

Curriculum & Scheme of Examination

POST GRADUATE DIPLOMA IN MANAGEMENT

Approved by AICTE, Ministry of Education, Govt. of India

(Academic Session 2021-22 Onwards)



TECNIA INSTITUTE OF ADVANCED STUDIES CDL

**B-71/2, Wazirpur Industrial Area, Wazirpur, New Delhi – 110052 PSP,
Institutional Area, Madhuban Chowk, Rohini, Delhi-110085, <http://www.cdl.tecnia.in>**

Post Graduate Diploma in management

Vision Statement

“To be a premier management institution nurturing ethical, innovative, and globally competent professionals committed to lifelong learning and contributing to sustainable socio-economic development”

Mission Statement

“To provide a dynamic learning environment that fosters academic excellence, ethical values, innovation, industry-oriented skills and employability through quality education, research, and collaboration for holistic student development and societal impact”

Programme Outcomes (POs)

On completing the programme students should be able to:

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.

1ST TRIMESTER / 1ST YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TSI – 01	Management Process & Organizational Behaviour	5	30	70	100
2	TSI – 02	Information Technology Management	5	30	70	100
3	TSI – 03	Business Communication	5	30	70	100
4	TSI – 04	Management of International Business	5	30	70	100
		Total	20			

2ND TRIMESTER / 1ST YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TSI – 05	Financial Management	5	30	70	100
2	TSI – 06	Marketing Management	5	30	70	100
3	TSI – 07	Business Research	5	30	70	100
4	TSI – 08	Human Resources Management	5	30	70	100
		Total	20			

3RD TRIMESTER / 1ST YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TSI – 09	Strategic Management	5	30	70	100
2	TSI – 10	Corporate Social Responsibility, Human Values & Ethics	5	30	70	100
3	TSI – 11	Decision Sciences	5	30	70	100
4	TSI – 12	Business Intelligence and Applications	5	30	70	100
		Total	20			

4TH TRIMESTER / 2ND YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1		ELECTIVE-1	5	30	70	100
2		ELECTIVE-2	5	30	70	100
3	TFBM- 01	Essentials of Family Business Management	5	30	70	100
4	TFBM- 02	Business Plan, Private Equity, Franchising, Social Entrepreneurship	5	30	70	100
		Total	20			

5TH TRIMESTER / 2ND YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1		ELECTIVE-3	5	30	70	100
2		ELECTIVE-4	5	30	70	100
3	TFBM- 03	Family Business and Environmental Concerns	5	30	70	100
4	TFBM- 04	Family Business Startup and Case Study of Family Owned Business	5	30	70	100
		Total	20			

6TH TRIMESTER / 2ND YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TSI-13	Project Based Dissertation	6	30	70	100
		Total	6			

ELECTIVES

2ND YEAR

FINANCIAL MANAGEMENT

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1.	TFIN-01	Management of Financial Services and Institutions	5	30	70	100
2.	TFIN-02	Multinational Financial Management	5	30	70	100
3.	TFIN-03	Management of Banking and Insurance	5	30	70	100
4.	TFIN-04	Security Analysis and Portfolio Management	5	30	70	100

2ND YEAR

OPERATIONAL MANAGEMENT

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1.	TOM –01	Operations Management (OM)	5	30	70	100
2.	TOM –02	Logistic and Supply Chain Management	5	30	70	100
3.	TOM –03	Operation Research	5	30	70	100
4.	TOM –04	Production Management	5	30	70	100

2ND YEAR

HUMAN RESOURCE MANAGEMENT

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1.	THR-01	Training and Development	5	30	70	100
2.	THR-02	Organizational Change and Development	5	30	70	100
3.	THR-03	Industrial Relations and Labour Legislations	5	30	70	100
4.	THR-04	Strategic Human Resource Management	5	30	70	100

2ND YEAR

MARKETING MANAGEMENT

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1.	TMKT-01	Brand Management	5	30	70	100
2.	TMKT-02	Service Marketing	5	30	70	100
3.	TMKT-03	Sales and Distribution Management	5	30	70	100
4.	TMKT-04	Retail Management	5	30	70	100

1ST TRIMESTER / 1ST YEAR

PGDM

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Management Process & Organizational Behavior (TSI-01)

Credits - 5

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: Explain the core principles of management and organizational behavior and apply them to analyze real-world business situations.
CO2: Demonstrate the ability to plan, direct, and control organizational processes to improve efficiency and effectiveness in achieving management goals.
CO3: Analyze organizational processes, structures, and behaviors in real-world business scenarios to identify opportunities for improving performance and effectiveness.
CO4: Design effective decision-making models and strategies for organizational leadership and management.
CO5: Formulate strategies to influence individual, group, and organizational behaviors to enhance teamwork, performance, and operational efficiency.
CO6: Evaluate ethical, social, and cultural considerations in organizational management to promote 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 Behaviour: Introduction and Meaning, OB Models & Approaches, Work Force Diversity, Organizational Justice, Whistle Blowing and Social Responsibility, OB Trends, and Case Study.

Individual Processes and Behaviour: 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. Green Berg, J. and Baron, R.A. (2015), Behaviour in Organization, Pearson Education.
3. Newstrom, J.W. & Davis, K (2014), Organizational Behaviour at Work, Tata McGrawHill.
4. George, J. M. & Jones, G.R. (2012), Understanding and Managing Organizational Behaviour 6/e, Pearson Education.

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Information Technology Management (TSI-02)

Credits - 5

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 Outcomes (COs)
CO1: Describe the basic concepts of computer hardware, software, and number systems, highlighting their relevance to business applications.
CO2: Demonstrate the classification of various types of software and programming languages, and use appropriate steps in the software development process.
CO3: Analyze the fundamentals of database management systems (DBMS) and evaluate different types of data models, including the role of SQL in business data analysis.
CO4: Formulate basic database queries and business data management solutions using DBMS and SQL tools.
CO5: Assess the effectiveness of business information systems in supporting decision-making and management processes within organizations.
CO6: Evaluate emerging trends in IT, security challenges, and the strategic role of information systems in enhancing modern business performance.

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

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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

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Business Communication (TSI-03)

Credits -5

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: Explain the concept, importance, types, forms, and networks of business communication.
CO2: Apply the principles of the 7C's of communication to create effective written business documents such as letters, reports, and resumes.
CO3: Analyze verbal, non-verbal, and technology-enabled communication methods to deliver impactful oral presentations, including video-conferencing and virtual meetings.
CO4: Design strategies for professional interactions, business etiquette, and active listening to project a professional image.
CO5: Identify the impact of legal, ethical, and cross-cultural factors on communication effectiveness in business contexts.
CO6: Evaluate negotiation techniques, mass communication approaches, and technology-enabled tools for enhancing business communication outcomes.

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.
2. 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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Management of International Business (TSI-04)

Credits-5

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

Course Outcomes (COs)
CO1: Identify the nature and scope of international business, including entry strategies, models, and barriers to trade.
CO2: Apply concepts of global business to address marketing, HR, financial, and supply chain operations in an international context.
CO3: Analyze global business environments to formulate competitive strategies, strategic alliances, and mergers for market expansion.
CO4: Formulate effective cross-cultural management practices to improve international operations.
CO5: Evaluate ethical considerations and social responsibility issues in global business decision-making.
CO6: Assess future trends in globalization, the impact of the internet, and the distinctions between transnational corporations (TNCs) and multinational corporations (MNCs).

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

2ND TRIMESTER / 1ST YEAR

PGDM

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Financial Management (TSI-05)

Credits-5

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 Outcomes (COs)
CO1: Describe the fundamentals of financial management, including its scope, objectives, and functions.
CO2: Apply the principles of financial statement analysis to assess an organization's financial performance.
CO3: Demonstrate the use of capital structure and cost of capital models in evaluating financial decisions.
CO4: Analyze investment opportunities using appropriate capital budgeting techniques to support decision-making.
CO5: formulate effective dividend policies and working capital management strategies to optimize organizational finance.
CO6: Evaluate financial decisions and investment outcomes using Excel-based tools and financial analysis techniques.

Course Contents:

Unit I

Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economic 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.

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Marketing Management (TSI-06)

Credits – 5

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: Explain fundamental marketing concepts, frameworks, and their relevance in business decision-making.
CO2: Apply the elements of the marketing mix to real-world business scenarios for effective marketing solutions.
CO3: Demonstrate market segmentation, targeting, and positioning (STP) strategies to develop competitive marketing approaches.
CO4: Analyze consumer behavior patterns and the buyer decision-making process to predict purchasing trends.
CO5: Formulate strategic pricing and product decisions to enhance market competitiveness.
CO6: Evaluate the effectiveness of digital marketing practices and contemporary marketing trends in achieving business objectives.

Course Contents Unit

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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Business Research (TSI-07)

Credits – 5

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

Course Outcomes (COs)
CO1: Explain the concepts, types, and processes of business research, including problem formulation and hypothesis development.
CO2: Design appropriate research frameworks by selecting suitable research designs, data collection methods, and measurement scales.
CO3: Apply appropriate sampling techniques, data processing methods, and hypothesis testing procedures for empirical research.
CO4: Analyze research data using statistical tools, including parametric and non-parametric tests, correlation, regression, and advanced multivariate techniques.
CO5: Formulate valid and reliable research instruments to ensure accuracy and credibility in data collection.
CO6: Evaluate and interpret research findings to provide evidence-based recommendations for business decision-making.

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, Anova, 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, Sodhi Neena (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. Bryman Alan, Bell Emma (2011), Business Research Methods, 3/e, Oxford University Press

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Human Resource Management (TSI-08)

Credits -5

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 (COs)
CO1: Discuss the concepts, nature, and scope of Human Resource Management (HRM) and its relevance in the organizational context.
CO2: Apply HR planning, workforce planning, job analysis, and job design techniques to meet organizational needs.
CO3: Demonstrate effective talent management, recruitment, selection, and career development strategies in organizational scenarios.
CO4: Analyze strategic HRM practices, competency mapping, and HR analytics to support informed decision-making.
CO5: Identify HR strategies addressing contemporary issues such as work-life balance, wellness programs, and green HRM initiatives.
CO6: Evaluate the implementation of HRM practices in a global business environment, considering 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.

3RD TRIMESTER / 1ST YEAR

PGDM

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Strategic Management (TSI-09)

Credit-5

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

Course Outcomes (COs)
CO1: Discuss the concepts of strategy, vision, mission, and goals in the context of strategic management.
CO2: Apply strategic analysis tools such as PESTEL, Porter's Five Forces, and value chain analysis to assess external opportunities and threats.
CO3: Design competitive strategies using models like Porter's Generic Strategies and Grand Strategies.
CO4: Analyze corporate-level strategies, including diversification, mergers, acquisitions, and restructuring, to determine their impact on business growth and value creation.
CO5: Formulate strategy implementation plans through appropriate organizational structure, leadership approaches, and cultural alignment.
CO6: Evaluate and control organizational strategies using performance measurement tools such as the Balanced Scorecard, making necessary adjustments for 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.

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Corporate Social Responsibility, Human Values and Ethics (TSI-10)

Credit-5

Objective: The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

Course Outcomes (COs)
CO1: Explain the concepts of moral values, ethics, and their influence on managerial behavior and decision-making.
CO2: Apply ethical principles and values in the context of Corporate Social Responsibility (CSR) and stakeholder theory.
CO3: Demonstrate ethical decision-making by identifying and addressing dilemmas in business functions such as marketing, privacy, and corporate governance.
CO4: Analyze the implications of failed corporate responsibilities on employees, consumers, and the environment.
CO5: Identify CSR strategies that incorporate global and national standards such as ISO 26000, GRI, and SA8000.
CO6: Evaluate sustainable development challenges, environmental regulations, and emerging trends like Green IT to promote responsible business practices.

Course Contents

Unit I

Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical Decision Making, Business Ethics Values and ethics as drivers of Corporate Social responsibility (CSR): A Historical Perspective from Industrial Revolution to Social Activism; The Stakeholder theory of Firm ; CSR and the regulatory issues.

Unit II

Ethical Dilemma, Implications of failed corporate responsibilities: Worker rights and health, Technology and Privacy in the workplace, Human rights, Stockholders Right and Corporate Governance; Consumerism; Unethical Issues in Sales, Marketing, Advertising and Supply Chain ; Intellectual Property Rights, Corruption in Business and Administration, Building a value based Corporate Culture , Big Data : Ethical and Regulatory Framework.

Unit III

Corporate Social Responsibility: Current CSR Practices of the Firms in India and Abroad, International Frameworks of CSR and Sustainability: Global Compact, Caux Round Table, OECD Guidelines for Multinational Enterprises, GRI, SA8000 Standard etc., BS / ISO Guideline on CSR Management (ISO-26000), Social Audit of Government Programs.

Unit IV

Sustainable Development: Challenges of Sustainable Development, Environmental Challenges as Business Opportunity, Kyoto Protocol and Clean Development Mechanism (CDM), managing environmental Quality, Green IT initiatives, emerging trends in Corporate Social Responsibility,

Text Books

1. Lawrence, A. T., and Weber, J. (2016). Business and society: Stakeholders, ethics, public policy. Tata McGraw-Hill Education.
2. Blowfield, M., & Murray, A. (2014). Corporate responsibility. Oxford University Press.
3. Kenneth Laudon and Jane Laudon (2016), Management Information Systems: Managing the Digital Firm, 14/e, Pearson Education.
4. James O'Brien, George Marakas and Ramesh Behl (2014), Management Information Systems, 10/e, McGraw Hill Education India, Delhi.

Reference Books

1. Hartman, L. P. and DesJardins J. (2013). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin
2. Carroll, A., & Buchholtz, A. (2014). Business and society: Ethics, sustainability, and stakeholder management. Cengage Learning
3. Steneir J.F. and Steiner G.A. (2014) Business, Government and society: A Managerial Perspective Text and Cases McGraw-Hill Education.
4. Manuel G.Velasquez (2015), Business Ethics Concepts and Cases, Pearson Education.
5. Ralph Stair and George Reynolds (2012), Information Systems, 10/e, Cengage Learning.
6. D.P.Goyal (2014), Management Information Systems: Managerial Perspectives, 4/e, Vikas Publishing House.

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Decision Sciences (TSI-11)

Credit-5

Objective: To expose students to quantitative techniques in management decision making.

Course Outcomes (COs)
CO1: Explain the fundamental concepts of probability theory and their relevance to business decision-making.
CO2: Apply linear programming techniques to formulate and solve optimization problems in business contexts.
CO3: Demonstrate the use of decision theory models for effective business decision-making under uncertainty.
CO4: Analyze competitive business situations using game theory to determine optimal strategies.
CO5: Formulate project management and resource allocation plans using network analysis techniques.
CO6: Evaluate business scenarios using simulation and queuing models to improve operational efficiency and decision outcomes.

Course Contents

Unit I

Probability – Meaning, Approaches of Probability Theory, Addition and Multiplication Theorems, Conditional Probability, Bayes’ Rule, Probability Distributions – Binominal Poisson, Normal Distribution, Application of Probability Theory in Business Decision Making.

Unit II

Linear Programming – Meaning, Assumptions of Linear Programming, Formulation of Linear Programming Model, Solution of Linear Programming Problem with the help of Graphical and Simplex Method, Concept of Duality, Shadow Prices, Sensitivity Analysis, Role LP in Economic Decision Making. Transportation Problems - Initial Basic Feasible Solution, Test for Optimality. Assignment Problems, Travelling Salesman Model.

Unit III

Decision Theory - Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis. Game Theory - Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory Problems with the help of Graphical, Algebraic and Simplex Methods.

Unit IV

Network Analysis – Meaning of Networking, Network Analysis with help of PERT and CPM Models, Resource Planning and Meaning of crashing, Queuing Theory – Meaning, Concepts and assumptions of queuing models, M/M/1/FIFO. Simulation Modeling.

Textbooks

1. Render Barry, Stair RM, Hanna ME and Badri TN (2016), Quantitative Analysis for Management, 12/e, Pearson India
2. Ken Black (2013), Business Statistics: For Contemporary Decision Making, 8/e, Wiley- India.

Reference Books

1. Sharma, J.K. (2013), Operations Research: Theory and Applications, 5/e, Macmillan, India
2. Taha, Hamdy (2014), Operations Research: An Introduction, 9/e, Pearson India
3. Levin Richard and Rubin DS (2012), Statistics for Management, 7/e, Pearson Education.
4. Kapoor VK, (2014), Operations Research: Techniques for Management, 9/e, Sultan Chand & Sons, New Delhi.

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Business Intelligence and Applications (TSI-12)

Credits - 5

Objective: This course is intended to expose the students to the latest tools of Business Intelligence and applying those tools for effective decision-making.

Course Outcomes (COs)
CO1: Discuss and apply the fundamentals of Business Intelligence and its role in business decision-making through Decision Support Systems (DSS), Group DSS (GDSS), and Expert Systems.
CO2: Apply concepts of Data Warehousing, including OLTP, OLAP, data marts, and warehouse success factors, to business data management.
CO3: Demonstrate database operations such as creating tables, setting constraints, and using Data Manipulation Language (DML) commands for data handling.
CO4: Analyze the phases and techniques of Knowledge Discovery in Databases (KDD) to perform data mining tasks for business insights.
CO5: Design data mining applications, such as Market Basket Analysis, to support improved business decision-making.
CO6: Evaluate knowledge management components and emerging technologies in Business Intelligence to enhance organizational competitiveness.

Course Contents

Unit I

Business Intelligence and Business Decisions: Decision Support Systems; Group Decision support and Groupware Technologies, Expert Systems.

Unit II

Data Warehousing: - Features, System Databases, Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture. Success factors of Data Warehousing.

Unit III

Data Mining and Knowledge Discovery: Phases of knowledge Discovery in Data Bases (KDD); Data Mining Techniques; Market Basket Analysis, Applications of Data Mining.

Unit IV

Knowledge Management: Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies, Emerging Issues in Business Intelligence.

Text Books

1. Efraim Turban, E. Aronson (2013), Decision Support and Business Intelligent Systems.9/e, Pearson Education.
2. Sam Anahory, Dennis Murray (2006), Data Warehousing in the Real World, Pearson Education.

Reference Books

1. Paulraj Ponniah (2003), Data Warehousing Fundamentals. John Wiley.
2. Fernandez, Irma Becerra (2008), m Knowledge Management, 1/e, Pearson Education.
3. Panda, Tapan K (2008), Knowledge Management, 1/e, Excel Books, Delhi.

4TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Essentials of Family Business Management (TFBM-01)

Credits -5

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 (COs)
CO1: Identify the unique aspects of family businesses and their contribution to the economy.
CO2: Apply the principles of emotional intelligence to effectively manage family-business relationships.
CO3: Demonstrate knowledge of governance structures, including advisory boards and boards of directors, in the context of family business management.
CO4: Analyze leadership transitions, succession planning, and strategies for ensuring intergenerational continuity in family businesses.
CO5: Formulate HR strategies, including recruitment, training, and performance management, tailored for family business needs.
CO6: Evaluate global expansion strategies and the evolution of family business cultures in the modern business environment.

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 2ndEdition. 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.

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Business Plan, Private Equity, Franchising, Social Entrepreneurship (TFBM-02)

Credits -5

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 Outcomes (COs)
CO1: Discuss the structure, components, and significance of a business plan in entrepreneurial ventures.
CO2: Apply techniques to identify and assess risks and opportunities within business plans for emerging businesses.
CO3: Demonstrate an understanding of franchising as an entrepreneurial model and assess franchise management opportunities.
CO4: Analyze the role and impact of private equity and venture capital in supporting businesses in emerging markets.
CO5: Formulate strategies to develop, scale, and sustain social enterprises for maximum impact.
CO6: Evaluate franchisee–franchisor relationships and the effectiveness of franchise system management.

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

5TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Family Business and Environmental Concerns (TFBM-03)

Credit-5

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 sensitize students towards environmental issues.
4. To expose students to Applicable Acts vis-à-vis Environmental issues

Course Outcomes (COs)
CO1: Explain family business / small business accounting and finance principles.
CO2: Apply knowledge of financial reports and accounting systems, and their role in business management.
CO3: Demonstrate fundamentals of inventory control, risk management, and financing options for small businesses.
CO4: Analyze environmental concerns and their impact on business operations.
CO5: Explain applicable environmental laws and regulations to address pollution and liabilities.
CO6: Evaluate 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

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Family Business Startup and Case Study of Family Owned Business (TFBM-04)

Credits -5

Course Objectives

1. To develop a basic understanding of business model creation and startup formation within the family business context.
2. To understand various types of family businesses, including their development models and strategic challenges.
3. To explore leadership, succession planning, and change processes in evolving family enterprises.
4. To apply entrepreneurial tools and frameworks for managing both new and established family businesses.

Course Outcomes (COs)
<p>CO1: Discuss the concept of a sustainable business model for a family-owned startup.</p> <p>CO2: Analyze competitive landscapes to identify market opportunities and positioning strategies.</p> <p>CO3: Design and implement integrated marketing, operational, and growth strategies.</p> <p>CO4: Construct detailed financial projections, including revenue, costs, and cash flow analysis</p> <p>CO5: Evaluate family business structures, governance, and succession planning challenges.</p> <p>CO6: Apply change management frameworks and psychological principles to navigate family business transitions effectively.</p>

Course Contents

Unit I: Foundation of Family Business & Startups

- Definition & importance of family business
- Conceptual and 3-Dimensional Development Models (Ownership, Family, Business)
- Business idea identification and validation
- Business Model Canvas for family startups

Unit II: Business Planning & Market Strategy

- Competitive analysis and market research
- Marketing plan and advertising
- Operational plan: resources, logistics, technology, costs

- Legal issues: company structure, agreements, IP, insurance

Unit III: Financials & Governance

- Financial modeling: revenue, costs, cash flow
- Funding strategy (loans, VC, family capital)
- Institutional and government support schemes
- Development of advisory boards and governance structures

Unit IV: Family Business Lifecycle & Succession

- Types of family businesses
- Founder's role and entrepreneurial growth phases
- Psychological dynamics and leadership transitions
- Family system theories and family scripts

Unit V: Transition & Change Management

- Lewin's change theory and individual transformation models
- Managing conflict and complexity in evolving family enterprises
- Balancing family and organizational priorities
- Ethics, relationships, and team-building strategies

Textbooks

1. *Business Model Generation* – Alexander Osterwalder & Yves Pigneur
2. *Generation to Generation: Life Cycles of Family Business* – Ivan Lansberg
3. *Family Business on the Couch: A Psychological Perspective* – Manfred F.R. Kets de Vries, Randel Carlock, Elizabeth Florent-Treacy
4. *Founders at Work* – Jessica Livingston
5. *The Innovator's Way* – P. Denning and R. Dunham

6TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Project based Dissertation (TSI-13)

Credit-6

Course Outcomes (COs)
<p>CO1: Identify and articulate a well-defined research problem or question.</p>
<p>CO2: Conduct a comprehensive literature review to establish the theoretical framework and formulating research hypotheses or objectives.</p>
<p>CO3: Collect, organize, and analyze relevant data using appropriate qualitative and/or quantitative methods, and presenting findings with clarity and precision.</p>
<p>CO4: Apply theoretical and conceptual knowledge to address real-world business challenges through practical engagement in a professional or organizational setting.</p>
<p>CO5: Analyze and solve business problems by employing suitable research tools, analytical techniques, and decision-making frameworks.</p>
<p>CO6: Reflect critically on the research process, outcomes, and personal learning to identify areas for future professional and academic growth.</p>

All the students will submit their Project based dissertation Reports in the sixth trimester 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 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 Institution 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 Institution. The external assessment shall be done on the basis of Viva Voce and the report.

ELECTIVES

FINANCIAL MANAGEMENT

4TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Management of Financial Services and Institutions (TFIN-01)

Credits: 5

Objective: To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Outcomes (COs)
CO1: Explain the structure and components of the financial system, including financial markets, institutions, and their role in economic development.
CO2: Analyze the functioning of various financial markets, such as money markets and capital markets, and understand the role of regulatory bodies like RBI, SEBI, and IRDA.
CO3: Evaluate the role of financial intermediaries, including commercial banks, DFIs, insurance companies, and mutual funds, in promoting financial stability and development.
CO4: Examine the Indian equity and corporate debt markets, including the role of stock exchanges and the challenges in developing the corporate bond market.
CO5: Assess the importance of non-banking financial companies (NBFCs) and regional rural banks in supporting economic growth and financial inclusion.
CO6: Understand the role and regulatory framework of other financial institutions such as cooperative banks, pension funds, and their contribution to the financial system.

Course Content

Unit I

Introduction to Financial System: Financial markets and institutions and its Components, Financial intermediation, Flow of funds matrix, Financial system and economic development, An overview of Indian financial system, Financial Regulators in India: RBI, Ministry of Corporate Affairs, SEBI, IRDA, Financial Conglomerates.

Unit II

Financial Markets: Money market-functions, organization and instruments, Role of central bank in money market, Indian money market-An overview, Capital Markets- functions, organization and instruments, Indian debt market; corporate debt market, slow growth of corporate debt market, Development of corporate bond market abroad, Indian equity market primary and secondary markets, Role of stock exchanges in India.

Unit III

Financial Institutions: Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance, Development Financial Institutions (DFIs)-An overview and role in Indian economy, Life and non-life insurance companies in India, Mutual Funds- Introduction and their role in capital market development, Non-banking financial companies (NBFCs), Regional Rural Banks.

Unit IV

Other Financial Institutions: Urban Cooperative Banks, Rural Cooperative Credit Institutions, Pension Fund Regulatory and Development Authority.

Text Books

1. Mishkin Frederic S. & Eakins Stanley (2011), Financial Markets and Institutions, 6/e, Pearson Education.
2. M Y Khan (2015), Indian Financial System, 9/e, McGraw Hill Education

Reference Books

1. Basin Niti (2010), Financial Institutions & Financial Markets in India: Functioning & Reforms, 1/e, New Century Publications.
2. Fabozzi. Frank J, Bond, (2013), Markets Analysis and Strategies, 8/e, Pearson Education.
3. Saunders Anthony & Cornett Marcia, (2014), Financial Markets and Institutions, 6/e, McGraw-Hill Education

POST GRADUATE DIPLOMA IN MANAGEMENT
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Multinational Financial Management (TFIN-02)

Credits: 5

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 discusses various issues related to international capital markets, foreign exchange rate determination and global financial management.

Course Outcomes (COs)
<p>CO1: Discuss the global financial environment, international monetary systems, exchange rate regimes, and the capital market.</p> <p>CO2: Analyze and interpreting balance of payments, including its components and relevance in global finance.</p> <p>CO3: Examine the foreign exchange market, including its structure, types of transactions, and the determination of exchange rates.</p> <p>CO4: Identify and evaluate foreign exchange risks and apply risk management techniques such as hedging, swaps, futures, and options.</p> <p>CO5: Analyze the role of regulatory bodies like SEBI and RBI in managing foreign exchange risk in India.</p> <p>CO6: Assess foreign investment decisions, including project appraisal, exchange rate risk, cost of capital, and NPV approaches in international joint ventures.</p>

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, McGraw Hill Education Private Limited, Delhi
2. Vij. Madhu. (2014), International Financial Management; Excel Books, Delhi

Reference Books

1. Bhalla. V. K. (2010), International Financial Management, 10/e, Anmol Publications Pvt. Ltd., Delhi
2. Shapiro. (2012), Multinational Financial Management. WILEY, India
3. Siddaiah. T, (2015), International Financial Management: An Analytical Framework, 1/e, Pearson Education.
4. Michael H. Moffett. Eiteman. D. K. (2013), Multinational Business Finance, 13/e, Pearson Education.

ELECTIVES

OPERATIONS MANAGEMENT

4TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Operations Management (TOM-01)

Credits-5

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: Explain the concepts, scope, and evolution of operations management, and its relationship with other functional areas.
CO2: Apply product development tools and techniques, such as quality function deployment, design for manufacturability, and mass customization.
CO3: Analyze and choose appropriate process selection, facilities layout, and location strategies to optimize operational efficiency.
CO4: Implement effective demand forecasting, capacity planning, and production scheduling techniques to improve resource utilization.
CO5: Apply lean management, just-in-time production, and supply chain management concepts to enhance operational performance.
CO6: Utilize quality management tools, such as statistical quality control, TQM, and ISO standards, to ensure continuous improvement in operations.

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.

POST GRADUATE DIPLOMA IN MANAGEMENT
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Logistic and Supply Chain Management (TOM-02)

Credits-5

Objective: 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: Explain the basic concepts, principles, and strategies of logistics and supply chain management (SCM).
CO2: Apply techniques for effectively managing inbound and outbound logistics in business operations.
CO3: Demonstrate proficiency in using IT tools and systems for SCM and performing cost-performance measurement.
CO4: Analyze supply chain operations and formulate strategies for effective global supply chain management.
CO5: Design distribution networks, transportation modes, and locational strategies for optimized SCM.
CO6: Evaluate emerging trends, sustainability practices, and green logistics strategies for improving supply chain performance.

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 SCM Environment, emerging trends, future trends and issues, design for SCM and greening the supply chain, SCM, in service organization /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. Altekar – Supply Chain Management.

Reference Books

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

ELECTIVES

HUMAN RESOURCE MANAGEMENT

4TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Training and Development (THR-01)

Credits-5

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: Describe the scope, nature, and challenges of training and development in organizations.
CO2: Apply approaches such as organizational, task, and person analysis to identify the training needs of an organization.
CO3: Design, deliver, and assess training programs, focusing on trainee motivation, reinforcement, and transfer of learning.
CO4: Analyze the effectiveness of training programs and apply appropriate methodologies for their improvement and continuous development.
CO5: Formulate employee development and career management plans, incorporating future trends in training and development (T&D).
CO6: Evaluate strategies for the transfer of training and assess the role of organizational support in maximizing 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

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Organizational Change and Development (THR-02)

Credits-5

Objectives: This course offers to teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to sustain teams.

Course Outcomes (COs)
CO1: Describe the differences between workgroups and teams, and describe team-building techniques to transform groups into high-performing teams.
CO2: Apply interpersonal competence skills to enhance team effectiveness and utilize tools like FIRO-B to measure team success.
CO3: Demonstrate effective communication strategies to improve team interactions and creativity through brainstorming techniques and constructive feedback methods.
CO4: Analyze the influence of team size, roles, norms, and cohesiveness on team performance, and assess factors contributing to effective team leadership.
CO5: Formulate strategies to foster collaboration, manage cooperation and competition, and address issues like social loafing while enhancing team synergy.
CO6: Evaluate the role of leaders in supporting, rewarding, and developing self-managed teams while facilitating sustained teamwork and collaboration.

Course Contents

Unit I

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

Unit II

Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.

Unit III

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

Unit IV

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource, Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing, Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to, Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

Text Books

1. McShane, S. L & Glinow M. A. V. (2001). Organizational Behaviour: Emerging Realities for the Workplace Revolution. Tata McGraw-Hill Publishing Company Ltd.
2. Hellriegel, D. & Slocum, J. W. (2004). Organizational Behaviour. Thomson Asia Pvt. Ltd., Singapore.

Reference Books:

1. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
2. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.
3. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
4. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.

ELECTIVES

MARKETING MANAGEMENT

4TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
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Brand Management (TMKT-01)

Credits- 5

Objective: Objectives: The objective of this course is to provide an understanding of the basic principles of advertising management and to develop an understanding of the brand concept

Course Outcomes (COs)
CO1: Discuss the role of Integrated Marketing Communication (IMC) in advertising management, describe its process, and illustrate how advertising influences consumer behavior.
CO2: Apply advertising strategy principles by setting objectives, defining target audiences, and determining advertising budgets for effective campaigns.
CO3: Demonstrate proficiency in media planning by setting media objectives, evaluating various media options, and selecting the most suitable media for advertising campaigns.
CO4: Analyze brand management concepts such as brand identity, equity, and the strategic process of building and sustaining a brand.
CO5: Formulate branding strategies—including brand loyalty, extension, and personality—to strengthen and enhance brand equity.
CO6: Evaluate brand positioning and differentiation strategies, assessing the effectiveness of celebrity endorsements and global brand management approaches.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

1. Wells W., Burnet J. and Moriarty S. (2007). Advertising: Principles & Practice, 7th Edition, Pearson Education.
2. Keller K. L. (2008), Strategic Brand Management, 3rd Edition, Pearson Education

Reference Books

1. O'Guinn,T. and Allen, C. (2009), Advertising Management with Integrated Brand Promotion, 1st Edition, Cengage Learning, New Delhi.
2. Shah, Kruti and D'Souza, Alan (2009) Advertising and Promotions” an IMC Perspective, 1st Edition, Tata McGraw Hill, New Delhi
3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.
4. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.

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Services Marketing (TMKT-02)

Credits- 5

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)
CO1: Explain the fundamental concepts of services marketing, including its nature, challenges, and the growing significance of the services sector.
CO2: Apply consumer behavior concepts in services by addressing customer decision-making, expectations, perceptions, and service quality measurement techniques such as SERVQUAL and the GAPs Model.
CO3: Analyze and develop strategies for service positioning, design, and development, as well as apply the service marketing mix elements including pricing, distribution, and integrated communication.
CO4: Examine techniques for managing service personnel and customer roles in service delivery to enhance customer satisfaction and retention.
CO5: Formulate service recovery strategies to effectively address customer dissatisfaction and ensure consistent, high-quality service delivery.
CO6: Evaluating the effectiveness of marketing strategies in selected service industries such as hospitality, airlines, tourism, healthcare, banking, and insurance.

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, JA, and Fitzsimmons, M.J (2005), Service Management: Operations, Strategy, and Information Technology, 5/e, Irwin/McGraw-Hill

ELECTIVES

FINANCIAL MANAGEMENT

5TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Management of Banking and Insurance (TFIN-03)

Credits-5

Objective: The course covers details of Risk and Financial Implications, Concept of pooling and Insurance Details including IRDA guidelines.

Course Outcomes (COs)
CO1 Explain the concept and types of risk, statistical methods for risk evaluation and prediction in risk management.
CO2: Apply knowledge of risk retention, transfer, pooling, and the legal aspects of insurance contracts, including principles of indemnity and estoppels, in practical scenarios.
CO3: Describe the concept and need for insurance by outlining the structure of the insurance industry in India and globally, and describing the role of IRDA.
CO4: Analyze reinsurance, co-insurance, and the regulatory framework of the insurance sector, with emphasis on IRDA's role in risk reduction.
CO5: Formulate appropriate insurance contracts by incorporating key principles such as utmost good faith, insurable interest, and selecting suitable types of insurance policies.
CO6: Evaluate the process of loss assessment and loss control, compute insurance premiums, and assess the effectiveness of automobile and other insurance policies.

Course Content

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

1. Gupta. P.K. 2009). Insurance and Risk Management, 2nd Edition, Himalaya Publishing House
2. George. E. Rejda. (2005) Principles of Risk Management and Insurance, 9th Edition, Pearson Education.

Reference Books

1. Mittal. Alka. And Gupta. S. L. (2008). Principles of Insurance and Risk Management”, 2nd Edition, SultanChand and Sons.
2. Panda. G.S. (2005). Principles and Practices of Insurance, Kalyani Publications.
3. Mishra. M. N. (2004). Principles and Practices of Insurance, Sultan Chand and Sons
4. Jeevanandam. C. (2005). Risk Management, Sultan Chand and Sons.

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Security Analysis and Portfolio Management (TFIN-04)

Credits: 5

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: Describe the nature and scope of investments and describe various investment alternatives available to investors.
CO2: Apply appropriate methods to analyze and measure risks in financial investments, distinguishing between systematic and unsystematic risks.
CO3: Apply various risk measurement techniques and calculate different types of betas in investment decision-making.
CO4: Analyze market efficiency and conduct security analysis using both technical and fundamental approaches.
CO5: Formulate an optimal investment portfolio by applying portfolio theories to maximize returns.
CO6: Evaluate portfolio performance using different performance metrics and recommend strategies for improvement.

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, Decomposition 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

ELECTIVES

OPERATIONAL MANAGEMENT

5TH TRIMESTER / 2ND YR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Operations Research (TOM-03)

Credits-5

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

Course Outcomes (COs)
CO1: Describe the fundamentals of Operations Research and describe the process of formulating linear programming models for business problems.
CO2: Apply the Simplex method and perform sensitivity analysis to support effective decision-making.
CO3: Demonstrate the solution of transportation and assignment problems using specialized linear programming algorithms.
CO4: Analyze and optimize network models to ensure efficient resource allocation and workflow management.
CO5: Solutions for real-world problems by formulating decision analysis models, incorporating Markov chains and queueing theory.
CO6: Evaluate complex systems using inventory theory, Markov decision processes, and simulation techniques to recommend optimal strategies.

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
3. Production & Operations Management – Chase

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Production Management (TOM-04)

Credits-5

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: Explain the fundamentals of production management and describe various types of productivity, including system, capital, and labor productivity.
CO2: Apply industry best practices and operational tools to enhance efficiency in production and service systems.
CO3: Implement operations management techniques aligned with organizational goals.
CO4: Analyze operations strategies and assess their impact on achieving a competitive advantage.
CO5: Formulate integrated strategies that align corporate, business, and operations objectives for optimal performance.
CO6: Evaluate forecasting methods to support strategic decision-making in operations management.

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. (8th Edn.) John Wiley & Sons
3. Production & Operations Management: By Panneersaivem, R. (2nd 1 Edn.) PHI
4. Production & Operations Management: By Chary, S.N.(TMH)

ELECTIVES

HUMAN RESOURCE MANAGEMENT

5TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Industrial Relations and Labour Legislations (THR-03)

Credits-5

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: Explain the concepts and evolution of Industrial Relations in India, and describe the role of trade unions in shaping industrial relations.
CO2: Apply the principles of employee involvement and participation, and implement grievance and disciplinary procedures in workplace settings.
CO3: Illustrate the processes of collective bargaining and explain their importance in maintaining positive employee relations.
CO4: Analyze key industrial relations laws and legal frameworks governing employee relations in India
CO5: Formulate strategies to address emerging scenarios in industrial relations, including technological change, voluntary retirement schemes (VRS), and international perspectives.
CO6: Evaluate the future direction of industrial relations and examine 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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Strategic Human Resource Management (THR-04)

Credit-5

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: Explain the importance of Strategic HRM in enhancing organizational success and describe its core functions.
CO2: Apply HRM strategies and frameworks to support international expansion and manage a global workforce.
CO3: Demonstrate effective approaches for recruitment, retention, and talent management to achieve organizational objectives.
CO4: Analyze the evolving role of HR in strategic planning and its contribution to organizational growth.
CO5: Formulate HRM strategies that integrate corporate culture with organizational goals for improved performance.
CO6: Evaluate global HRM practices and recommend methods for managing cross-cultural challenges in diverse organizational contexts.

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

ELECTIVES

MARKETING MANAGEMENT

5TH TRIMESTER / 2ND YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Sales and Distribution Management (TMKT-03)

Credits – 5

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)
CO1: Describe the scope and importance of sales management and its impact on organizational performance.
CO2: Analyze the distribution planning process and strategies involving intermediaries to optimize the sales channel.
CO3: Demonstrate the recruitment, training, and performance evaluation of the sales force to achieve sales targets.
CO4: Analyze the personal selling process, sales organization structures, and strategies for driving sales growth.
CO5: Formulate effective methods for motivating sales personnel and setting sales quotas for performance tracking.
CO6: Evaluate 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

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India

Retail Management (TMKT-04)

Credits – 5

Objective: This course is aimed at providing students with a comprehensive understanding theoretical and applied aspects of retail management.

Course Outcomes (COs)
CO1: Explain the fundamentals of retailing, including its scope, formats, and development theories in both global and Indian contexts.
CO2: Apply merchandising principles such as sales forecasting, inventory management, pricing, and retail promotions to improve retail performance.
CO3: Develop retail market strategies through financial planning, location selection, and customer relationship management.
CO4: Analyze the design and layout of retail stores to enhance customer experience and store performance.
CO5: Formulate operational strategies for store management, including HRM, inventory shrinkage prevention, and visual merchandising.
CO6: Evaluate the challenges and opportunities in online and international retailing, considering legal and ethical issues.

Course Content

Unit I:

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

Unit II:

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

Unit III:

Merchandise Management & Retail Promotion: Sales Forecasting, Merchandise Budget, Assortment Plan, Inventory Management, Merchandise Buying, Retail Pricing, Retail Communication-Objectives, Promotion Mix.

Unit IV:

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

Text Books

1. Levy M., Weitz B.A and Pandit A. (2012), Retailing Management, 8/e, McGrawHill Education.
2. Berman B. Evans J. R. & Mathur, M. (2011), Retail Management, 11/e, Pearson Education.

Reference Books

1. Pradhan S. (2016), Retailing Management – Text and cases, 5/e, McGraw Hill Education.
2. Baja jC., Tuli R. & Srivastava N. V., (2016), Retail Management, 3/e, Oxford University Press.
3. Lusch, R.F, Dunne, P.M and Carver, J.R (2014), Introduction to Retailing, 8/e, Cengage India Pvt. Ltd, New Delhi.
4. Vedamani, Gibson G. (2012), Retail Management: Functional Principles and Practices, 4/e, Jaico Books, New Delhi.