S and Namakumari, S. (2013), Marketing Management: Global Perspective Indian Context, 5/e, McGraw Hill Education (India) Pvt Ltd, New Delhi
2. Lamb, C.W, Hair, J.F, Sharma D. &Mc Daniel C. (2012), Marketing- A South Asian Perspective Edition, Cengage India Pvt. Ltd, Delhi

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Quantitative Techniques

Credits -3

Objective: To familiarize student with the use quantitative techniques in managerial decision making .

Course Outcome (CO)
CO1: Understand and define Quantitative Techniques (QT) and their application in business.
CO2: Apply time series analysis and index numbers for business decision-making.
CO3: Analyze correlation and regression to understand relationships between business variables.
CO4: Understand and apply probability theory and statistical distributions in decision making.
CO5: Understand and apply different regression models for predicting business outcomes.
CO6: Fit and use different theoretical distributions (binomial, Poisson, normal) in real-life business scenarios.

Course Content

Unit 1

Quantitative Techniques: Introduction - Meaning and Definition –Classification of QT -QT and other disciplines – Application of QT in business –Limitations.

Unit 2

Time Series and Index Number: Meaning and Significance –Utility, Components of Time Series- Measurement of Trend: Method of Least Squares, Parabolic Trend and Logarithmic Trend- Index Numbers: Meaning and Significance, Problems in Construction of Index Numbers, Methods of Constructing Index Numbers – Weighted and Unweighted, Test of Adequacy of Index Numbers, Chain Index Numbers.

Unit 3

Correlation and Regression Analysis: Correlation:- Meaning, significance and types; Methods of Simple correlation - Karl Pearson's coefficient of correlation, Spearman's Rank correlation - Regression -Meaning and significance; Regression vs. Correlation - Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

Unit 4

Probability: –Concept of Probability—Meaning and Definition—Approaches to Probability Theorems of Probability—Addition Theorem—Multiplication Theorem—Conditional Probability—Inverse Probability—Bayes' Theorem - Sets Theory: Meaning of Set - Set Operation – Venn Diagrams.

Unit 5

Theoretical Distribution :Binomial Distribution – Basic Assumptions and Characteristics – Fitting of Binomial Distribution – Poisson Distribution – Characteristics - Fitting of Poisson Distribution – Normal Distribution – Features and Properties – Standard Normal Curve.

Text Books:

1. Richard I. Levin and David S. Rubin, Statistics for Management,
2. Prentice Hall of India, latest edition.
3. S.P.Gupta, Statistical Methods, Sultan Chand.
4. Sanchetti and Kapoor, Statistics, Sultan Chand.
5. G.C.Beri, Statistics For Management, Tata McGraw Hill.
6. J.K. Sharma, Business Statistics: Pearson.
7. Anderson Sweeney Williams, Statistics for Business and Economics, Thomson.
8. Levine Krebiel & Bevenson, Business Statistics, Pearson edition, Delhi

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Business Communication

Credits -3

Objective: The aim of the course is to train students to enhance their skills in written and oral communication through practical conduct of this course. This course will help students develop competence in communication so that they can successfully handle the challenges of all types of communication in business.

Course Outcomes (COs)
CO1: Understand and explain the concept and importance of business communication, including its types, forms, and networks.
CO2: Develop the ability to apply the 7C's concept to create effective written communication, including business letters, reports, and resumes.
CO3: Enhance skills in delivering effective oral presentations, mastering non-verbal cues, and handling video-conferencing and Skype-based communication.
CO4: Demonstrate proficiency in business etiquette, professional interactions, and active listening, fostering a professional image.
CO5: Understand external influences like legal, ethical, and cross-cultural factors on communication and apply them in business contexts.
CO6: Develop skills to handle negotiation, mass communication, and use technology-enabled communication tools in business scenarios.

Course Content

Unit I

Introduction to Business Communication: Business communication- definition, Importance. Forms and Types of Communication (Downward, Upward, Horizontal and Lateral Communication), Formal and Informal Communication Network. Process of communication. Barriers and Gateways to communication.

Unit II

Written Communication and Applications of Communication: Principles of Written Communication – 7C's Concept. Business and Commercial Letters (Request letters, Good News letters, Bad news letters, Persuasive letters, Sales letters). Minutes of the Meeting, Report Writing, Job application and Resume Writing, Business communication via Social Network, Writing a Blog.

Unit III

Oral Communication and Business Etiquettes: Principles of Oral Presentation, Factors Effecting Presentation, Video-conferencing and Skype, Non – Verbal Communication (Para language, Time, Space, Silence, Body language). Group Discussion and Employment Interview, Business Etiquettes and Professionalism, Introduction and Greetings, Dressing and Grooming, Gifting in Business, Public Speaking, Active Listening.

Unit IV

External Influence on Business Communication: Legal and Ethical dimensions of communication (Dealing with pressure to compromise your ethics). Cross Cultural and Diversity Issues of Communication, Technology Enabled Communication, Negotiation and its relevance in Business Communication, Mass Communication

Text Books

1. Lehman, C.M., DuFrene D.D., & Sinha M. (2013), BOM – What's Inside: An Innovative Approach to Learning and Teaching – Business Communication, 3/e, Cengage Learning. Lesikar, R.V., Flatley M.E., Rentz, K., & Pande N. (2014), Business Communication: Making Connections in a Digital World, 11/e, McGraw Hill Education (India) Private Limited.

Reference Books

1. Pearson, J.C., Nelson, P.E., Titsworth S., & Harter, L. (2013), Human Communication, 4/e, McGraw Hill Education (India) Private Limited.
2. Dignen, B. & McMaster I. (2013), Communication for International Business: The Secrets of Excellent Interpersonal Skills, 4/e, HarperCollins Publishers.
3. Conger, J.A. (2013), HBR's 10 Must Reads on Communication – Harvard Business School Publishing Corporation
4. Monipally, M.M. (2013), Business Communication: From Principles to Practice, 1/e, McGraw Hill Education.

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**Post Graduate Diploma in Management
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Managerial Economics

Credits -3

Objective: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

Course Outcome (CO)
CO1: Understand the basic principles of Managerial Economics and their application in decision-making.
CO2: Analyze consumer behavior using various economic models and tools.
CO3: Apply the theory of production and demand analysis in business contexts.
CO4: Evaluate cost structures and market competition under various market structures.
CO5: Understand macroeconomic concepts and their impact on business decisions.
CO6: Use game theory and strategic behavior analysis to make competitive business decisions.

Course Contents

Unit I

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 Behavior: Equi-Marginal Principle, Law of Diminishing Marginal Utility, Indifference Curve Analysis.

Unit II

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.

Unit III

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.

Unit IV

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.

Text Books

1. H. Craig Petersen, W Cris Lewis, Sudhir K. Jain, (2006), Managerial Economics, 4/e, Pearson Education
2. Robert S. Pindyck Daniel L. Rubinfeld, Prem L. Mehta (2009), Micro Economics, 7/e, Pearson Education.

Reference Books:

1. Lila J. Truett, Dale B. Truett, (2006), Managerial Economics: Analysis, Problems, Cases, 8/e, Wiley India.
2. Chaturvedi, D.D., (2014), Managerial Economics, Scholar Technical Press, New Delhi.
3. Salvatore, D. (2006), Managerial Economics in a Global Economy, 6/e, Oxford University Press.
4. Hirschey M. (2008), Managerial Economics, 12/e, Cengage Learning

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Legal Aspects of Business

Credits -3

Objectives: This course is intended to make students understand various social , political, legal and economic and other factors that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

Course Outcomes (COs)
CO1: Understand the meaning of business environment and the economic and non-economic factors influencing business
CO2: Evaluate the impact of economic policies (fiscal and monetary) on businesses
CO3: Demonstrate knowledge of business legislation such as contracts, partnerships, sale of goods, and negotiable instruments
CO4: Comprehend the legal framework related to companies, arbitration, and dispute resolution
CO5: Understand economic legislation affecting business operations, including consumer protection and environmental laws
CO6: Analyze the functioning of regulatory bodies like SEBI and the Competition Commission of India

Course Contents

Unit-I

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.

Unit –II

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.

Unit -III

Business Legislation 1. Elements of Indian Law and Judicial System a. Indian Contract Act, 1872 – Formation, Essential Elements, Vitiating Elements, Performance and Discharge of Contract, Remedies for Breach of Contract, Overview of Special Contracts. 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, Old Partnership vs. Limited Partnership(Limited Liability Partnership Act, 2008) c. Sale of Goods Act, 1930 - Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Transfer of Ownership, Doctrine of Caveat Emptor, Performance of a Contract of Sale, Transfer of Title by Non-Owners, Unpaid Seller, Auction Sale 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, Allotment of Shares, Share and Share Capital, Corporate Governance, Dividends, Bonus and Interest. f. Arbitration and Conciliation Act 1996, Meaning of Arbitration and Conciliation, Arbitrators and their Appointment, Conciliators and Their Appointment, Powers and Duties of Arbitrators and Conciliators, Procedures, Arbitral Awards and Settlement Agreements.

Unit -IV

Overview of Economic Legislation a)Consumer Protection Act, 1986: Objective, Legal Definitions of Consumer and Complainant, 3Tier-Redressal Mechanism, Jurisdiction of District forums, State Commissions and National Commission, Consumer Protection Councils and Their Functions. b) Environment Protection Act, 1986: Objective, Salient features, Basic Terminology, Pollution Control Boards and Their Functions, Powers of Central Government, Liability of the Parties for Violation of the Provisions of the Act and Environmental Regulations. c) Securities Exchange Board of India Act, 1992,: Objective, Salient Features, Definition of Security, Securities Exchange Board of India- Composition, Powers and Functions. d) Competition Act 2002: Objective, Anti Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India – Composition, Powers and Functions, Competition Appellate Tribunal. e) The Foreign Exchange Management Act, 1999- Objective and Applicability of the Act, FEMA Vs FERA, Basic Terminology, Regulation and Management.

Text Books

1. Saleem, Shaikh (2010). Business Environment, 2nd edition, Pearson Education.
2. Francis Cherunilam. (2009). Business Environment, Text and Cases, 9th edition, Himalaya Publishing House.
3. Pailwar, V K(2010), “Economic Environment of Business,” 2nd Edition, Prentice Hall India Learning, New Delhi
4. Kuchal, M.C., Prakash D(2009), “ Business Legislation for Management ,” 2nd Edition ,Vikas Publishing house, New Delhi
5. Tulsian, P C(2009) , “Business Laws,” Tata Mc Graw Hill, New Delhi

References Books

1. Gupta, C.B. (2008). Business Environment, 4th edition, Sultan Chand and Sons
2. Bedi, Suresh (2004) Business Environment. Excel Books, New Delhi.
3. Paul J (2010) Business Environment Text & Cases, Third Edition, Tata Mc Graw Hill
4. A.Ramaiyya, Guide to the Companies Act, 16th edition, Lexis Nexis Butterworths
5. Maheshwari, S.N. and Maheshwari, S.K. (2008). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.
6. Prakash, B A (2009) ed “The Indian Economy Since1991; Economic reforms and performance” Pearson Education, New Delhi
7. Ray S.K.(2007) The Indian Economy Prentice- Hall of India

Acts

- a. The Indian Contract Act, 1872
- b. The Sale of Goods Act,1930
- c. The Negotiable Instruments Act, 1881
- d. The Companies Act, 1956
- e. The Indian Partnership Act, 1932
- f. Consumer Protection Act, 1986
- g. Environment Protection Act, 1986
- h. Securities and Exchange Board of India Act,1992
- i. Competition Act,2002

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**Post Graduate Diploma in Management
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Computer Applications in Management

Credits – 2

Objectives- Understand the Fundamentals of Computers, Explore the Use of Personal Computers in Business, Develop Word Processing Skills, Gain Proficiency in Spreadsheet Software and Understand Managerial Applications of Computers.

Course Outcomes (CO)
CO1: Understand the role of computers in business and the key elements of computer systems.
CO2: Demonstrate proficiency in using personal computers and software applications (DOS, Windows).
CO3: Apply word processing tools for document creation, formatting, and file management.
CO4: Utilize spreadsheet software to create and analyze data, perform calculations, and present information visually.
CO5: Understand the application of computers in managerial functions, including financial accounting and inventory systems.
CO6: Apply computerized management information systems (MIS) to support decision- making and control systems in business operations.

Course Content

Unit I

Computers – Introduction – Computers in business – Elements of computer systems setup; Indian computing environment; components of a computer system; generations of computers and computer languages.

Unit II

Personal computers in business – PC software packages – introduction – Disk Operating system and windows.

Unit III

Word Processing Software – Creating document – File management – Editing –formatting – Using tools – Tables – Working within tables.

Unit IV

Spreadsheet software – Introduction – Creation of spreadsheet application; range, formula, functions database functions in spreadsheet – Graphics on spreadsheet.

Unit V

Managerial applications of computers – Computer and management functions –Computer based financial accounting systems – Inventory systems – Computerised MIS and control systems.

Text Books

1. Summer M. – Computer Concepts and Uses (PHI)
2. Long, L. – Computers (PHI)
3. David. Van Over – Foundation of Business systems (Dryden)

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**Post Graduate Diploma in Management
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Social Sensitization Projects

Credits – 1

Course Outcome (CO)
CO1: Demonstrate an understanding of core management concepts.
CO2: Analyze and apply quantitative and qualitative techniques in solving business problems.
CO3: Develop communication skills for effective interaction with stakeholders.
CO4: Foster critical thinking and decision-making abilities.
CO5: Implement strategies for leadership and team collaboration.
CO6: Integrate ethical, social, and environmental considerations into decision-making.

To raise awareness about critical social issues, promote understanding of diverse perspectives challenge harmful stereotypes, encourage positive behavioral changes and create a more inclusive and equitable society by educating individuals about their rights and responsibilities regarding social concerns like gender equality, disability rights and communal harmony.

SCHEME OF EXAMINATIONS

SECOND SEMESTER

PGDM

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE

**Post Graduate Diploma in Management
(PGDIM)**

Human Resource Management

Credits -3

Objectives: The course shall enhance the understanding of varied practices and processes of managing human resources and understand their relevance and contribution in terms of not only organization, but the other employees working therein, and also the society at large.

Course Outcomes (CO)
CO1: Understand the concepts, nature, and scope of HRM and its relevance in the organizational context.
CO2: Develop skills in HR planning, workforce planning, job analysis, and design.
CO3: Gain insights into talent management, recruitment, selection, and career development strategies.
CO4: Understand and apply tools for strategic HRM, competency mapping, and HR analytics in decision-making.
CO5: Examine contemporary HR issues, including work-life balance, wellness programs, and green HRM.
CO6: Implement HRM practices in a global business environment, understanding the impact of cultural differences.

Course Content

Unit I

Introduction to Human Resource Management: Concept of HRM, Nature, Scope, Functions, Models of HRM; Roles and Responsibilities of HR managers; Business and organizational restructuring and its implications for human resource management; The HRM and approaches to HRM; Competitive Challenges and HRM: Workforce Diversity, Managing Protean Careers, Moonlighting Phenomenon, Psychological Contract, developmental leadership, employee engagement.

Unit II

Strategy and Workforce Planning: Strategic Planning and HR Planning: Linking the Processes, Methods and Techniques of Forecasting the Demand and Supply of Manpower, Turnover and Absenteeism, Job Analysis, Job Design and Re-design: Job enlargement, Job Enrichment, Corporate strategy and human resource management; HRM and culture management. Managing HR after mergers and acquisitions.

Unit III

Expanding the Talent Pool: Recruitment, Selection, Career Development Initiatives, HRM Competencies: Roles of HR Generalists and HR Specialists, Training & Development, Balance Scorecard(BSC), Idea underlying BSC, Research by Kaplan and Norton Introducing BSC- step By- Step.

Unit IV

Contemporary Issues in HR – Strategic Human Resource Management, International Human Resource Management ,Wellness Programs Work Life Balance and Green HRM; Different working patterns (e.g. day work, shift systems, flexi-time, working at home, casual employment)Human Resource Information Systems and e–HR for the digital age. Competency mapping .Empowering managers through positive political skills, Mentorship, Introduction to Human Resource Analytics.

Text Books

1. Dessler, G. & Varkkey B., (2015), Human Resource Management, 14/e, Pearson Education.
2. Denisi, A., Griffin, R. and Sarkar, A. (2014), HR, Cengage Learning (India Edition).

Reference Books

1. Torrington et al (2014), Human Resource Management 9/e, Pearson Education.
2. Lepak, D. & Gowan M. (2009), Human Resource Management, Pearson Education.
3. Ivancevich, J.M. (2014), Human Resource Management, 10/e, Tata McGraw Hill.
4. Byars, L.L. & Rue, L.W. (2014), Human Resource Management, 10/e, Tata McGraw Hill.

Tecnia Institute of Advanced Studies-CDL

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**Post Graduate Diploma in Management
(PGDIM)**

Financial Management

Credits-3

Objective: The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm. Use of MS-Excel Functions and Formulas will be promoted amongst students for all topics given in the syllabus.

Course Outcome (CO)
CO1: Understand the Fundamentals of Financial Management
CO2: Analyze and Interpret Financial Statements
CO3: Evaluate Financial Decisions using Capital Structure and Cost of Capital Models
CO4: Assess Investment Opportunities using Capital Budgeting Techniques
CO5: Apply Dividend Policies and Working Capital Management
CO6: Use Excel for Financial Decision-Making and Analysis

Course Contents:

Unit I

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 (AS-3), Financial Statement Analysis, Ratio Analysis, Common Size Statements, Du Pont Analysis.

Unit II

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.

Unit III

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, Introduction to Financial Analytics.

Unit IV

Retained Earnings 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; Concept of Working Capital, Working Capital Approaches, Working Capital Estimations, Management of Cash (Various Theoretical Models), Inventories, Receivables, Marketable Securities and Account Payables.

Text Books

1. Van Horne, James, C, Sanjay Dhamija, (2012), Financial Management and Policy, 12/e, Pearson Education.
2. Pandey I.M (2015), Financial Management, 11/e, Vikas Publishing House Pvt Ltd, Delhi

Reference Books

1. Prasanna, Chandra (2015), Financial Management: Theory and Practice, 9/e, Tata McGraw m Hill.
2. Jonathan Berk, Peter De Marzo, (2016), Financial Management, Pearson Education.

Tecnia Institute of Advanced Studies-CDL

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**Post Graduate Diploma in Management
(PGDIM)**

Operations Management (OM)

Credits-3

Objective: The course is designed to enable students appreciate the strategic significance of operations management in highly competitive global economy and to introduce various principles, concepts, tools and techniques developed in the area of operations management over the years.

Course Outcomes (COs)
CO1: Demonstrate an understanding of the fundamental concepts and principles of Operations Management.
CO2: Evaluate different product development and process selection tools for optimizing production systems.
CO3: Apply forecasting techniques and capacity planning models to enhance operational efficiency.
CO4: Assess various inventory management strategies and their application in supply chain management.
CO5: Implement quality management tools like Statistical Quality Control (SQC) and Total Quality Management (TQM).
CO6: Integrate lean management principles and just-in-time production strategies to reduce waste and improve processes.

Course Contents

Unit I

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.

Unit II

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.

Unit III

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.

Unit IV

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), Introduction to Operations Analytics.

Text Books

1. Mahadevan B. (2015), Operations Management: Theory and Practice, 3/e, Pearson Education.
2. Chase, R.B, et. Al (2010), Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.

Reference Books

1. Gaither Norman and Frazier G. (2004), Operations Management, 9/e, Cengage Learning India Pvt.Ltd.
2. Chary, S.N and Paneerselvam R. (2009), Production and Operations Management, Tata McGraw Hill, New Delhi
3. Terry Hill (2005), Operation Management, Palgrave McMillan.
4. Stevenson W. J (2007), Operations Management, 9/e, Tata McGraw Hill.

Tecnia Institute of Advanced Studies-CDL

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**Post Graduate Diploma in Management
(PGDIM)**

Skill Development

Credits-2

Objectives: This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behavior and ultimately preparing them for corporate roles.

Course Outcome (CO)
CO1: Develop effective oral communication skills through presentations, extempore, and role-playing.
CO2: Enhance written communication skills through case studies, corporate writing, and creative writing exercises.
CO3: Foster teamwork and collaborative skills through group discussions, debates, and mock interviews.
CO4: Improve creativity and innovation in advertising, slogan writing, and poster creation.
CO5: Cultivate professional behavior, including appropriate body language and response techniques in interviews and group discussions.
CO6: Prepare students for real-world corporate environments by practicing mock interviews and simulating workplace scenarios.

Course Contents

Unit I

Strengthening Oral Communication: Presentations and Extempore.

Unit II

Strengthening Oral Communication: Role Playing, Debates and Quiz.

Unit III

Strengthening Written Communication: Case Studies. Exercises on Corporate Writing, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Notes.

Unit IV

Group Discussion and Mock Interviews.

Text Books

1. Corporate Communication: by Paul Argenti
2. Corporate Communications: Theory and Practice: by Joep P Cornelissen
3. Strategies and Tools for Corporate Blogging: by John Cass
4. Essentials of Corporate Communication: Implementing Practices for Effective Reputation Management: by Charles J. Fombrun

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**Post Graduate Diploma in Management
(PGDIM)**

Technology and Innovation Management

Credits-3

Objective: This course is designed to help students to understand the importance of managing technology, innovation and change at the micro and macro level.

Course Outcomes (COs)
CO1: Analyze the relationship between technology, innovation, and the wealth of nations and firms.
CO2: Understand and apply various technological planning, forecasting, and policy strategies in firms.
CO3: Assess and manage the process of technological change within organizations, focusing on capability and leadership.
CO4: Examine various innovation models and strategies, including product, process, and business model innovation.
CO5: Cultivate and apply creative and lateral thinking methods for problem-solving and innovation management.
CO6: Design and develop strategies for building and sustaining innovative organizations in dynamic environments.

Course Contents

Unit I

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, S- curve of Technology Evolution, Technology Strategy, Technological Planning and Forecasting, Technology Policy, Technology Generation and Development, Technology Acquisition and Absorption; Technology Transfer, Technology Exports and Joint Ventures. Global Trends in Technology Management.

Unit II

Change Management: Understanding the Nature, Importance, Forces, Types of Technological Change; Technology Transitions; Diagnosing Organizational Capability to Change: Process,

Strategy, Structure, Systems and People; Building Culture and Climate for Change and Innovation, Innovative Firms, Role of Leadership.

Unit III

Innovations Management: Invention vs. Innovation; Types of Innovation, Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Building, Managing and Sustaining Innovative Organizations; Case Studies on Innovation.

Unit IV

Creative and Lateral Thinking Management: Thinking, Creative Thinking, Myths about Creativity; Factors affecting Creativity; Creative Problem Solving: Approach and Process; MEET framework for Organizational Creativity; Managing Lateral Thinking.

Text Books:

1. Khalil, T. M. and Shankar, R. (2012), Management of Technology: The Key to Competitiveness and Wealth Creation, 2/e, McGraw Hill Education
2. Frederick Betz (2011), Managing Technological Innovation: Competitive Advantage from change, Third Edition, John Wiley & Sons, Inc., USA.

Reference Books:

1. Tushman, Michael L and Anderson P. (2004), Managing Strategic Innovation and Change, 2/e, Oxford University Press.
2. Narayanan, V. K. (2006), Managing Technology and Innovation for Competitive Advantage, Pearson Education.
3. Khurana V. K. and Saini A.K. (2017), Management of Technology and Innovation for Competitive Advantage, Ane Books, New Delhi.
4. Jauhari V. and Bhushan S. (2014), Innovation Management, 1/e, Oxford University Press

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Centre for Distance Learning Approved by AICTE
Post Graduate Diploma in Management
(PGDIM)

Business Research

Credits – 3

Objective: The course aim at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Course Outcomes (COs)
CO1: Understand and apply advanced concepts in management
CO2: Analyze business problems and propose solutions
CO3: Develop leadership and teamwork skills in business context
CO4: Enhance communication skills for effective business interactions
CO5: Evaluate and apply decision-making tools in management
CO6: Demonstrate ethical practices in business management

Course Contents

Unit I

Introduction: Introduction to business research-types of research, process of research, Formulation of the research problem, development of the research hypotheses, Types of Hypotheses. Lab Work of around 4 hours.

Unit II

Research Design: Definition, functions, exploratory, descriptive, experimental; Experimental research designs-pre-experimental, quasi-experimental, true experimental, statistical; Validity of research instruments-face and content, construct validity; Reliability of research instruments internal consistency procedures; Methods of data collection-primary and secondary sources; Attitudinal scales-Likert, Thurstone, Guttman scales; Questionnaire designing. Lab Work of around 4 hours.

Unit III

Sampling and Data Analysis: Concept, designs; Types of sampling designs- probability, non-probability, mixed sampling designs; sampling frame; Sample size determination; Data processing- editing, coding and tabulating; Data analysis-Univariate, Bivariate, Multivariate; Hypothesis testing- concept, types of errors, steps in hypothesis testing.

Unit IV

Analytical Techniques: Parametric Vs Non-parametric tests, ANNOVA, Correlation and Regression Analysis, Chi-square Test, Non-parametric Tests for Normality, Runs Test, Advanced data analysis techniques-basic concepts of factor analysis, discriminant analysis and Conjoint Analysis. Lab Work of around 4 hours.

Text Books

1. Chawla Deepak, SodhiNeena (2015), Research Methodology Concept and Cases, 2/e, Vikas Publishing House.
2. Malhotra K. Naresh, Dash Satyabhushan (2015), Marketing Research 7/e, Pearson Education Ltd.

Reference Books

1. Cooper Donald, Schindler Pamela, Sharma J K (2012), Business Research Methods, 11/e, McGraw Hill Education
2. BrymanAlan, Bell Emma (2011), Business Research Methods, 3/e, Oxford University Press

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**Post Graduate Diploma in Management
(PGDIM)**

Management of Information System

Credits-3

Objective: The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

Course Outcome (CO)
CO1: Understand the role of Information Systems in global business and strategy
CO2: Evaluate ethical and social issues in Information Systems
CO3: Assess the role of IT infrastructure and emerging technologies in modern business
CO4: Analyze and implement key information systems for operational excellence and customer intimacy
CO5: Learn methodologies for building and managing information systems
CO6: Address challenges in managing global information systems

Course Contents

Unit I

Information Systems in Global Business: Global e-Business and collaboration; Information systems, organizations, and strategy; Ethical and social issues in information systems.

Unit II

IT Infrastructure and Emerging Technologies: Foundations of business intelligence – databases and information management; Telecommunications, the Internet, and wireless technology; Securing information systems.

Unit III

Key Information Systems: Enterprise applications – operational excellence and customer intimacy; E-Commerce – digital markets, digital goods; Knowledge management; Decision making – business intelligence.

Unit IV

Building and Managing Systems: Building Information Systems – systems analysis and design, principal methodologies; Managing projects – business value of information systems, managing project risk; Managing global systems – strategies, challenges and issues.

Text Books

1. Kenneth Laudon and Jane Laudon (2016), Management Information Systems: Managing the Digital Firm, 14/e, Pearson Education.
2. James O'Brien, George Marakas and Ramesh Behl (2013), Management Information Systems, 10/e, McGraw Hill Education.

References Books

1. Ralph Stair and George Reynolds (2012), Information Systems, 10/e, Cengage Learning.
2. Haag, Stephen (2012), Management Information Systems for the Information Age, 9/e, McGraw Hill Education India, Delhi
3. D.P. Goyal (2014), Management Information Systems: Managerial Perspectives, 4/e, Vikas Publishing House.
4. Sahil Raj (2013), Management Information System, Pearson Education

Tecnia Institute of Advanced Studies-CDL

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**Post Graduate Diploma in Management
(PGDIM)**

MOOC Programs

Credits-2

Course Outcomes (COs)
CO1: Apply analytical techniques to solve complex business problems
CO2: Develop effective communication skills for business leadership
CO3: Evaluate ethical dilemmas and make socially responsible decisions
CO4: Analyze market trends using quantitative methods
CO5: Lead and manage teams effectively in a diverse organizational setting
CO6: Design and implement strategic business solutions

To remove rigid boundaries and facilitate new possibilities for learners in education system, study webs of active learning for young aspiring minds is India's Nation Massive Open Online Course (MOOC) platform. Massive Open Online Courses (MOOCs) are free online courses which are designed to achieve the three cardinal principles of India's education policy: Access, Equity and Quality. MOOCs provide an affordable and flexible way to learn new skills, career development, changing careers, supplemental learning, lifelong learning, corporate eLearning & and deliver quality educational experiences at scale and more.

A student will have the option to earn 2 credits by completing quality –assured MOOC program of at least 8 weeks offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time. Completion certificate followed by assignment and exams of opted MOOC should be submitted to respective institute for earning the course credit, i.e.2.

Tecnia Institute of Advanced Studies-CDL

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**Post Graduate Diploma in Management
(PGDIM)**

Indian Knowledge Systems

Credits-2

Objective: To create awareness amongst the youths about the rich culture of the country by understanding the scientific value of the traditional knowledge of India; promote spiritual knowledge and wisdom in students, thereby shaping their personality and inculcating leadership skills. This course shall enable students to get a holistic insight into the understanding the working of nature and life.

Course Outcomes (CO)
CO1: Understand the philosophical foundations of Indian Knowledge Systems.
CO2: Recognize the significance of traditional knowledge in modern commerce.
CO3: Apply spiritual concepts like Dharma, Karma, and Vasudhaiva Kutumbakam in personal and professional life.
CO4: Explore the relationship between Indian spirituality and modern management.
CO5: Understand the application of Indian scientific knowledge in engineering and technology.
CO6: Critically examine the historical and cultural evolution of Indian civilization.

Course Contents

Unit I:

Overview of Indian Knowledge: Philosophy: The Vedic Tradition, Upanishad and Classical Indian Darshanas, Indian Culture & Civilization –Different stages in the evolution of Indian Culture, Distinctive features of Indian culture, Components of Culture and Indian Music and Dance.

Unit II:

Integrating Indian Knowledge System into Commerce: Introduction to Arthashastra by Kautilya, Traditional Knowledge Digital Library (TKDL), Geographical Indications of Goods.

Unit III:

Spirituality: Spirituality vis-à-vis religion, Concept of Maya (Illusion) – Advaita Vedanta, Meaning, scope and implications at work, Concept of Dharma: varna ashram dharma, svadharma, Concept of karma – meaning and importance to managers, corporate karma. Concept of Vasudhaiva Kutumbakam.

Unit IV:

Spirituality, Science, Engineering and Technology in IKS: Mathematics, Astronomy, Engineering and Technology: Metals and Metalworking, Town Planning, Architectural Engineering: Vastu Shastra and Shilpa Shastra.

Text Books

1. B Mahadevan, Introduction To Indian Knowledge System : Concepts And Applications, PHI
2. Kapur K and Singh A.K. Indian Knowledge Systems, Vol. 1. Indian Institute of Advanced Study, Shimla, D.K. Printworld (P) Ltd
3. The Cultural Heritage of India. Vol.I. Kolkata: Ramakrishna Mission Publication,
4. Nair, Shantha N. Echoes of Ancient Indian Wisdom, Hindology Books.
5. Majumdar R. C., Raychaudhuri H. C. and Datta, K An Advanced History of India Macmillan & Co., Limited, London,
6. Rao, N. The Four Values in Indian Philosophy and Culture. Mysore: University of Mysore

Tecnia Institute of Advanced Studies-CDL

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**Post Graduate Diploma in Management
(PGDIM)**

Minor Project

Credits-2

Course Outcome (CO)
CO1: Develop analytical and critical thinking abilities for strategic decision-making.
CO2: Gain proficiency in managing marketing strategies and customer relations effectively.
CO3: Understand and apply financial management techniques to optimize organizational performance.
CO4: Develop leadership skills and an entrepreneurial mindset for organizational growth.
CO5: Apply advanced quantitative techniques to make data-driven business decisions.
CO6: Integrate ethical practices and social responsibility into business management.

Every student has to submit a spiral bind project report to showcase the work done and learning during the project. The guidelines for the minor project are to be designed by the institution. The course may be offered by having an industry expert within campus/college and guide students on projects within the premises or students doing live projects in industry either offline or online. The institute must appoint an internal faculty mentor for each student in order to monitor/ assess the minor project and award internal marks

SCHEME OF EXAMINATIONS

THIRD SEMESTER

PGDM

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE

**Post Graduate Diploma in Management
(PGDIM)**

International Business

Credits-2

Objective: The objective of this course is to enable the students to manage business when the Organizations are exposed to overseas environment.

Course Outcomes (CO)
CO1: Understand the nature and scope of International Business, including entry strategies, models, and barriers.
CO2: Analyze and formulate global strategies for competitive advantage, strategic alliances, and mergers.
CO3: Evaluate cross-cultural management practices and understand their impact on international operations.
CO4: Develop an understanding of global supply chain management, marketing, HR, and financial operations.
CO5: Recognize the ethical and social responsibility issues in global business operations.
CO6: Understand the future trends of globalization, the impact of the internet, and the differences between TNC and MNC.

Course Content

Unit I

Introduction to International Business: Nature and Scope of International Business; E.P.R.G. Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Entry Barriers, Porters Diamond Model, Deming Eclectic OLI model and other models.

Unit II

Formulating & Implementing Global Strategy: International Competitive Advantage, International Strategic Alliances, Global Mergers and Acquisition, Organization Design & Structures.

Unit III

Managing Globally: Cross-Cultural Management: Hofstede Study, Edward T Hall Study, Cultural Sensitization using sensitivity analysis, Global Marketing Management, Global Operations Management & Global Supply Chain Management, Global Human Resources Management, Aspects of Global Financial Management.

Unit IV

Broad Issues in Globalization: Ethical issues in Context of International Business, The Social Responsibility of the Global Firm, International Negotiations and Cross-Cultural Communication, Globalization and the Internet, distinction between TNC and MNC, future of International Business and other emerging concepts.

Text Books

1. Daniels John, RadebaughLee , Sullivan Daniel, Salwan P. (2016), International Business, 15/e, Pearson Education
2. Holmes George, Luthans Fred &Doh Jonathan P, (2016), International Management:Culture, Strategy, and Behavior, 9/e, McGraw-Hill;

Reference Books

1. Charles W L Hills, Arun Kumar Jain (2014), International Business Competing in the Global Marketplace, McGraw Hill Education (India) Private Limited.
2. KAswathappa (2014), International Business, Tata McGraw Hill.
3. Ball D.A, McCulloch, Jr. W.H, Geringer J.M, Minor M.S and McNett J.M (2013), International Business The Challenge of Global Competition, McGraw Hill Education (India) Private Limited.
4. Deresky (2013), International Management: Managing across borders and culture, Text and Cases, 8/e, Pearson Education

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**Post Graduate Diploma in Management
(PGDIM)**

E- Business

Credits-2

Objective: The course imparts understanding of the concepts and various application issues of E- Business such as internet infrastructure, security over internet, payment systems and various online strategies for e-business.

Course Outcomes (COs)
CO1: Understand the basic concepts and types of e-business and e-commerce models.
CO2: Analyze security issues in e-business and identify various cryptographic techniques and security protocols.
CO3: Understand various electronic payment systems and their infrastructure requirements.
CO4: Understand emerging trends in e-business, such as digital commerce, mobile commerce, and their applications.
CO5: Develop business strategies for e-commerce and understand the legal and ethical issues associated with e-business.
CO6: Apply concepts of e-business, security measures, and payment systems to real-world scenarios.

Course Contents

Unit I

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., Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

Unit II

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.

Unit III

Electronic Payment System: Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Credit & Debit cards, Charge cards, Smart cards, RuPay cards, EWallets, Infrastructure Issues in EPS, Electronic Fund Transfer.

Unit IV

E-Business: Applications & Strategies Business Models & Revenue Models over Internet, Emerging Trends in e-Business, Digital Commerce, Mobile Commerce: Concepts, Benefits and Models, Emerging Trends in Mobile Apps; Strategies for E-Commerce, Internet based Business Models; Legal and Ethical Issues of E-Commerce.

Text Books:

1. Chaffey D. (2013), E-Business and E-Commerce Management- Strategy, Implementation and Practice, 5/e, Pearson Education.
2. Schneider, Gary P.(2013), Electronic Commerce Strategy Technology and Implementation, 10/e, Cengage Learning India Pvt. Ltd.

Reference Books :

1. Reynolds, Jonathan (2009), E-Business A Management Perspective, South Asian Edition, Oxford.
2. Elias M. Awad (2007), Electronic Commerce- From Vision to Fulfillment, 3/e, PHI Learning.
3. Joseph, P.T. and S. J. (2013), E-Commerce – An Indian Perspective, 4/e, Prentice Hall of India.
4. Bharat Bhaskar (2013), Electronic Commerce- Framework, Technologies and Applications, 4/e, Mc GrawHill Education

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**Post Graduate Diploma in Management
(PGDIM)**

Entrepreneurship Development

Credits-2

Objective: The course aims at instituting entrepreneurship skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur. It helps in grasping entrepreneurship, based on 3S Model of Stimulate, Sustain and Support, so that a spirit of entrepreneurship can be inculcated among the student participants.

Course Outcomes (COs)
CO1: Understand the fundamentals of entrepreneurship and its role in economic development.
CO2: Identify and evaluate entrepreneurial opportunities through feasibility studies and business plan formulation.
CO3: Develop a comprehensive business plan and project report for launching a new enterprise.
CO4: Understand the legal and administrative requirements involved in starting a business and comply with regulations.
CO5: Understand the role and support functions of various institutions that aid small and medium enterprises (SMEs).
CO6: Apply the principles of management in various functional areas of a small business to ensure its effective operation.

Course Contents

Unit I

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

Unit II

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Sources of Information; Criteria to Select a Product; Conducting Feasibility Studies; Marketing Feasibility, Technical Feasibility, Finance Feasibility, HR Feasibility etc; Business Plan Formulation; Format of Business Plan with Practical example; Project Report Preparation; Specimen of Project Report.

Unit III

Enterprise Launching Formalities : Definition of Small Scale as per MSMED Act, 2006; Rationale; Objective; Scope; steps involved in starting enterprise; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Role of SME in Economic Development of India; Project Planning and Scheduling using Networking Techniques of PERT/CPM; Methods of Project Appraisal.

Unit IV

Role of Support Institutions and Management of Small Business : Role of Director of Industries, DIC, DCMSME, SIDBI, Small Industries Development Corporation (SIDC), MSME (D-I), NSIC, NISBUED, State Financial Corporation (SFC); Functional areas application for Small Enterprises like Marketing Management issues; Production Management issues; Finance Management issues; Human Resource Management issues; Export Marketing.

Text Books

1. Donald F. & Dr. Kuratko, (2016), Entrepreneurship: Theory, Process and Practice, South Western Publication.
2. Holt D. H., (2016), Entrepreneurship New Venture Creation, Pearson Education.

References Books

1. Nath Suryakant (2012), Entrepreneurship Development and Small Scale Industries, Neha Publishers & Distributors, Delhi.
2. Charantimath (2013), Entrepreneurship Development and Small Business Enterprise Pearson Education.
3. Scarborough N. M. and Cornwall J. R. (2016), Essentials of Entrepreneurship and small Business Management, 8/e, Pearson Education.
4. Taing Kalpana (2014), Entrepreneurship Theory and Practice, Anmol Publication Pvt. Ltd, Delhi.

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**Post Graduate Diploma in Management
(PGDIM)**

Strategic Management

Credit-2

Objective: To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

Course Outcomes (COs)
CO1: Understand and explain the concept of strategy, vision, mission, and goals in the context of strategic management.
CO2: Analyze the external environment using tools like PESTEL, Porter's Five Forces, and value chain analysis to understand opportunities and threats.
CO3: Formulate strategies by evaluating competitive positioning using models like Porter's Generic Strategies and Grand Strategies.
CO4: Evaluate corporate-level strategies, including diversification, mergers, acquisitions, and restructuring, to drive business growth and value creation.
CO5: Implement strategies through proper organizational design, leadership, and culture to ensure effective execution of strategic plans.
CO6: Evaluate and control strategies through performance metrics like the Balanced Scorecard, making adjustments as necessary for organizational success.

Course Contents

Unit I

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.

Unit II

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.

Unit III

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.

Unit IV

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.

Text Books

1. Thomas L. Wheelen, J. David Hunger (2016), Concept in Strategic Management and Business Policy, Pearson Education.
2. Arthur, A, Thomson and Strickland, A. J. (2002), Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.

Reference Books

1. Kark Rajneesh (2008), Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena, Penguin Books, India.
2. AzharKazmi (2004), Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
3. Hitt Michael A., Ireland R.D. and Robert E Hoskisson, Strategic Management: Competitiveness & Globalization, Concepts and Cases, Addison Wesley.

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE

Post Graduate Diploma in Management
(PGDIM)

System Analysis and Design

Credit-3

Objectives: To teach techniques and approaches to students so that they may analyze and develop business systems more effectively and efficiently.

Course Outcomes (COs)
CO1: Understand and explain the concept of strategy, vision, mission, and goals in strategic management.
CO2: Analyze the external environment using tools like PESTEL, Porter's Five Forces, and value chain analysis.
CO3: Formulate strategies by evaluating competitive positioning using models like Porter's Generic Strategies.
CO4: Evaluate corporate-level strategies, including diversification, mergers, acquisitions, and restructuring.
CO5: Implement strategies through organizational design, leadership, and culture for effective execution.
CO6: Evaluate and control strategies using performance metrics like the Balanced Scorecard for organizational success.

Course Contents

Unit I

- ☐ Systems Development Life Cycle: Planning, Analysis, Design, Implementation.
- ☐ Systems Development Methodologies: Structured Design, RAD, JAD, Prototyping.
- ☐ Project Team Roles and Skills.
- ☐ Project Initiation: Identifying Business Value, Feasibility Analysis.
- ☐ Project Management: Creating a Work Plan, Project Staffing, Controlling the Project.

Unit II

- ☐ Systems Analysis: Developing an Analysis Plan.
- ☐ Process Modeling: Data Flow Diagrams (Gane and Sarson, DeMarco and Yourdan), Use Case Diagrams.

- Data Modeling: Entity Relationship Diagrams.
- System Design: Physical Data Flow Diagrams, Physical Entity Relationship Diagrams.
- Architecture Design: Computing Architectures, Infrastructure Design, Global and Security Issues.

Unit III

- User Interface Structure Design: User Interface Design Principles and Processes, User Interface Design Components.
- Data Storage Design: File and Database Formats, Optimization for Data Storage and Data Access.
- Program Design: Structure Chart, Program Specification. □
- Construction: System Construction Process, Managing Programming, Designing Tests, Developing Documentation.

Unit IV

- Object-Oriented Analysis and Design, and Testing: Object Concepts, Introduction to the Unified Modeling Language, Use Case Diagrams, Sequence Diagrams, Class Diagrams, Statechart Diagrams.

Text Books

1. Roger. S. Pressman (2009). Software Engineering: A Practitioner's Approach. McGraw Hill, New Delhi, Seventh Edition.
2. Kendall, Kenneth E and Julie E. Kendall(2009). Systems Analysis and Design,Seventh Edition, PHI Learning, New Delhi.

Reference Books

1. Jeffrey, L. Whitten and Lonnie D. Bentley (2000). System and Design Methods. Irwin McGraw-Hill.
2. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich (2009). Modern Systems Analysis and Design, Fifth Edition. Pearson Education.
3. Roger H.L.Chinan , Keng Siau, and Bill C. Hardgrave (2009). Systems Analysis and Design-Techniques, Methodologies, Approaches, and Architectures, PHI Learning, New Delhi.
4. Alan Dennis, Barbara H. Wixom and Roberta M Roth (2009). Systems Analysis & Design, 4th edition, Wiley & Sons.

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**Centre for Distance Learning Approved by AICTE
Post Graduate Diploma in Management
(PGDIM)**

Summer Training Report

Credit-3

Course Outcomes (COs)
CO1: Apply theoretical concepts to real-life business scenarios.
CO2: Develop leadership and teamwork skills in diverse organizational settings.
CO3: Analyze and evaluate complex business situations using analytical tools.
CO4: Communicate effectively in business contexts.
CO5: Understand and demonstrate ethical business practices.
CO6: Integrate interdisciplinary knowledge to make strategic business decisions.

This course aims to provide hands on experience of the corporate sector to the students. By undergoing the summer training, the students shall learn the industry best practices, and how to apply the managerial concepts studied during their program.

All the students will submit their Summer Training Project within a period of one month from the date of completion of their Summer Training to the concerned Institute/School. The course may be offered by having an industry expert within campus/college and guide students on projects within the premises or students doing live projects in industry either offline or online.

SCHEME OF EXAMINATIONS

FOURTH SEMESTER

PGDM

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE
Post Graduate Diploma in Management
(PGDIM)

Information Technologies Management

Credits - 2

Objective: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Outcome (CO)
CO1: Understand and apply the basic concepts of computer hardware, software, and number systems, and their relevance to business applications.
CO2: Analyze and classify various types of software and programming languages, and understand the software development process.
CO3: Understand the fundamentals of database management systems (DBMS), types of data models, and SQL for business data analysis.
CO4: Develop a basic understanding of data communication, networks, and the operation of the internet, intranet, and extranet in a business context.
CO5: Demonstrate an understanding of business information systems and their role in decision-making and management processes within organizations.
CO6: Recognize emerging trends in IT, security challenges, and the role of information systems in modern business.

Course Contents

Unit I

Computer Hardware and Number System: - CPU, 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.

Unit II

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

Unit III

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.

Unit IV

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.

Text Books

1. ITL Education Solutions (2012), Introduction to Information Technology, 2/e, Pearson Education.
2. Turban, Rainer and Potter (2006), Introduction to information technology, 2/e, John Wiley and Sons.

Reference Books:

1. Turban Efraim, Ephraim McLean, James Wetherbe (2006), Information Technology for Management - Transforming organizations in the digital economy, 5/e, Wiley India

Tecnia Institute of Advanced Studies-CDL

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**Post Graduate Diploma in Management
(PGDIM)**

Project Management

Credits - 2

Objective: The Course aims at making the student understand the concept of Project and its management by understanding the various tools and techniques that are used in managing a project from Planning to Control.

Course Outcomes (COs)
CO1: Understanding Project Identification and Selection
CO2: Demonstrating Knowledge of Project Planning and Resource Allocation
CO3: Understanding Organizational Structure and Leadership in Projects
CO4: Applying Scheduling and Cost Management Techniques (CPM, PERT)
CO5: Understanding Risk Management and Performance Control
CO6: Applying Project Quality Management and Change Management Principles

Course Contents

Unit I:

Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point and its managerial implications.

Unit II:

Project Planning and Resource Consideration: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Resources Considerations in Projects, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, 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.

Unit III:

Organizational Structure and Quality Issues: Introduction, Concept of Organizational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management, Project Quality Management, Quality Concepts, Value Engineering process.

Unit IV:

Project Risk Management, performance management and control:: Introduction, types of Risks, risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks, Project Performance Measurement, Performance Measurement Matrix, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the ProjectsProject Execution, Project Control Process.

Text Books

1. Chadra P. (2014), Projects: Planning, Analysis, Selection, Financing, Implementation, and Review, 8/e, McGraw Hill Education, Delhi.
2. Jeffry K. Pinto (2009), Project Management, 1/e, Pearson Education.

Reference Book

1. Panneerselvam. R. and Senthilkumar. P., (2009) Project Management. Prentice Hall of India Pvt. Ltd.
2. Choudhury, S, (2001), Project Management, 1/e, Mc GrawHill Education.
3. Bhavesh, M. Patel (2009), Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd, Delhi.
4. Harvey Maylor, Project Management, 3/e, Pearson Education.

Tecnia Institute of Advanced Studies-CDL

**Centre for Distance Learning Approved by AICTE
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(PGDIM)**

Project Dissertation

Credits – 6

Course Outcome (CO)
CO1: Demonstrate a comprehensive understanding of business concepts and management practices.
CO2: Develop effective communication skills, both written and oral, in the business context.
CO3: Apply quantitative and qualitative techniques to analyze business data for decision-making.
CO4: Demonstrate leadership and teamwork skills in a business environment.
CO5: Understand the ethical and social responsibilities of businesses in the global context.
CO6: Evaluate and apply strategic management concepts to formulate business strategies.

Every student will be assigned a project topic and it will be pursued by him/her under the supervision of an internal supervisor. The dissertation along with soft copy will be submitted by the students in their respective institutions. The format of the report is given below:

- ☐ Executive Summary
- ☐ Introduction
- ☐ Objective of the Research Undertaken
- ☐ Hypothesis, if any
- ☐ Literature Review
- ☐ Research Methodology
- ☐ Data Analysis
- ☐ Findings and Conclusions
- ☐ Recommendations

☐ Bibliography

☐ Appendices – to include questionnaire, if any

The student shall be required to submit progress reports as per the schedule to be announced by the School/Institutions for assessment by the project guide. The dissertation shall be evaluated by External and Internal Examiners separately. The internal assessment shall be done on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the School/Institution. The external assessment shall be done on the basis of Viva Voce and the report.

SCHEME OF EXAMINATIONS

ELECTIVES

INFORMATION TECHNOLOGIES

PGDM

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE

**Post Graduate Diploma in Management
(PGDIM)**

Digitalization and E-Governance

Credits - 3

Objective: The course is aimed at providing exposure and making the students aware about the role of IT in business enterprises and government enterprises through electronic governance.

Course Outcomes (COs)
CO1: Understand the concept of digitalization and its impact on business and governance
CO2: Evaluate IT infrastructure management and its impact on organizational performance
CO3: Analyze the evolution and benefits of e-governance in global and national contexts
CO4: Develop a strategic perspective for implementing e-governance models and projects
CO5: Apply project management skills to e-governance projects, ensuring successful outcomes
CO6: Understand regulatory frameworks and security issues in e-governance and business

Course Content:

Unit I

Overview of Digitalization, Digitalization for growth and Innovation: How digitalization leads to disruption and change of competition, IT and Business Advantage: Overview of Business Models, IT Impact on Business Models, IT Business Value, Developing the business case for IT. Understanding IT Infrastructure, Reliable and Secure IT Services. Governance and the IT function. Application of IT in digital governance.

Unit II

Understanding IT Infrastructure, Emerging Trends in IT Infrastructure acquisition and Service delivery, Managing a networked Organization, Organizational Issues in Managing and Controlling IT function, Managing IT Outsourcing: Why, What and When to outsource.

Unit III

E-Governance: Meaning of E-governance, Understanding the Evolution of e-Governance in the Indian and Global Context, Benefits of e-governance; Developing a strategic perspective on E Governance, Models of e-governance, E-governance action plan: National e-Governance Plan (NeGP), E-governance Infrastructure: Data Centers, State wide area networks (SWAN), National Service Delivery Gateways (NSDG), and Common Service Centers.

Unit IV

Life Cycle of an e-Government Project, Critical Success Factors in implementing E-Governance. Public Private Partnership for e-Governance Project, Managing a e-Governance project, Change Management and Capacity Building for e-Governance, Information Security Management, Technology architecture for e-Governance - Enterprise Applications and Open Source for e-Governance, Regulatory framework for e-Governance (IT Act)

Text Books:

1. Lynda M. Applegate, Robert D. Austin, Deborah L. Soule (2009), Corporate Information Strategy and Management, 8/e Mc Graw Hill Education.
2. Vinod Kumar T.M. (2015), E-governance for Smart Cities, Springer.

Reference Books:

1. S. Pankaj (2013). Electronic Governance, APH Publishing.
2. Obi.T. (2009) E-governance: A Global Perspective on a new Paradigm, Vol-I IOS Press.
3. Nanditha Das (2014). E-governance and Social Inclusion: Concepts and Cases, IGI Global Press

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**Post Graduate Diploma in Management
(PGDIM)**

Artificial Intelligent & Machine Learning

Credits – 3

Objective- Understand the fundamentals of Artificial Intelligence, Explore intelligent agent architectures and rational decision-making, Develop problem-solving techniques using AI approaches, Apply search algorithms for problem solving and Understand knowledge representation methods and reasoning

Course Outcome (CO)
CO1: Understand the fundamental concepts of AI and its history
CO2: Design and implement intelligent agents for problem-solving
CO3: Apply various search strategies to solve AI problems
CO4: Develop and apply knowledge representation techniques to AI systems
CO5: Implement machine learning and optimization algorithms in real-world scenarios
CO6: Understand advanced AI topics such as NLP and neural networks

Course Content

Unit I

Introduction to Artificial Intelligence: AI problems. Foundation of AI and history of AI ,Intelligent agents: Agents & Environments. The concept of rationality, the nature of environments, structure of agents, problem solving agents, problem formulation, Hard and Easy problem in AI ,Problem characteristics and production system.

Unit 2

Searching: Searching for solutions, Uninformed search strategies-Breadth first search, depth first search, depth first iterative deepening, bidirectional search. Heuristic search strategy-Hill climbing, best first search, A*, AO* algorithms. Game Playing- Adversarial search, Games, Mini-max algorithm, alpha-beta pruning. Local search algorithms and optimization problems.

Unit 3

Knowledge representation: Approaches in knowledge representation, Issues in knowledge representation, Predicate logic, propositional logic, Procedural versus declarative knowledge, Logic programming, forward versus backward reasoning, resolution Symbolic reasoning under uncertainty: Non monotonic reasoning, Logic for non monotonic reasoning Statistical reasoning: Certainty factors & rule-based systems, Probability & Bayes' theorem, Bayesian networks, Dempster-Shafer-Theory

Unit 4

Advance topics in Artificial Intelligence: Introduction to neural network, Fuzzy logic and Expert systems, Genetic algorithms, Introduction to natural language processing (NLP), Introduction to nature inspired computing-ACO, ABC algorithms.

Text Books:

1. Russel S., Norvig P. (2003). Artificial Intelligence-A Modern Approach. Second Edition.

Pearson Education

1. Elaine R. Kevin K. (2009). Artificial Intelligence. Tata McGraw Hill.

Reference Books:

1. N. J. Nilsson, (1982) Principles of AI, Narosa Publ. House.
2. Ross T. J. (1995), Fuzzy Logic with Engineering Application. McGraw Hill.
3. S.N. Sivanandam, S.N. Deepa, (2018) Principles of Soft Computing, 3 rd Edition, Wiley India.

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Post Graduate Diploma in Management
(PGDIM)

Data Base Management System

Credits – 3

Objective- Understand the Fundamentals of Database Systems, Develop Conceptual Data Models, Apply Normalization Techniques, Master Relational Algebra Concepts and Understand Transaction Management.

Course Outcome (CO)
CO1: Understand and explain the core concepts of Database Management Systems (DBMS), data models, and their applications
CO2: Design and implement databases using ER modeling, relational schema, and normalization techniques
CO3: Analyze and apply relational algebra, query processing, and optimization techniques to solve complex database problems
CO4: Apply transaction management concepts, including ACID properties, concurrency control, and recovery mechanisms
CO5: Analyze and compare traditional RDBMS with NoSQL databases, understanding their use cases and deployment
CO6: Implement NoSQL databases (MongoDB, Cassandra, Neo4j) and deploy scalable, distributed applications using sharding and replication

Course Content

Unit I

What is Database System, Purpose of database system, View of data, Relational databases, Database Architecture, Data Models, Transaction Management.

Unit II

Database design and ER Model: Overview, constraint, ERD Issues weak entity sets, Codd rules, relational schemas, Introduction to Unified Modeling Language, Normalization(1NF,2NF,3NF,BCNF) Relational Algebra: Introduction, selection and projection, setoperation, joins division, Grouping and Ungrouping, Relational Comparison.

Unit III

Transaction Management: ACID properties, Serializability and concurrency control, Lock based concurrency control(2PL,Deadlock) Time Stamping Methods, Database Recovery Management

Unit IV

Overview and History of NoSQL Databases, Definition of the Four Types of NoSQL Database, The Value of Relational Databases, Getting at Persistent Data, Concurrency, Integration, The Emergence of NoSQL. Comparison of relational databases to new NoSQL stores, MongoDB, Cassandra, HBASE, Neo4j use and deployment, Application, RDBMS approach, Challenges NoSQL approach, Key-Value and Document Data Models, Column-Family Stores, Aggregate-Oriented Databases. Replication and sharding, MapReduce on databases.

Text Books:

1. Sadalage, P. J., & Fowler, M. (2013). NoSQL distilled: a brief guide to the emerging world of polyglot persistence. Pearson Education.
2. Silberschatz, A., Korth, H. F., & Sudarshan, S. (2002). Database system concepts (Vol. 5. New York: McGraw-Hill.
3. Elmasri, R., Navathe, S. B., Elmasri, R., & Navathe, S. B. (2000). Fundamentals of Database Systems

Reference Books:

1. Date, C. J. (2004). An Introduction to Database Systems. 8-th ed.
2. Ullman, J. D. (1983). Principles of database systems. Galgotia publications.
3. Bipin C. Desai. (1990). An Introduction to Database Systems. West Publishing Co.

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Post Graduate Diploma in Management
(PGDIM)**

Internet of Things (IOT) for Business

Credits - 3

Objective

- i) To study the fundamentals about IoT
- ii) To study about IoT Access technologies
- iii) To study the design methodology and different IoT hardware platforms.
- iv) To study the basics of IoT Data Analytics and supporting services.
- v) To study about various IoT case studies and industrial applications.

Course Outcomes (COs)
CO1: Understand the fundamentals of IoT and its evolution
CO2: Understand IoT protocols and communication technologies
CO3: Design and develop IoT systems using platforms like Raspberry Pi and Arduino
CO4: Analyze and interpret IoT data using analytics techniques
CO5: Implement IoT in industrial and business applications
CO6: Understand IoT security protocols and industrial case studies

Course Content

UNIT I: FUNDAMENTALS OF IoT- Evolution of Internet of Things, Enabling Technologies, M2M Communication, IoT World Forum (IoTWF) standardized architecture, Simplified IoT Architecture, Core IoT Functional Stack, Fog, Edge and Cloud in IoT, Functional blocks of an IoT ecosystem, Sensors, Actuators, Smart Objects and Connecting Smart Objects.

UNIT II: IoT PROTOCOLS- IoT Access Technologies: Physical and MAC layers, topology and Security of IEEE 802.15.4, 802.11ah and Lora WAN, Network Layer: IP versions, Constrained Nodes and Constrained Networks, 6LoWPAN, Application Transport Methods: SCADA, Application Layer Protocols: CoAP and MQTT.

UNIT III: DESIGN AND DEVELOPMENT- Design Methodology, Embedded computing logic, Microcontroller, System on Chips, IoT system building blocks

IoT Platform overview: Overview of IoT supported Hardware platforms such as: Raspberry pi, Arduino Board details

UNIT IV: DATA ANALYTICS AND SUPPORTING SERVICES:

Data Analytics: Introduction, Structured Versus Unstructured Data, Data in Motion versus Data at Rest, IoT Data Analytics Challenges, Data Acquiring, Organizing in IoT/M2M,

Supporting Services: Computing Using a Cloud Platform for IoT/M2M Applications/Services, Everything as a service and Cloud Service Models.

UNIT V: CASE STUDIES/INDUSTRIAL APPLICATIONS: IoT applications in home, infrastructures, buildings, security, Industries, Home appliances, other IoT electronic equipments, Industry 4.0 concepts.

Text Books:

1. IoT Fundamentals: Networking Technologies, Protocols and Use Cases for Internet of Things, David Hanes, Gonzalo Salgueiro, Patrick Grossetete, Rob Barton and Jerome Henry, Cisco Press, 2017
2. Internet of Things – A hands-on approach, Arshdeep Bahga, Vijay Madisetti, Universities Press, 2015
3. Internet of Things: Architecture, Design Principles And Applications, Rajkamal, McGraw Hill Higher Education.

Reference Books:

1. The Internet of Things – Key applications and Protocols, Olivier Hersent, David Boswarthick, Omar Elloumi and Wiley, 2012 (for Unit2).
2. “From Machine-to-Machine to the Internet of Things – Introduction to a New Age of Intelligence”, Jan Hoyer, Vlasios Tsiatsis, Catherine Mulligan, Stamatis Karnouskos, Stefan Avesand. David Boyle and Elsevier, 2014.
3. Architecting the Internet of Things, Dieter Uckelmann, Mark Harrison, Michahelles and Florian (Eds), Springer, 2011.
4. Recipes to Begin, Expand, and Enhance Your Projects, 2nd Edition, Michael Margolis, Arduino Cookbook and O'Reilly Media, 2011.

Tecnia Institute of Advanced Studies-CDL

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**Post Graduate Diploma in Management
(PGDIM)**

Enterprise System

Credits - 3

Objectives: This course aims at providing overall knowledge regarding the concepts and structure of Enterprise business systems and imparts necessary knowledge for ERP, CRM, SCM implementation in a business enterprise.

Course Outcomes (COs)
CO1: Understand the fundamental concepts and components of Enterprise Systems.
CO2: Gain insights into ERP, CRM, and SCM systems, including their integration.
CO3: Develop skills for implementing and integrating ERP, SCM, and CRM in business.
CO4: Understand the challenges and strategies involved in Enterprise System development.
CO5: Evaluate various ERP, SCM, and CRM technologies and their impact on business.
CO6: Assess trends in ERP, SCM, and CRM and predict future directions of enterprise systems.

Course Contents

Unit I

Enterprise Systems: An Overview, Business and Enterprise Systems, Types of Enterprise Systems; Enterprise System Architecture, Enterprise System Development, Enterprise System Implementation Strategies and Challenges, Enterprise System Integration.

Unit II

ERP: Features of ERP, ERP Components, MIS Integration, ERP drivers, ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, Pre and Post Implementation Issues, ERP Vendors, Trends in ERP, Future Directions in ERP.

Unit III

SCM: An Introduction, Concepts, Issues in Supply Chain Management, Customer Focus and Distribution Management, Logistics Framework – Concept, Objective and Scope, SCM Technologies – EDI, Internet Enabled SCM, E-Marketplaces, Online Auctions, Collaborative Planning, Forecasting and Replenishment (CPFR);

Unit IV

CRM: An Introduction, Concepts of Relationship Management, e-CRM as a Strategic Marketing Tool, Elements of e-CRM, CRM Process, Models of e-CRM, CRM Planning and Implementation, CRM Applications, Trends in CRM.

Text Books

2. Luvai Motiwala (2008). Enterprise Systems for Management, Pearson Education.
2. David Olson and Subodh Kesharwani, (2007), Enterprise Information Systems: Contemporary Trends and Issues," World Scientific.Pub.

Reference Books

1. Alexis Leon (2014), ERP Demystified, 3/e Paperback, McGraw Hill Education.
2. Peelan, Ed. (2009) Customer Relationship Management, 1/e, Pearson Education..
3. Sunil Chopra and Peter Meindl, D V Kalra, (2016) Supply Chain Management: Strategy, Planning and Operations, 6/e, Pearson Education.
4. Judith M Myerson, Enterprise Systems Integration: Best Practices Series, 2nd Edition, Auerbach Publication

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Post Graduate Diploma in Management
(PGDIM)

Cyber Security

Credits – 3

Objective- Understand the Foundations of Cyber security, identify and Analyze Cyber Threats and Vulnerabilities, Learn Core Security Concepts and Mechanisms, Evaluate Web and Network Security Risks and Understand and Apply Network Defense Mechanisms.

Course Outcome (CO)
CO1: Understand the fundamentals of Cybersecurity, including the history of the internet, cyberspace, and criminal behavior.
CO2: Identify and evaluate common cyber threats, attack vectors, vulnerabilities, and malicious code.
CO3: Understand various types of web and network attacks, and use tools for vulnerability scanning.
CO4: Apply defensive strategies such as firewalls, IDS/IPS, VPNs, and encryption to protect networks and applications.
CO5: Understand and implement password cracking and brute-force techniques, and methods for securing sensitive data.
CO6: Assess and secure email, mobile devices, and wireless networks from attacks and vulnerabilities.

Course Content

Unit - I

Brief history of the internet, Cyberspace and Criminal Behavior, Cyber psychology, Realms of Cyber world, Attack Vectors, Threats, Harm, Vulnerabilities, Controls, Authentication, Access Control and Cryptography, viruses and malicious code, Social Engineering.

Unit - II

Web attack: Browser Attacks, Web Attacks Targeting Users, Obtaining User or Website Data, Scanning for web vulnerabilities tools: Nikto, W3af Network Vulnerabilities: Overview of vulnerability scanning, Open Port / Service Identification, Banner /Version Check, Traffic Probe, Vulnerability Probe, Vulnerability Examples, OpenVAS, Metasploit.

Unit- III

Firewalls and Packet Filters: Firewall Basics, Packet Filter Vs Firewall, How a Firewall Protects a Network, Stateless Vs Stateful Firewalls, Network Address Translation (NAT) and Port Forwarding, IDS, IPS, VPN: the basic of Virtual Private Networks. Application Inspection tools – Zed Attack Proxy, Sqlmap, DVWA, Webgoat, Password Cracking and Brute-Force Tools: John the Ripper, L0phtcrack, Pwdump, HTC-Hydra.

Unit – IV

Email security, web application security, web browser security, ecommerce security, Attack on wireless Networks, Wireless network security, Mobile device security.

Textbooks:

1. Stallings, William. Cryptography and network security, 4/E. Pearson Education India, 2006.
2. Stallings, William, et al. Computer security: principles and practice. Vol. 3. Upper Saddle River: Pearson, 2012.

SCHEME OF EXAMINATIONS

ELECTIVES

FAMILY BUSINESS

PGDM

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE

**Post Graduate Diploma in Management
(PGDIM)**

Essentials of Family Business Management

Credits -3

Objectives:

1. To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues.
2. To develop and strengthen entrepreneurial quality and motivation especially towards Family owned business.

Course Outcomes (CO)
CO1: Understand the unique aspects of family businesses and their impact on the economy.
CO2: Manage family-business relationships, and understand emotional intelligence in business contexts.
CO3: Knowledge of governance structures, including advisory boards and boards of directors.
CO4: Develop skills to manage leadership transitions, succession planning, and intergenerational business continuity.
CO5: Address HR-related issues, such as recruitment, training, and performance management in family businesses.
CO6: Understand global expansion strategies and the evolution of family business cultures in the modern world.

Course Contents

Unit I

Family businesses Uniqueness & Dynamics-Definitions of Family business, What constitutes a family business? Succession and Continuity, Economic impact, What Makes it Unique - The Nature, Importance, and Uniqueness of Family Business - Special strengths - family business culture and values, predictable problem resolution, commitment, Knowledge, Flexibility in Work, Time and Money, Long-range thinking, A stable culture, Speedy decisions, Reliability and pride. Dilemmas and challenges for family businesses- Resistance to change, Business challenges, Succession, Emotional issues, Family business people – Founders, Women in family businesses, Husband and wife teams, In-laws, Multifamily ownership, Non-family employees, Managing conflicts in family firms. Family business life cycles.

Unit II

The family's relationship with business & Next Generation-Articulating values and shared vision, Effective business families, How families add value: the family-business interaction factor, Ingredients of successful planning - Family emotional intelligence, Establishing open communication, Family Communication: Family Meetings, The benefits of family meetings, The use of facilitators and advisors, Ownership and family policy making, The family contribution, Creative versus destructive conflict, Building family teamwork. Unifying plans, processes and structures - Designing family governance, The importance of outside experience - Self-esteem and confidence, Credibility with non-family employees. Systems overlap and human resource management issues - Recruitment, Training and development, Remuneration, Performance appraisal and promotion.

Unit III

Professionalizing the boardroom, Cousin Companies and Family Governance-Ownership of an Enterprise Built to Last, Shareholder priorities, Responsibilities of shareholders to the company, Effective governance of the shareholder-firm relationship, Information, communication, and education of shareholders, Family Business Governance - Advisory Boards and Boards of Directors, Recruitment and selection, Compensation and Motivation, Family complexity, Ownership complexity, Setting up a family governance process - Recording decisions- the family constitution. Structuring family governance - Family council, Boundaries between the board and the family council, The family assembly, The annual shareholders meeting, The family office, The top management team.

Unit IV

Managing Succession, Change and Adaptation-The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition - Start planning early, Encourage intergenerational teamwork, Develop a written plan, Involve everyone and obtain outside help, Establish a training process, Plan for retirement, The CEO as architect of governance, The transfer of power, The CEO as architect of succession and continuity, Building Financial Security, The Future of Family Business, Continuity and culture, Changing the culture, New leaders of the evolution, Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future.

Text Books

1. Family business: The essentials by Peter Leach, Profile books Ltd.
2. Family Business by Ernesto J. Poza.

Reference Books

1. Entrepreneurs: Talent, Temperament, Technique 2nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7.
2. Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi. 2009. ISBN: 978-81-7829-908-2.
3. Peter Drucker: Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986.

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE

**Post Graduate Diploma in Management
(PGDIM)**

Business Plan, Private Equity, Franchising, Social Entrepreneurship

Credits -3

Objectives:

1. To help students appreciate the purposes and audiences for business plans.
2. To help students understand the structure and content of a business plan, including the reasons for the structure and content.
3. To introduce franchising as the most efficient form of entrepreneurship, a marketing tool, a distribution technique, the ultimate capital leverage device, a real estate platform.
4. To learn how to evaluate franchise management opportunities - Ability to identify opportunities to expand local businesses through franchising.
5. Develop business strategies and operational plans that are tailored to the reality of emerging markets and that will help social entrepreneurs increase their impact and sustainability.

Course Outcome (CO)
CO1: Develop an understanding of the structure and content of a business plan.
CO2: Identify and assess the risks and opportunities within a business plan for emerging businesses.
CO3: Understand the role of franchising as an entrepreneurial model and assess franchise management opportunities.
CO4: Understand the intricacies of private equity and venture capital in emerging markets.
CO5: Create strategies to develop and scale social enterprises for sustainability and impact.
CO6: Demonstrate an ability to evaluate franchisee and franchisor relations and manage a franchise system.

Course Contents

Unit I

Introduction, Key Element, Evaluating and Risk Assessment of FBM: Business Plan – Concept, need, use. Business planning overview - Business planning as a change agent

- Idea brainstorming session - Understanding your motivations for preparing a plan - Raising money , Clarifying the company's future , Launching a new venture , Searching for partners , Plotting against the competition, Recruiting, Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan - management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position, Possible uncertainties: Market size, Customer acceptance, Customer approach, Competition, Management team, Potential real options, Team Evaluation, Strategy, Investment requirements/ Cash Flows, Deal-Exit.

Unit II

Private Equity: The structure of the VC industry , Company formation: structures, ownership and issues , Capitalization Tables and Valuation , Governance, Value Add and Exits; corporate venture capital funds. Issues in Private Equity in Emerging Markets (PEEM) and Development of Fund Strategy and Managing Crisis, Evolution of fund development in selected emerging markets, Role of governments in the building of a venture capital base in emerging markets, Basic universal PE/VC valuation methods ,Special considerations in emerging market PE , Special considerations in emerging market VC, Exit Planning, Alternatives and Execution in Emerging Markets.

Unit III

Franchising: Introduction to Franchising: What is Franchising? - Franchising: History and Overview, Types of Franchises, Threshold Business Issues, Advantages and Disadvantages to Franchisor, Advantages and Disadvantages to Franchisee, Elements of a Successful System, Growth of Franchising, How to become a Franchisor? Basic business concept, pilot operation, Developing the operational manual, Developing the franchise package, Marketing the franchise package, Selecting franchisees, Developing the Franchisor's organization, How to become a Franchisee? How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the Franchisor, Assessing the business proposition, What happens if the Franchisor fails, Financial Aspects of Franchising: Initial Franchisee Fee, Sale of the franchise package, Leasing of premises, Continuing fees, Advertising funds, Role of Banks, Franchisor Franchisee Relations.

Unit IV

Social Entrepreneurship: Social Entrepreneurship & Social Enterprises: What is a social business? How is it different from social entrepreneurship ? Definition of Social Entrepreneurship, Why social enterprises, Situating social enterprises, Defining social enterprises, Recognizing Opportunities, The Idea of Social innovation, Social enterprises as hybrid organizations, Characteristics of social enterprises, Emergence of social enterprises, Skills for Social Entrepreneurship, Challenges and Risk of Innovation in Social Entrepreneurship, BoP markets – definition, examples, the impact of culture, the poor as consumers, business models at the BoP, designing products that will create value for the BoP, Newer business models at the BoP – Social Entrepreneurs, Challenges for social entrepreneurs – creating a successful business model and finding funding, generating income, scaling and replicating to increase impact.

Text Books

1. Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3rd Ed.
2. Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009.
3. Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9.
4. Tom Copeland et al: Valuation – Measuring and Managing the Value of Companies, Wiley 1996.

Reference Books

1. The Successful business Plan Secret Strategies by Rhonda Abrams PH.
2. The business plan in a day by Rhonda Abrams ,
3. PH. Business plan preparation - Entrepreneurship Development Institute of India.
4. Hoy, F and Stanworth, J (2003), Franchising : An International Perspective, Routledge.
5. Social enterprise : at the crossroads of market, public policies and civil society by Nyssens, Marthe.; Adam, Sophie, London ; New York : Routledge, 2006.

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Family Business Startup

Credit-3

Objectives:

1. To develop a basic understanding of their own business model
2. Learn basics of startup formation.

Course Outcomes (COs)
CO1: Develop a basic understanding of the business model for a family startup
CO2: Conduct competitive analysis for business identification and strategic advantage
CO3: Create a comprehensive marketing plan
CO4: Prepare an operational plan detailing business functions, resources, and logistics
CO5: Develop a financial model including revenue forecasts, costs, and cash flow
CO6: Address legal, insurance, and ethical issues in business formation

Course Content

Students shall identify a business idea and come up with the following in the context of their identified business idea:

1. Competitive Analysis
2. Marketing Plan
3. Operational Plan
4. Financials
5. Market Research
6. Advertising
7. Advisory board development
8. Legal issues (company structure, legal agreements, intellectual property)
9. Insurance issues

10. Other revenue
11. Marketing
12. Technology
13. Operations/costs
14. Funding
15. Institutional / Government Support to the venture.
16. Relationships
17. Team-building
18. Ethical issues
19. One-Page Business Summary

The students shall present their work to the faculty and fellow students. To the extent possible an entrepreneur should be involved in the evaluation process.

The following questions shall form the basis of evaluation of the work:

1. Is the idea well-conceived?
2. Is the plan well researched?
3. Has the team identified and addressed key questions and challenges and, as an entrepreneur, adjusted nimbly?
4. Did the team present the plan well?

Weightage to the work shall be as follows:

1. Initial competitive analysis
2. Preliminary marketing plan
3. Operational plan
4. Financials
5. One-page business summary
6. Written Work

Text Books

1. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, by Alexander Osterwalder and Yves Pigneur
2. Founders at Work: Stories of Startups' Early Days
3. P. Denning and R. Dunham, The Innovator's Way, MIT Press: Cambridge, Massachusetts, 2010.

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Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Family Business and Environmental Concerns

Credit-3

Objectives:

1. To expose student to needs of Family business / small business Accounting and Finance.
2. To prepare student to inventory, inventory control and Risk Management Practices.
3. To sensitise students towards environmental issues.
4. To expose students to Applicable Acts vis-à-vis Environmental issues

Course Outcome (CO)
CO1: Develop an understanding of family business/small business accounting and finance principles.
CO2: Gain knowledge of financial reports and accounting systems, and their role in business management.
CO3: Learn the fundamentals of inventory control, risk management, and financing options for small businesses.
CO4: Understand environmental concerns and their impact on business operations.
CO5: Familiarize with applicable environmental laws and regulations to address pollution and liabilities.
CO6: Learn dispute resolution mechanisms and administrative procedures related to environmental issues.

Course Contents

Unit I

Need for Business Accounting: Basic accounting concepts, Business entity concepts, Going concern, Accounting Equations- Cost- Expense, Information Usefulness, Setting up an Accounting system, Financial reports, Income statement, Balance sheet, Applying for loan, Cash flow Statement, Uses of financial accounting, Reporting to outsiders, Record keeping, Taxation and Control of receivables, Money Management, Money as a key idea, Cash and cash equivalents, Managing cash flow, Company and bank cash balances, Reconciling bank balances with company book balances.

Unit II

Equity, Debt, Assets and Risk Management: Sources of financing for small businesses, Financing with equity, Determining personal net worth, Getting equity investment for your business, Obtaining your credit report, Gift financing, Finding grants, Financial Management for growth, Financial Management for operations, Financial Management for business exit, Managing short-term assets, Accounts receivable, The pros and cons of offering credit to customers, Managing account receivables and receive the greatest benefit for your business, Using your accounts receivable as a source of financing, Using receivables to raise immediate cash, Managing inventory, Determining the appropriate level of inventory, Scheduling ordering and receipt of inventory, Just-in-time inventory systems, Rate of return on investment, Risk in small business, Risks associated with specific business operations, Managing risk, Using insurance to manage risks.

Unit III

Environmental Concerns: Acts and Rules applicable to control of air, water and noise-pollutions, Solid waste, Hazardous waste, Bio-medical waste, Tortious Liability: Strict and absolute liability, vicarious liability, Liability for Industrial Accidents, The Public Liability Insurance Act, 1991, The National Environment: Tribunal Act, 1995, Liability under criminal Law.

Unit IV

Administrative Mechanism: Dispute Settlement Mechanism and Remedies - Powers, Functions and Procedure of Administrative Agencies, Central Government, State Government, Central Pollution Control Board, State Pollution, Control Boards and local authorities. Forums for Resolution of Environmental Disputes - Primary judiciary (District Court), High Courts and Supreme Court, The role of Collector under Public Liability Insurance Act, 1991, Environment Tribunal under N.E.T. Act, 1995, National Environment Appellate Authority under the N.E.A. Authority Act, 1997.

Text Books

1. Entrepreneurial small business by Jerome Katz, Richard Green, Tata McGraw-Hill, 2nd Edition.
2. Relevant Bare Acts (e.g. The Environment (Protection) Act, 1986) Industry Environment and Law / Shastri S.C. ; Balre P.P.; Khan T.I. 1996.

Reference Books

1. International Law, Ku Charlotte, 2004

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IT for Family Business Management

Credit-3

Objectives: To understand the concepts of project writing and presentation skill & knowledge of Web page design and tally and social media tools.

Course Outcomes (COs)
CO1: Develop effective communication and presentation skills.
CO2: Demonstrate the ability to create and design websites using HTML, CSS, and other web design tools.
CO3: Understand accounting principles and apply Tally ERP 9 for managing financial transactions and inventory.
CO4: Develop proficiency in using social media tools for business marketing and communication.
CO5: Build a WordPress website and manage a business blog for content creation and engagement.
CO6: Enhance professional presentation and interview skills for self-presentation in business contexts.

Course Contents

Unit I

Communication: How to make a presentation, the various presentation tools, along with guidelines of effective presentation, boredom factors in presentation and how to overcome them, interactive presentation & presentation as part of a job interview, art of effective listening. Resume writing skills, guidelines for a good resume, how to face an interview board, proper body posture, importance of gestures and steps to succeed in interviews. Practice mock interview in classrooms with presentations on self. Self- introduction – highlighting positive and negative traits and dealing with people with face to face.

Unit II

Web Designing: Basics in Web Design Brief History of Internet ,What is World Wide Web, Why create a web site, Web Standards, Audience requirement. What is HTML,HTML Documents, Basic structure of an HTML document, Creating an HTML document, Mark up

Tags, Heading-Paragraphs, Line Breaks, HTML Tags. Working with Lists, Tables and Frames, Working with Hyperlinks, Images and Multimedia, Working with Forms and controls, Concept of CSS, Creating Style Sheet Creating the Web Site, Saving the site, working on the web site.

Unit III

Tally ERP: Basics of Accounting, Types of Accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping

, Mode of Accounting, Financial Statements, Transactions, Recording Transactions, Fundamentals of Tally.ERP 9, F11:Features F12 : Configurations, Setting up Account Heads, Inventory in Stock Groups, Stock Categories Godowns / Locations Units of Measure, Stock Items, Creating Inventory Masters for National Traders.

Unit IV

Social Media:Social Media tools for Businesses, WordPress Blog, how to navigate the WordPress dashboard, build a basic website using a free WordPress theme template, create webpages, menus and publish blog posts. You will have a refresher lesson in basic grammar/spelling and learn the importance of a well-written blog post, Facebook, Facebook for business usage, Twitter, Twitter for businesses, YouTube, how to create and publish a video to YouTube, how to embed the video into a blog post and how to share the link on Facebook and Twitter. Instagram, LinkedIn profile, publish content to LinkedIn.

Text Books

1. Paul, Rajendra, “Essentials of Business Communication”, Sultan Chand & Sons.
2. Sehgal,D.D.,Mittal,V.K., &Garg,N.C., “Business Communication, “Ramesh Book Depot.
3. Reuben, Ray, “Communication today – understanding creating skills”, Himalaya Publishing House, 2001.
4. Learn Tally.ERP 9 with GST and E-Way Bill
5. Steven M. Schafer HTML, XHTML, and CSS Bible, 5ed Wiley India.

Reference Books

1. McGraw,E.H., “ Basic Managerial Skills for All,”Fourth Edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2000
2. Covey, Stephen R., “The seven habits of highly effective people”,1999.
3. Web Designing & Architecture-Educational ,Technology Centre, University of Buffalo.
4. Social Media Marketing Workbook: 2017 Edition - How to Use Social Media for Business

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Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Case Study of Family Owned Business

Credit-3

Objectives: To understand the concepts of family business and development models.

Course Outcomes (COs)
CO1: Understand the concept of Family Business and its development models
CO2: Analyze different types of Family Business and their challenges
CO3: Understand leadership transition and succession planning in family businesses
CO4: Explore the psychological pressures and family dynamics during transitions
CO5: Examine the change process within family businesses
CO6: Apply models and frameworks to address challenges in family business transitions

Course Contents

Unit I

Family Business Development Models: Introduction of Family Business – Conceptual Models of Family firms – Three dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions.

Unit II

Family Business Types: Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business –Complexity of family enterprise – Diversity of successions: Different Dreams and challenges.

Unit III

Leadership Transition : Options for tackling succession problem-inheritance– psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements.

Unit IV

Transition and Change: Lewin's idea of change – model of individual change – major themes in the individual journey towards change –process of change within organization – change process in families – family focus or organizational focus.

Text Books

1. FIRST and SECOND UNIT: Generation to generation Life cycles of Family business – Lansberg, Iven – Harvard Business School publishing India Pvt Ltd.
2. “Family Business on the Couch – A psychological perspective” : Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy – Wiley Publisher 2007.

Reference Books

1. Succeeding generations realizing the dream of families in business –lansberg, ivan – harvard business school publishing India Pvt. ltd.

SCHEME OF EXAMINATIONS

ELECTIVES

FINANCE

PGDM

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

International Finance Management

Credit-3

Objective: The fundamental aim of the course is to develop the skills that equip students to understand and appreciate the international financial issues that companies face when they operate in several separate countries. This course encompasses various issues related to international capital markets, foreign exchange rate determination and global financial management.

Course Outcomes (COs)
CO1: Understand the global financial environment and its components
CO2: Analyze and interpret balance of payments and international financial markets
CO3: Evaluate foreign exchange markets and exchange rate mechanisms
CO4: Apply techniques for managing foreign exchange risk and exposure
CO5: Assess international investment decisions and appraise foreign joint ventures
CO6: Understand regulatory frameworks and their impact on international financial transactions

Course Contents

Unit I

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

Unit II

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.

Unit III

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

Unit IV

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

Text Books

1. Apte, P.G. (2014), International Financial Management, 7/e, McGraw Hill Education Private Limited, Delhi
2. Siddaiah. T, (2015), International Financial Management: An Analytical Framework, 1/e, Pearson Education.

Reference Books

1. Bhalla. V. K. (2010), International Financial Management, 10/e, S. Chand & Co., Delhi
2. Shapiro. (2012), Multinational Financial Management. WILEY, India
3. Vij. Madhu.(2014), International Financial Management; Excel Books, Delhi
4. Michael H. Moffett. Eiteman. D. K. (2013), Multinational Business Finance, 13/e, Pearson Education

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Financial Markets and Institutions

Credit-3

Objective: The objective of the course is to give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of the specific financial institutions of India.

Course Outcomes (COs)
CO1: Understand the structure and functioning of the Indian financial system.
CO2: Analyze the primary and secondary financial markets in India, including key instruments and processes.
CO3: Assess the role and functioning of financial institutions, including banks and mutual funds.
CO4: Evaluate banking norms and practices such as loan pricing, NPAs, and capital adequacy.
CO5: Critically analyze the role of financial regulators (RBI, SEBI) and the regulatory framework governing financial services.
CO6: Understand the role of non-banking financial companies (NBFCs) and the various financial services in the economy.

Course Contents

Unit I

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).

Unit II

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.

Unit III

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.

Unit IV

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.

Text Books

1. Bhole, L.M. (2009). Financial Institutes & Markets, 5th Edition, Tata McGraw Hill.
2. Pathak Bharti V. (2007). Indian Financial System- Markets, Institutions and Services”, 2 nd edition, Pearson Education.

Reference Books

- 1 M Y Khan,(2009). Financial Services, 6th Edition, Tata McGraw Hill.
2. Hull. John C. (2009). Management and Financial Institutions”, 2 nd Edition, Prentice Hall.
3. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, (Latest Edition). Prentice Hall.
4. Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.

Periodicals:

1. Reserve Bank of India, RBI Bulletin.
2. Indian Institute of Finance, Finance India.
3. NSE/BSE Publications
4. SEBI Publication

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Invest Analysis & Portfolio Management

Credit-3

Objective: The basic objective of the course is to acquaint the students with investment decisions related to financial assets. Besides this the students will be exposed to measurement of the risks and the returns involved in financial investments. The students will be made aware about the functioning of securities market along with the theories and concepts involved in portfolio management.

Course Outcomes (COs)
CO1: Understand the nature and scope of investments and identify investment alternatives.
CO2: Analyze and measure risks involved in financial investments, both systematic and unsystematic.
CO3: Apply various risk measurement techniques and evaluate different types of betas.
CO4: Understand and evaluate market efficiency and conduct security analysis using technical and fundamental approaches.
CO5: Construct an optimal portfolio using portfolio theories and optimize returns.
CO6: Evaluate portfolio performance using different performance metrics.

Course Contents

Unit I

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, Duration of bonds, Terms Structure of Interest Rates, Yield to Maturity.

Unit II

Measurement of Risk, Techniques of Risk Measurement and their Application, Concept of Beta, Classification of Beta- Geared and Ungeared Beta, Project Beta, Portfolio Beta, De-composition of total risk into systematic and unsystematic risk, Securities Market Line, Capital Market Line.

Unit III

Efficient Market Hypothesis, Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory, Elliot Wave Theory, Patterns of Charts, Mathematical Indicators, Risk Management with technical analysis.

Unit IV

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model, Arbitrage Pricing Theory, Sharp Optimization Model, Constructing an optimal portfolio, Portfolio Revision and Performance Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Fama's Net Selectivity Ratio.

Text Books

1. Bodi Z., et al, Investment, 10/e, TataMcGraw Hill Education Pvt. Ltd, New Delhi
2. Ranganatham, R and Madhumathi R, (2011), Security Analysis and Portfolio Management, 2/e, Pearson Education.

Reference Books

1. Chandra, Prasanna.(2012), Investment Analysis and Portfolio Management, 4/e, McGraw Hill Education Pvt. Ltd, New Delhi.
2. Punithavathy, Pandian(2012), Security Analysis and Portfolio Management, Vikas Publication.
3. Fischer, Donald E. and Ronald J. Jordan (2009), Security Analysis and Portfolio Management, 1/e, Pearson Education

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Financial Econometrics

Credit-3

Objective: This course aims at enabling the students to understand and analyse financial econometrics and developing their skills for the solution with the help of innovative financial econometrics.

Course Outcome (CO)
CO1: Understand the fundamental concepts of Financial Econometrics and its applications.
CO2: Develop skills in constructing and estimating econometric models using regression analysis.
CO3: Identify issues in classical regression models (multicollinearity, heteroscedasticity) and handle them appropriately.
CO4: Analyze and model time series data, including AR, MA, and ARMA processes.
CO5: Apply GARCH models for volatility forecasting and financial risk management.
CO6: Understand and implement panel data analysis methods like fixed and random effects models.

Course Content

Unit I

Financial Econometrics: Meaning, Nature, scope and methodology of Financial Econometrics, Types of Data, Returns in financial modelling, process of formulation of econometric model. Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method; Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression coefficient, R^2 and adjusted R^2

Unit II

Issues with Classical Regression Model: Multicollinearity, Autocorrelation and Heteroskedasticity; Functional forms; Dummy variables-Nature and uses. Stationary Time Series Models: Stochastic process, Stationary, Modeling AR, MA, ARMA processes, Deterministic and stochastic trends, unit roots, testing unit roots – Dickey & Fuller, Phillips and Perron tests.

Unit III

Modelling Volatility – Conditional Heteroscedastic Models: ARCH Models, GARCH Models, Estimation of GARCH Models, Forecasting with GARCH Model, Asymmetric GARCH Models, The GARCH-in-Mean Model, Volatility and Correlation: The VEC Model, The Diagonal VEC Model, The BEKK Model, The Constant Correlation Model, the Dynamic Correlation Model. Vector Autoregressive Models: Issues in VAR, Hypothesis Testing in VAR

Unit IV

Advanced Topics in Regression Analysis Selected Topics: Dynamic Econometric Models: distributed lag models; autoregressive models; instrumental variable estimation; simultaneous equation models. Panel Data Models Methods of estimation; fixed effects model; random effects model.

Text Books

1. Dougherty, C. Introduction to Econometrics. Oxford University.
2. Gujarati, D. N. Basic Econometrics. Mc GrawHill Education.
3. Studenmund. Using Econometrics; A Practical Guide. Pearson Education.
4. Wooldridge, J. Introductory Econometrics - A Modern Approach. Cengage Learning Pvt. Ltd.

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Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Financial Risk Management

Credit-3

Objective- Understand the Nature of Financial Risks, Gain Knowledge of Risk Management Tools, Explore the Insurance Market and Its Role in Risk Management, Learn Advanced Risk Management Techniques and

Course Outcomes (COs)
CO1: Understand and analyze various financial risks and their significance in risk management.
CO2: Identify different forms of financial risks and understand their impacts (Currency, Interest Rate, Equity, Commodity).
CO3: Learn and apply various tools and techniques for managing financial risk (including fraud detection and analysis).
CO4: Understand the structure and functioning of the insurance market, and its role in risk management.
CO5: Understand and apply probability and distribution techniques in modeling financial asset prices.
CO6: Gain insights into legal aspects and frameworks for effective risk management and reporting.

Course Contents

Unit I

Financial Risk: Introduction and Evolution, Types of Risks (Market, Credit, Liquidity, Operational), Identification of different forms of Risk (Currency, Interest Rate, Equity, Commodity), Significance of Risk Management, Risk Management Tools, Risk Control & Risk Financing, Introduction to Fraud Analysis, Types of Frauds, Fraud Triangle, Fraud Detection vs Audit

Unit II

Structure of Insurance Market, Risk Aversion and Demand for Insurance (By Individuals and Corporations), Insurability of Risk, Risk Retention and Reduction Decisions. Types of Insurance, Costs and Benefits of Insurance, Risk Pooling, Insurable Risks vs. Hedging, Underwriting, Pricing in , Actuarial Services: Concept and Applications in Finance

Unit III

Probability and Distribution of Asset Prices, Implied Volatility, Extreme Value Theory – Basic Principles, Value at Risk: Concept, Computations and Applications

Unit IV

Risk & Forecasting issues in Asset Prices, Modeling Risk Factors, Interest Rates and Currency Risk Analysis in Global Investing, Currency Risk Analysis, Risk Analysis in Forex Markets, Risk Management in Fixed Income Securities. Legal Aspects of Risk Management and Insurance, Integrated Risk Management Framework, Risk Reporting, Risk Budgeting, Setting Risk Limits. Case Discussions.

Text Books

1. Apostolik, & Donohue. (2016). Foundations of Financial Risk. Wiley.
2. Hull, J. (2016). Risk Management and Financial Institutions . Wiley Finance Series.
3. Shields, G. (2018). Risk Management. Createspace Independent Publishing Platform.

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE

Post Graduate Diploma in Management

(PGDIM)

Project Management and Infrastructure Finance

Credit-3

Objectives: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

Course Outcomes (COs)
CO1: Understand the concepts of project identification, formulation, and analysis for decision-making.
CO2: Develop the ability to perform market and technical analysis for a project.
CO3: Understand project costing, finance, and economic analysis for projects.
CO4: Apply project appraisal techniques and risk analysis methods in decision-making.
CO5: Utilize project scheduling and network techniques (CPM, PERT) for effective project management.
CO6: Understand post-project evaluation techniques for assessing project success and performance.

Course Contents

Unit I

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.

Unit II

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.

Unit III

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.

Unit IV

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.

Text Books

1. Chandra. P.(2009). Projects, (7th Edition). Tata McGraw Hill
2. Pinto, (2009). Project Management, 1st edition, Pearson Education.

Reference Book

1. Panneerselvam. R. and Senthilkumar. P. “Project Management”. PHI Learning Pvt. Ltd.
2. Sharma. J. K.(2007). Operations Research: Theory and Applications, 3rd Edition, Macmillan India Ltd.
3. Choudhury, S, (2007). Project Management, 1st Edition, Tata McGraw Hill Publishing Company.
4. Bhavesh, M. Patel (2009). Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.

SCHEME OF EXAMINATIONS

ELECTIVES

HUMAN RESOURCE

PGDM

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Management of Training Learning and Development

Credit-3

Objectives: This Course aims at educating students on important of training needs and issue of human resource development in organization. The persons involved in uprating management skills pose issues of design and delivery and review of training requirements, which also stands the objective of the given course.

Course Outcomes (COs)
CO1: Understand the scope, nature, and challenges of training and development in organizations.
CO2: Analyze the training needs of an organization using different approaches, including organizational, task, and person analysis.
CO3: Design, deliver, and evaluate effective training programs, focusing on trainee motivation, reinforcement, and transfer of learning.
CO4: Evaluate the effectiveness of training programs and apply methodologies for program improvement and continuous development.
CO5: Demonstrate knowledge of employee development, career management, and the future trends in training and development (T&D).
CO6: Develop strategies for the transfer of training and ensure organizational support to maximize learning effectiveness.

Course Contents

Unit I

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.

Unit II

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.

Unit III

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.

Unit IV

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.

Text Books

1. Goldstein, I.L. & Ford, J.K. (2009). Training in Organizations, Cengage Learning.
2. Blanchard, P. N. & Thacker, W. J. (2008). Effective Training: Systems, Strategies and Practices, Pearson
- 3.

Reference Books

1. Raymond Noe, A. (2008). Employees Training and Development, McGraw Hill Publication.
2. O'Connor, Browner & Delaney (2003). Training for Organizations, Thompson Learning Press (now Cengage Learning). w.e.f Academic Session 2010-2011 53
3. Lynton Rolf, P. & Pareek, Udai (2000). Training for Organisational Transformation, Sage Publication.
4. Leatherman, D. (2007). The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills, HRD Press

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Managing Industrial Relations

Credit-3

Objectives: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels.

Course Outcomes (COs)
CO1: Understand the concepts and evolution of Industrial Relations in India and the role of trade unions in shaping industrial relations.
CO2: Demonstrate knowledge of employee involvement and participation, as well as grievance and disciplinary procedures.
CO3: Explain the processes of collective bargaining and understand its importance in maintaining positive employee relations.
CO4: Identify key industrial relations laws and legal frameworks that govern employee relations in India.
CO5: Explore the emerging scenarios in industrial relations, such as technological change, VRS, and international perspectives.
CO6: Critically evaluate the future direction of industrial relations and emerging trends in global and national labor markets.

Course Contents

Unit I

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.

Unit II

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.

Unit III

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,

Unit IV

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.

Text Books

1. Sinha, P.R.N. et al (2009). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
2. Blyton, P. & Turnbull, P. (2004). The Dynamics of Employee Relations. Palgrave Macmillan.

Reference Books

1. Ackers, P. & Wilkinson, A. (2003). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
2. Padhi, P.K. (2010). Labor and Industrial Laws. Prentice Hall of India.
3. Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
4. Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan India

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Talent Management

Credit-3

Objective- Understand and differentiate between Talent Management and Talent Acquisition; Explore the role of Assessment Centers in Talent Acquisition; Master Career Management and Succession Planning, Develop effective Mentoring Programs; and Understand the future trends in Talent Management.

Course Outcomes (COs)
Understand the fundamental concepts of talent management and its global context.
Analyze and compare the strategies for talent acquisition, including recruitment and talent acquisition.
Apply the skills of designing and executing an effective onboarding process for new hires.
Evaluate the role of assessment centers and their effectiveness in talent management.
Develop strategies for talent management by integrating skilling, upskilling, and reskilling approaches.
Critically assess and plan for the future trends in talent acquisition and management.

Course Content

Unit-1

Introduction to Talent Management and Talent Acquisition strategies: Overview of Talent Management and Factors affecting Talent Management context globally; Need and Type of Talent, Four components of Talent Management; Creating a culture for Talent Management. Difference between Recruitment and Talent Acquisition; Definition and role in Talent Management; Contemporary strategies in acquiring talent-Skilling, Upskilling & Reskilling; Competing value Proposition and role of Employer Branding in Talent Acquisition; Onboarding new Hires and socializing challenges.

Unit 2

Talent acquisition and role of Assessment centers: Concept of Assessment centers; Definition and meaning of assessment centers; Use and Benefit of Assessment centers; Outsourcing and use of technology in Assessment centers; Training Assessors, Resources required, Validity and reliability of Assessment centers, Disadvantages of Assessment center; When to use and not to use Assessment centers. through Assessment Centers. Definition of Competencies, Types of competencies; Assessing and developing competencies; Role of training in Competency development; Competency Mapping, at Individual and task level; Use of Competency Framework for developing Talent .challenges.

Unit 3

Career Management and Succession Planning, Managing Potential of Key talent: Fundamentals of Career Planning, trends and Best Practices; Models of career Planning; Succession Planning Process and Issues; Challenges pertaining to Succession Planning;. Managing Performance and Potential of Key talent, Managing Potential of Key talent.

Unit 4

Mentoring Talent, Rewarding talent and Future trends in Talent Acquisition and Management: Mentoring High Potential talent; Process of effective Mentoring; Gender Differences in Mentoring Process; Managing the Reward and Benefits for Talent, building in customized talent reward strategy for retaining talent, War for talent; Ethics of Managing Talent; Talent and technology trends-AI, Machine Learning, use of Analytics.

Text Books

1. Roy, A.B, Roy, S. Competency Based Human Resource Management, Sage.
2. Lance A. Berger, Dorothy R. Berger. Talent management Handbook, Association for talent development by Virginia USA
3. Berger, L.A, Berger, D.R., Talent Management Hand Book, McGraw-Hill
4. Hasan, Singh, Talent management in India: Challenges and Opportunities, Atlantic Publication.
5. Joshi, G., Vohra, V, Talent Management, Cengage Learning
6. Hurconomics for Talent Management, Pearson Education

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Compensation & Performance Management

Credit-3

Objective: The objective of this course is to equip students with the knowledge of designing effective compensation and performance management systems in the organizations for converting the organization in a high performing work system.

Course Outcomes (COs)
CO1: Demonstrate an understanding of the concepts and principles of compensation management.
CO2: Develop skills to design compensation structures and systems in both public and private sectors.
CO3: Analyze the various compensation techniques and their application in different organizational contexts.
CO4: Evaluate the role of performance management systems in enhancing organizational productivity.
CO5: Develop effective performance appraisal systems and review processes aligned with organizational goals.
CO6: Identify challenges in performance management and propose solutions to overcome them.

Course Content

Unit I

Basics of Compensation Management: Compensation Definition and Foundation, Compensation strategies in Public and private sector, Rewards, Incentives, Benefits and Supplementary compensation, Styles of Compensation, Compensation Structure- Indian Practices in Public and Private Sector

Unit II

Compensation Techniques : Knowledge based compensation, Team Compensation, Competency based compensation, Role of wage boards and pay commissions in public sector compensation, Incentive schemes/ Payment-by-results (PBR), Performance linked Compensation, Tax Planning: The implication of employee compensation package on the employer, Tax efficient compensation package, International Compensation: Problems, Objectives, Elements of expatriate's compensation package, Dual compensation and tax issues in case of expatriates.

Unit III

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, and Characteristics of Effective Performance Management, Models of Performance Management Process Performance Measurement Planning and Methods: Defining Performance and Selecting a measurement approach, Developing Job Descriptions, Defining Performance standards, KRAs, and KPIs based on job descriptions, Designing appraisal forms, Methods of Performance Appraisal.

Unit IV

Performance Management Implementation: Implementing Performance Management Process, Performance Monitoring, Performance Management Documentation, Performance Review Discussions, Challenges in performance review process and measures to overcome challenges. Other Performance and Development Issues: Coaching and Performance Management, Potential Appraisal, Performance Management in MNC, Managing Contextual Performance, Performance based career planning, career development and succession planning, Technology and Performance Management, Performance Management of the future.

Text Books

1. Singh, B.D. (2017) Compensation and Reward Management. Excel Books
2. Das, P. (2019). Compensation Management. Notion Press
3. Berger, L.A. (Latest Edition). The Compensation Handbook, Sixth Edition: A State-Of-The-Art Guide to Compensation Strategy and Design. McGraw Hill Europe
4. Martocchio, J.J. (Latest edition). Strategic Compensation: A human resource perspective approach. Pearson
5. Aguinis, H. (2013). Performance Management. Pearson
6. Bhattacharya, D.K. (Latest Edition). Performance Management Systems and Strategies. Pearson

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HR Analytics

Credit-3

Objective: The objective of this course is to equip students with the knowledge of people analytics to improve human capital management decisions by applying advanced analytics and Big Data technologies and processes.

Course Outcomes (COs)
CO1: Understand the fundamentals of People Analytics, its importance, and its application in HR decision-making.
CO2: Develop the ability to establish an analytical culture in HR, emphasizing leadership's role in driving analytics adoption.
CO3: Gain proficiency in working with HR data and basic analytic tools such as Microsoft Excel and Tableau to create dashboards and visualizations.
CO4: Understand the types of data, their sources, and challenges related to data quality in HR Analytics.
CO5: Apply analytics to various HR functions, such as staffing, performance management, training, and employee engagement, through case studies and practical applications.
CO6: Solve real-world HR problems using analytical methods for decision-making, including turnover, absenteeism, and workforce planning.

Course Content

Unit I

Understanding the Fundamentals: Why People Analytics? Adoption of Analytics, HR's Contribution to Business Value, HR Decision Making and Analytics, HR Business Process and Analytics

Unit II

Establishing an Analytics Culture: Enable Analytical Thinking, Role of Leader in creating analytic culture, Overcoming Resistance to People Analytics, Communicate with Storytelling and Visualization

Unit III

Understanding Data and Basic Analytic Tools: Know Your Data, A Pragmatic View of Data, Solving Data Quality Challenges, Data Types and Sources, Data Governance, Creating HR Dashboards using Microsoft Excel, Applying Pivot Tables to HR data, Application of Tableau in HR Data Visualization

Unit IV

Analytics in Various Functions and Processes: Staffing Analytics, Analytics in Manpower Planning, Training and Development Analytics, Analytics in Performance Management, Engagement Analytics, Analytics in Absenteeism, Turnover, Case Studies on various analytics

Text Books

1. Bhattacharya, D.K. HR Analytics: Understanding Theories and Applications. Sage
2. Banerjee, P., Pandey, J. & Gupta, M. Practical Applications of HR Analytics: A Step-by-Step Guide. Sage
3. Guenole, N., Ferrar, J. & Feinzig, S. The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance. Pearson
4. Dhir, S. & Pal, S. Human Resource Analytics: Theory and Application Techniques. Cengage
5. Edwards, M.R. & Edwards, K. Predictive HR Analytics: Mastering the HR metric. Kogan Page

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Strategic HRM & Future of Work

Credit-3

Objectives: The objective of this course is to appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance and International Context.

Course Outcomes (COs)
CO1: Understand the importance of Strategic HRM in organizational success.
CO2: Analyze the evolving role of HR in strategic planning and organizational growth.
CO3: Develop strategies for recruitment, retention, and talent management.
CO4: Evaluate global HRM practices and manage cross-cultural challenges.
CO5: Assess the impact of organizational culture on HRM strategies and performance.
CO6: Apply HRM strategies for international expansion and global workforce management.

Course Contents

Unit I

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.

Unit II

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.

Unit III

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 Challenge.

Unit IV

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.

Text Books

1. Armstrong, M. (2009). Strategic Human Resource Management. Kogan Page.
2. Mello, J. (2008). Strategic Human Resource Management. Thompson Learning.
3. Dowling, P.J. & Welch, D.E. (2010). International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
4. Vance, C.M. & Paik Y. (2009). Managing a Global Workforce: Challenges and Opportunities in International, Human Resource Management. PHI

Reference Books

1. Greer, C. (2008). Strategic Human Resource Management. Pearson Education.
2. Kandula S. R. (2009). Strategic Human Resource Development. Prentice Hall India.
3. Edwards, T. & Rees, C. (2007). International Human Resource Management. Pearson Education.
4. Rao, P.L. (2008). International Human Resource Management: Text and Cases. Excel Books

SCHEME OF EXAMINATIONS

ELECTIVES

MARKETING

PGDM

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Digital & Social Media Marketing

Credit-3

Objective: This course aims at creating an understanding of the concepts and techniques of digital marketing so as to exploit the opportunities of this medium to support the organization & marketing activities.

Course Outcomes (COs)
CO1: Understand the fundamental concepts of digital marketing and its application in real-world scenarios.
CO2: Analyze the differences between traditional and digital marketing, with a focus on internet marketing strategies.
CO3: Evaluate online consumer behavior and design effective online marketing strategies.
CO4: Design websites and online content that enhance the online customer experience.
CO5: Identify the importance of interactive marketing and integrate various digital marketing channels.
CO6: Apply social media marketing techniques and measure performance through key metrics.

Course Content

Unit I

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

Unit II

Online buyer behavior and Models: The Marketing Mix in an online context; Managing the Online Customer Experience: Planning website design, Understanding site user requirement, site design and structure, developing and testing content, e-Service quality.

Unit III

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

Unit IV

Social Media Marketing: Meaning, Scope and Importance; SMM Plan - Goals and Strategies, Rules of Engagement & Ethical Issues, Publishing Blogs and Webinars, Sharing Videos/Images, Social Networks, Micro blogging; Mobile and Location based Marketing; Social Media Monitoring, Social Media KPIs; Web Analytics.

Text Books

1. Chaffey, D., Ellis-Chadwick, F., Mayer, R., & Johnston, K., Internet Marketing Strategy, Implementation and Practice. Pearson Education. New Delhi.
2. Hanlon, A., Digital Marketing – Strategic Planning & Integration, Sage Publishing.
3. Gupta, S., Digital Marketing, McGraw Hill Education.
4. Gay, R., Charlesworth, A.; Esen, R. Online Marketing: A Customer-led Approach. Oxford University Press., New Delhi
5. Solomon, M.R., Tuten, T., Social Media Marketing, Pearson Education.
6. Hanson, W. and Kalyanam, e-Commerce and Web Marketing, Cengage Learning, New Delhi

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Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Sales and Distribution Management

Credit-3

Objective: Objectives: The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

Course Outcomes (COs)
Understand the scope and importance of sales management and its impact on organizational performance.
Analyze the personal selling process, sales organization structure, and strategies to drive sales growth.
Develop a clear understanding of recruitment, training, and performance evaluation of the sales force.
Master the methods for motivating sales personnel and setting sales quotas for performance tracking.
Understand the distribution planning process and the role of intermediaries in the sales channel.
Analyze and design logistics and supply chain strategies to improve overall distribution efficiency.

Course Contents

Unit I

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.

Unit II

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;

Unit III

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.

Unit IV

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.

Text Books

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2007). Sales Management. 5th Edition Pearson Education, New Delhi
2. Rosenbloom, Bert (2004) Marketing Channels: A Management View, 7th Edition ,Cengage Learning, New Delhi.

Reference Books

1. Jobber, David and Lancaster, Geoffery (2006), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
2. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), Sales Management:, Pearson Education, New Delhi
3. Panda, T.K. and Sahadev, S (2005) Sales and Distribution Management, Oxford University Press, New Delhi.
4. Havaladar, K K. and Cavale, VM. ((2007), Sales and Distribution Management:Text and Cases, Tata McGraw Hill, New Delhi

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Service Marketing

Credit-3

Objective: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Course Outcomes (COs)
Understand the nature, challenges, and significance of services marketing in the modern economy.
Analyze consumer behavior and develop strategies for managing customer expectations and satisfaction.
Evaluate and apply the SERVQUAL model to measure service quality and customer satisfaction.
Design effective service marketing strategies including service positioning, pricing, and distribution.
Understand and implement service recovery strategies to handle service failures.
Apply the concepts of services marketing to select industries such as hospitality, healthcare, and banking.

Course Contents

Unit I

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

Unit II

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.

Unit III

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

Unit IV

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

Text Books

1. Zeithaml V. A., Bitner M. J., Gremler, D.D and Pandit, A. (2013), Services Marketing, 6/e, Tata McGraw Hill Education Co. Ltd. New Delhi.
2. Lovelock C. H., Wirtz, J. and Chatterjee, J. (2011), Services Marketing: People, Technology, Strategy, 7/e, Pearson Education.

Reference Books

1. Hoffman, K. D. & Bateson, J. E.G. (2006), Marketing of Services, 4/e, Cengage Learning India Pvt. Ltd., New Delhi
2. Kurtz D. L. and. Clow K. E. (2003), Services Marketing. Biztantra, New Delhi.
3. Nargundkar, Rajendra, (2010), Services Marketing Text and Cases, 3/e, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Fitzsimmons, J.A, and Fitzsimmons, M.J (2005), Service Management: Operations, Strategy, and Information Technology, 5/e, Irwin/McGraw-Hill

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by AICTE Post Graduate Diploma in Management (PGDIM)

Customer Relationship

Credit-3

Objective: Objectives: The course aims to impart the knowledge and skills needed CRM as a business strategy and to help the students understand the organizational context of CRM

Course Outcomes (COs)
Understand and apply CRM as a business strategy.
Analyze the customer life cycle and develop strategies for customer acquisition, retention, and development.
Develop, manage, and maintain customer-related databases using appropriate technology.
Understand the importance of business networks in managing customer relationships and value delivery.
Gain insight into various CRM models and apply them in different organizational contexts (commercial and non-profit).
Address privacy and ethical issues in CRM, ensuring that data is handled securely and responsibly.

Course Contents

Unit I

Fundamentals of CR: Introduction to CR: Introduction , Strategic CR, Operational CR, Analytical CR, Collaborative CR, Misunderstandings about CR, Defining CR, CR constituencies, Commercial and not-for-profit context of CR, Models of CR.

Unit II

Managing the Customer Life Cycle: What is a new customer? Understanding Customer Value, Sources of Customer Value, Customization, Value from products – services – processes – people – physical evidence – customer communication – channels, Customer Value estimates, Prospecting, KPI of a customer acquisition programme, Strategies of Customer Retention, Positive Customer Retention Strategies, KPI for a

Customer Retention programme, Strategies for Customer Development, Strategies for terminating Customer Relationships.

Unit III

CR Mechanics: Customer related database, Developing a Customer related database, Database technology and hardware platform options, Maintaining the database, Desirable Database Attributes, Data Integration, Data Warehousing, Data Marts , Data Access and Interrogation, Data Mining, Privacy Issues, Customer Portfolio Management: Market Segmentation, Sales Forecasting, Activity Based Costing, Lifetime Value Estimation, CP in the B2B context, Strategically Significant Customers, Seven Core Customer Management Strategies.

Unit IV

Managing Networks for CR: What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CR, SCOPE of CR, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery.

Text Books

1. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier
2. Relationship Management – Text and Cases, S. Shajahan, TMGH.

Reference Books

1. Handbook of Relationship Marketing by Jagdish Sheth and Atul Parvatiyar, Response Books, Sage Publications.
2. Customer Relationship Management – Perspectives from the Marketplace by Simon Knox, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryals, Elsevier.

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Sales and Channel Management

Credit-3

Objective: The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

Course Outcomes (COs)
CO1: Understand the evolution, scope, and importance of sales management and develop the skills necessary for effective personal selling and sales forecasting.
CO2: Develop and manage a sales force, including designing effective sales organizations, recruitment, training, motivation, and performance evaluation of sales teams.
CO3: Analyze the role of intermediaries in distribution channels, including the structure, types, and performance metrics for both retail and wholesaling in India.
CO4: Design and manage distribution strategies, including selection, motivation, and evaluation of channel intermediaries while addressing channel conflicts.
CO5: Evaluate the effectiveness of sales and distribution systems, considering ethical and legal issues in sales and distribution management.
CO6: Develop an integrated approach to sales and distribution management, aligning the sales strategy with the overall organizational objectives.

Course Contents:

Unit I

Introduction to Sales Management: Evolution of Sales Management, Scope and importance: Skills of a Sales Personnel, Types of Sales Managers; Personal Selling- Theories, Psychology in Selling, Buying Situations, Sales Process; Sales Forecasting; Sales Territory Design.

Unit II

Sales Force Management: Sales Organization structure; Sales Force Size; Recruitment, Selection of Sales force; Training, motivation and Compensation of Sales Force; Sales Quotas and Contests; Evaluation of Sales performance.

Unit III

Distribution Channels and Institutions: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial products; Retail -Structure, Types and Role, Strategies, Performance Measures, Franchising, Retail Scenario in India; Wholesaling - Features, Classification, Decisions, Trends and Future Scenario.

Unit IV

Distribution Channel - Design, Management and Logistics: Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Physical Distribution System -Objectives and Decision Areas; Introduction to Logistics and Supply Chain Management, Green Supply Chain & Ecommerce; Integration of Sales and Distribution Strategy. Logistics for sustainability and digital trends Ethical and Legal Issues in Sales and Distribution Management in Indian context.

Text Books

1. Still. K.R., Cundiff. E.W & Govoni. N.A.P. Sales Management. Pearson Education.
2. Rosenbloom, Bert, Marketing Channels: A Management View, Cengage Learning.
3. Jobber, David and Lancaster, Geoffery, Selling and Sales Management, Pearson Education
4. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erfimeyer, R.C., Sales Management:, Pearson Education
5. Panda, T.K. and Sahadev, S, Sales and Distribution Management, Oxford University Press.
6. Havaladar, K K. and Cavale, VM., Sales and Distribution Management: Text and Cases, Tata McGraw Hill

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Brand Management

Credit-3

Objective: The course aims at creating an understanding of the unique challenges of rural and social marketing and to enable students to apply the concepts and methods of marketing management to rural markets and social and cause related marketing.

Course Outcomes (COs)
CO1: Understand the concept of rural marketing and its challenges.
CO2: Analyze the characteristics of rural consumers and the rural market environment.
CO3: Develop strategic marketing solutions for rural markets, focusing on segmentation, pricing, promotion, and distribution.
CO4: Understand the role of IT in enhancing rural marketing strategies (e.g., e-Chaupals).
CO5: Understand the scope of social marketing and its applications in various social issues.
CO6: Develop social marketing strategies for public health, education, and societal betterment.

Course Contents

Unit I

Rural Marketing Introduction: Definition; Rural Markets in India: Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing.

Unit II

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.

Unit III

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.

Unit IV

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.

Text Books

1. Kotler P and Andresen (2008) Strategic Marketing for Non-Profit Organizations, Prentice Hall of India, PHI, New Delhi.
2. Kashyap, Pradeep, Amp, Raut, Siddhartha(2005) Rural Marketing, Wiley, New Delhi.
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006), "Rural Marketing – Text and Cases", Pearson Education, New Delhi.

Reference Books

1. Balram, Dogra and Ghuman, Kharminder. (2008) Rural Marketing, Tata McGraw Hill, New Delhi
2. Kotler, P. Lee, N. R., Lee, N.(2008) Social Marketing: Influencing Behaviors for Good, Sage Publications.
3. Kotler, P. Roberto, N. Lee, N. (2002) "Social Marketing: Strategies for Changing Public Behavior", 2nd Edition, Sage Publications
4. Bhatia, Tek K. (2007) Advertising and marketing In Rural India, 2nd Edition, Macmillan Publishers India Ltd., New Delhi

SCHEME OF EXAMINATIONS

ELECTIVES

OPERATIONAL

PGDM

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Logistic & Supply Chain Management

Credit-3

Objective: The primary objective of logistics management is to move the inventory in a supply chain effectively and efficiently to extend the desired level of customer service at the least cost as done parallel with waste management.

Course Outcomes (COs)
CO1: Understand the basic concepts of logistics and supply chain management (SCM), principles, and strategies.
CO2: Develop skills for managing both inbound and outbound logistics effectively.
CO3: Gain proficiency in applying IT tools and systems for SCM and analyzing the cost-performance measurement.
CO4: Understand the strategic management of supply chains, and formulate strategies for global supply chain operations.
CO5: Learn about the design and management of distribution networks, transportation modes, and locational strategy.
CO6: Gain insights into the emerging trends in SCM, sustainability practices, and how to apply green logistics.

Course Contents

Unit I

Logistics and SCM - an overview, logistics and SCM - an introduction, principles of SCM, customer focuses in SCM.

Unit II

Design and management of SCM, logistics - inbound and outbound, models of SCM integration, strategic supply chain management, organizing for global markets.

Unit III

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.

Unit IV

Distribution network planning, transportation Mix, Locational Strategy, Logistics and SCMEEnvironment, emerging trends, future trends and issues, design for SCM and greening the supply chain, SCM, in service organisation/non-manufacturing sector.

Text Books

1. Donald J Dowersox& David J. Close – Logistical Management.
2. Donald W. Dobler& David – Purchasing& Supply Chain Management (SHM).
3. R.V. Altekhar – Supply Chain Management.

Reference Books

1. David J. Bloomberg & Stephen Lemay – Logistics
2. B.S. Blanchand – Logistical Engineering & Management

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Operations Strategy

Credit-3

Objectives:

The key objective of this course is to appreciate the need and role of operations as a strategy particularly in view of cost, quality, flexibility and time competitiveness. Various strategic choices are analyzed in different sub-functions of operations. The operations strategies especially in the light of globalization, environmental, ethical and social concerns as also the work force diversity issues are to be discussed.

Course Outcomes (COs)
CO1: Understand the concept and significance of Operations Strategy in business.
CO2: Analyze the impact of globalization and environmental factors on operations.
CO3: Design and implement effective operations strategies in areas like capacity planning, layout, and process management.
CO4: Evaluate strategic decisions in purchasing, outsourcing, and supply chain management.
CO5: Apply performance measurement techniques and improvement strategies (e.g., breakthrough vs. continuous).
CO6: Formulate sustainable operations strategies considering ethical, environmental, and social concerns.

Course Contents:

Unit 1: Need for Operations Strategy, Impact of globalization on Operations Management, The Marketing link in the Operations Strategy -Role in competitive advantage, time-based competitiveness and other criteria of success. The sandcone model.

Unit 2: Process of designing, analysing and implementing operations' strategies, Strategic management of transformation processes and flow strategies, Strategic choices in layout and capacity planning.

Unit 3: Managing innovations and new product and process development strategies

Unit 4: Strategic purchasing and supply management, Outsourcing decisions, Strategic Purchasing Portfolio analysis,

Unit 5: Operations Improvement Strategies, Breakthrough vs continuous, The Direct, Develop and Deploy strategies and the market strategy, Bohn's stages of process matrix, Measures of performance.

Unit 6: Process of Operations strategy, sustainable alignment, Methodology of operations strategy formulation.

Unit 7: The 'new' approaches to operations; different substitutes for operations strategy,

Unit 8: The process of operations strategy formulation, The strategic, organizational, methodological, delivery and operational context. Integrated Management Systems, Leveraging IT for strategic management of Operations.

Text Books

1. Abele, E., Meyer, T., Naher, U., Strube, G., & Sykes, R. (Eds.) (2008). Global production: A handbook for strategy and implementation. Berlin: Springer Verlag.
2. Brown, S., Lamming, R., Bessant, J., & Jones, P. (2001). Strategic operations management. New Delhi: Butterworth Heinemann.
3. Christensen, C. M., & Rayner, M. E. (2003). The innovator's solution. Boston: Harvard Business School Press.
4. . Finch, Byron. (2007). Operations now. (special ed.). New Delhi: McGraw Hill.
5. . Hill, T. (1998). Manufacturing strategy (2nd ed.). London: Palgrave MacMillan.
6. . Lowson, R. H. (2002). Strategic operations management. London: Routledge.
7. Meredith, J. R. (1987, Spring). The Strategic Advantage of its Factory of the Future. California Management Review, XXIX (3).
8. . Porter, E. (2008). On competition. The five competitive forces that shape strategy (pp. 78-93). USA: Harvard Business Review.
9. Schonberger, R. J. (1986). World class manufacture. New York: The Free Press.
10. . Skinner, W. (1985). Manufacturing: The formidable complete weapon. New York: John Wiley & Sons.
11. Slack, N., & Lewis, M. (2009). Operations strategy. New Delhi: Prentice Hall.
12. . Waters, D. D. (2006). Operations Strategy. USA: Thomson.
13. Wheelwright, S. C. & Hayes, R. H. (1985). Restoring our competitive edge: Competing through manufacturing. US: John Wiley & Sons.
14. . Womack, J. P., & Jones, D. T. (2003). Lean thinking: Banish waste and creating wealth in your organization. UK: Simon & Schuster.

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Predictive Analytics & Big Data

Credit-3

Objective- Understand and apply data preprocessing techniques, Develop predictive models using various analytical methods, Understand the fundamentals and evolution of Big Data, Gain practical knowledge of Big Data tools and technologies and Analyze and interpret data using Big Data analytics workflows.

Course Outcomes (COs)
CO1: Apply data transformation techniques like normalization and standardization for effective predictive analysis.
CO2: Develop predictive models using techniques such as multiple regression, logistic regression, and neural networks.
CO3: Implement machine learning algorithms like Naïve Bayes, Bayesian Networks, and model evaluation techniques.
CO4: Understand the core concepts of big data, its characteristics, and the differences with traditional BI.
CO5: Work with big data tools such as Hadoop, NoSQL, MongoDB, and Cassandra for data storage and processing.
CO6: Demonstrate practical skills in big data analytics through hands-on projects and real-world datasets.

Course Content

Unit I

Data Processing for Predictive Analysis: Data Transformation, Min-Max Normalization, ZScore Standardization, Transformations to Achieve Normality, and Graphical and Numerical Methods for identifying outliers.

Unit II

Predictive Analytics: Multiple Regression and Model Building, Logistic Regression, Neural Networks, Naïve Bayes and Bayesian Networks, Model Evaluation Techniques.

Unit III

Introduction to Big Data & Analytics: What is Big Data? Characteristics and Evolution of Big Data, Traditional Business Intelligence (BI) Versus Big Data, Terminologies Used in Big Data Environments, Analytics Flow for Big Data, Big Data Stack.

Unit IV

Big Data Analytics: Working with big data analytics tools: NoSQL, Hadoop, MapReduce, MongoDB and Cassandra, Hands-on practical learning on these tools.

Text Books

1. Evans, J.R. (Latest Edition). Business Analytics. Pearson
2. Larose, D.T. & Wali, O.P. (Latest Edition). Data Mining and Predictive Analytics (An Indian Adaptation), Wiley
3. Prince, J.T. & Bose, A. (Latest Edition). Predictive Analytics for Business Strategy - Reasoning from Data to Actionable Knowledge, McGraw Hill
4. Acharya, S. & Chellappan (Latest Edition). Big Data and Analytics, Wiley, India.
5. Bahga, A. & Madiseti, V. (Latest Edition). Big Data Science and Analytics: A Hands-On Approach

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Operations Research

Credit-3

Objective: The students would learn about the research toolkits in operations which would be helpful to those opting for Operation Management.

Course Outcomes (COs)
1. Understand the concepts of Operations Research
2. Gain proficiency in Linear Programming models and techniques
3. Solve Linear Programming problems using Simplex and other methods
4. Comprehend Duality Theory and Sensitivity Analysis in Linear Programming
5. Learn and apply Transportation and Assignment Problem techniques
6. Understand and solve Network Optimization Models

Course Contents

Unit I

Introduction: Overview of the Operations Research Modeling Approach- Introduction to Linear Programming- Solving Linear Programming Problems.

Unit II

The Simplex Method: The Theory of the Simplex Method- Duality Theory and Sensitivity Analysis.

Unit III

Other Algorithms for Linear Programming: The Transportation and Assignment Problems- Network Optimization Models.

Unit IV

Decision Analysis- Markov Chains: Queueing Theory- Inventory Theory- Markov Decision Processes- Simulation.

Text Books

1. Production & Operations Management – Chary
2. Manufacturing & Operations Management - L.C.Jhamb

Reference Books

1. Operations Management –Krajewski
2. Operations Management – Mahadevan

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Enterprise System

Credits - 3

Objectives: This course aims at providing overall knowledge regarding the concepts and structure of Enterprise business systems and imparts necessary knowledge for ERP, CRM, SCM implementation in a business enterprise.

Course Outcomes (COs)
1. CO1: Understand the fundamental concepts, types, and architecture of enterprise systems.
2. CO2: Analyze the components and features of ERP systems and how they are integrated into business processes.
3. CO3: Evaluate the role of SCM in modern enterprises and its integration with ERP systems.
4. CO4: Apply CRM concepts to enhance customer relationships and improve marketing strategies using e-CRM tools.
5. CO5: Identify the challenges and strategies in the implementation of ERP, SCM, and CRM systems within an organization.
6. CO6: Assess the trends, future directions, and technological advancements in ERP, SCM, and CRM systems.

Course Contents

Unit I

Enterprise Systems: An Overview, Business and Enterprise Systems, Types of Enterprise Systems; Enterprise System Architecture, Enterprise System Development, Enterprise System Implementation Strategies and Challenges, Enterprise System Integration.

Unit II

ERP: Features of ERP, ERP Components, MIS Integration, ERP drivers, ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, Pre and Post Implementation Issues, ERP Vendors, Trends in ERP, Future Directions in ERP.

Unit III

SCM: An Introduction, Concepts, Issues in Supply Chain Management, Customer Focus and Distribution Management, Logistics Framework – Concept, Objective and Scope, SCM Technologies – EDI, Internet Enabled SCM, E-Marketplaces, Online Auctions, Collaborative Planning, Forecasting and Replenishment (CPFR);

Unit IV

CRM: An Introduction, Concepts of Relationship Management, e-CRM as a Strategic Marketing Tool, Elements of e-CRM, CRM Process, Models of e-CRM, CRM Planning and Implementation, CRM Applications, Trends in CRM.

Text Books

2. Luvai Motiwala (2008). Enterprise Systems for Management, Pearson Education.
2. David Olson and Subodh Kesharwani, (2007), Enterprise Information Systems: Contemporary Trends and Issues," World Scientific.Pub.

Reference Books

1. Alexis Leon (2014), ERP Demystified, 3/e Paperback, McGraw Hill Education.
2. Peelan, Ed. (2009) Customer Relationship Management, 1/e, Pearson Education..
3. Sunil Chopra and Peter Meindl, D V Kalra, (2016) Supply Chain Management: Strategy, Planning and Operations, 6/e, Pearson Education.
4. Judith M Myerson, Enterprise Systems Integration: Best Practices Series, 2nd Edition, Auerbach Publication

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Production Management

Credits - 3

Objective: The main objective of production management is to produce goods and services of the right quality, right quantity, at the right time and at minimum cost. It also tries to improve the efficiency. An efficient organization can face competition effectively.

Course Outcomes (COs)
CO1: Develop an understanding of production management concepts, including integrated production management and various productivity metrics.
CO2: Gain knowledge about operations management, strategies, and tools for implementation in various industries.
CO3: Ability to develop and implement operations strategies that align with corporate and business strategies to gain competitive advantage.
CO4: Learn and apply various forecasting methods for decision-making in production planning and aligning forecasts with product life cycles.
CO5: Understand how to improve productivity (capital, labor, personnel) within a production environment and apply these concepts for organizational success.
CO6: Gain the ability to apply industry best practices in operations and production management to enhance efficiency and competitiveness.

Course Contents

Unit I

Production Management: Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training

Unit II

Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices

Unit III

Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities.

Unit IV

Forecasting: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Forecasting and Product Life Cycle, Selection of the Forecasting Method, Qualitative Methods of Forecasting.

Text Books

1. Production Systems: Planning, Analysis & Control: By Riggs, J.L.(4thEdn.) John Wiley & Sons
2. Modern Production/Operation management: By Buffa, E.S. &Sarin, K.(8" Edn.) John Wiley & Sons
3. Production & Operations Management : By Panneersaivem, R.(2' 1 Edn.) PHI
4. Production & Operations Management : By Chary, S.N.(TMH)

