

Curriculum & Scheme of Examination

POST GRADUATE DIPLOMA IN MANAGEMENT

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

(Academic Session 2023-24 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.

TECNIA INSTITUTE OF ADVANCED STUDIES CDL
POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)
1ST TRIMESTER / 1ST YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPGD-101	Management Process & Organizational Behavior	3	40	60	100
2	TPGD-102	Accounting for Management	3	40	60	100
3	TPGD-103	Marketing Management	3	40	60	100
4	TPGD-104	Business Communication	3	40	60	100
5.	TPGD-105	Managerial Economics	3	40	60	100
6.	TPGD-106	Legal Aspects of Business	2	40	60	100
7.	TPGD-107	Computer Applications in Management	3	40	60	100
		Total	20			

2ND TRIMESTER / 1ST YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPGD-201	Human Resource Management	3	40	60	100
2	TPGD-202	Decision Sciences	3	40	60	100
3	TPGD-203	Quantitative Techniques	3	40	60	100
4	TPGD-204	Financial Management	3	40	60	100
5.	TPGD-205	Technology and Innovation Management	3	40	60	100
6.	TPGD-206	MOOC Programs or Indian Knowledge Systems	3	40	60	100
7.	TPGD-207	Social Sensitization Projects	2	40	60	100
		Total	20			

3RD TRIMESTER / 1ST YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPGD-301	Operations Management	3	40	60	100
2	TPGD-302	Management of Information System	2	40	60	100
3	TPGD-303	Information Technologies Management	2	40	60	100
4	TPGD-304	Business Research	2	40	60	100
5.	TPGD-305	Project Management	2	40	60	100
6.	TPGD-306	International Economics	2	40	60	100
7.	TPGD-307	Minor Project	3	40	60	100
		Total	16			

4TH TRIMESTER / 2ND YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPGD-401	International Business	3	40	60	100
2	TPGD-402	E- Business	2	40	60	100
3	TPGD-403	Internship	3	40	60	100
4		ELECTIVE-1	4	40	60	100
5.		ELECTIVE-2	4	40	60	100
		Total	16			

5TH TRIMESTER / 2ND YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPGD-501	Entrepreneurship Development	3	40	60	100
2	TPGD-502	Strategic Management	3	40	60	100
3	TPGD-503	System Analysis and Design	3	40	60	100
4		ELECTIVE-3	4	40	60	100
5.		ELECTIVE-4	4	40	60	100
		Total	17			

6TH TRIMESTER / 2ND YEAR

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPGD-601	Skill Development	2	40	60	100
2	TPGD-602	Business Ethics	1	40	60	100
3		ELECTIVE-5	4	40	60	100
4		ELECTIVE-6	4	40	60	100
5.	TPBD-101	Project Dissertation	6	40	60	100
		Total	17			

ELECTIVES

2ND YEAR

INFORMATION TECNOLOGY

S.No	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPIT-101	Digitalization and E-Governance	4	40	60	100
2	TPIT-102	Data Base Management System	4	40	60	100
3	TPIT-103	Enterprise Resource Planning for Management	4	40	60	100
4	TPIT-104	Internet of Things (IOT) for Management	4	40	60	100
5	TPIT-105	AI and Machine Learning Applications in Business	4	40	60	100
6	TPIT-106	Cyber Security for Management	4	40	60	100

FAMILY BUSINESS

S.No	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPFBM-101	Essentials of Family Business Management	4	40	60	100
2	TPFBM-102	Business Plan, Private Equity, Franchising, Social Entrepreneurship	4	40	60	100
3	TPFBM-103	Family Business Startup	4	40	60	100
4	TPFBM-104	Family Business and Environmental Concerns	4	40	60	100
5	TPFBM-105	IT for Family Business Management	4	40	60	100
6	TPFBM-106	Case study of family owned business	4	40	60	100

FINANCIAL MANAGEMENT

S.No	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPFIN-101	International Finance Management	4	40	60	100
2	TPFIN-102	Financial Markets and Institutions	4	40	60	100
3	TPFIN-103	Invest Analysis and Portfolio Management	4	40	60	100
4	TPFIN-104	Financial Econometrics	4	40	60	100
5	TPFIN-105	Financial Risk Management	4	40	60	100
6	TPFIN-106	Project Management and Infrastructure Finance	4	40	60	100

HUMAN RESOURCE MANAGEMENT

S.No	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPHRM-101	Management of Training Learning and Development	4	40	60	100
2	TPHRM-102	Managing Industrial Relations	4	40	60	100
3	TPHRM-103	Talent Management	4	40	60	100
4	TPHRM-104	Compensation and Performance Management	4	40	60	100
5	TPHRM-105	HR Analytics	4	40	60	100
6	TPHRM-106	Strategic HRM & Future of Work	4	40	60	100

MARKETING MANAGEMENT

S.No	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPMKT-101	Digital & Social Media Marketing	4	40	60	100
2	TPMKT-102	Sales and Distribution Management	4	40	60	100
3	TPMKT-103	Service Marketing	4	40	60	100
4	TPMKT-104	Customer Relationship	4	40	60	100
5	TPMKT-105	Sales and Channel Management	4	40	60	100
6	TPMKT-106	Brand Management	4	40	60	100

OPERATIONS MANAGEMENT

S.No.	Course Code	Course Title	Credit	Internal Assessment	Term End Examination	Maximum Marks
1	TPOM-101	Logistic and Supply Chain Management	4	40	60	100
2	TPOM-102	Operations Strategy	4	40	60	100
3	TPOM-103	Predictive Analytics & Big Data	4	40	60	100
4	TPOM-104	Operations Research	4	40	60	100
5	TPOM-105	Enterprise System	4	40	60	100
6	TPOM-106	Production Management	4	40	60	100

1ST TRIMESTER

1ST YEAR

PGDM

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Management Process & Organizational Behavior (TPGD-101)

Credits - 3

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

Course Outcomes (COs)
CO1: 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 Behavior:

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

Individual Processes and Behavior:

Personality, Perception, Attitude, Learning, Motivation, Managing Emotions and Stress at Work.

Unit IV

Interpersonal Processes and Behavior:

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

Organizational Processes and Structure:

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

Text Books

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

Reference Books

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

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Accounting for Management (TPGD-102)

Credits - 3

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

Course Outcomes (COs)
CO1: Explain the fundamental accounting principles and their application in recording and reporting financial transactions.
CO2: Apply cost accounting techniques to determine, control, and analyze costs for business operations.
CO3: Develop and implement performance evaluation systems for assessing organizational efficiency..
CO4: Analyze managerial accounting information to support strategic decision-making.
CO5: Integrate advanced costing methods for effective management decision-making.
CO6: Evaluate financial and managerial data to enhance decision-making capabilities in business finance.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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Marketing Management (TPGD-103)

Credits – 3

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

Course Outcomes (COs)
CO1: Explain the core marketing concepts, frameworks, and their relevance to business success.
CO2: Apply the marketing mix (4Ps/7Ps) to real-world business scenarios for effective market positioning
CO3: Develop and implement market segmentation, targeting, and positioning (STP) strategies to reach desired customer groups.
CO4: Analyze consumer behaviour patterns and the buyer decision-making process to develop marketing strategies.
CO5: Formulate strategic pricing models and product decisions aligned with market demands.
CO6: Evaluate digital marketing strategies and contemporary marketing trends for their effectiveness and long-term impact.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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Business Communication (TPGD-104)

Credits -3

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

Course Outcomes (COs)
CO1: Explain the concept, importance, and scope of business communication, including its types, forms, and communication networks.
CO2: Apply the 7C's of communication to create effective written documents such as business letters, reports, and resumes.
CO3: Develop effective oral presentation skills, including mastery of non-verbal communication, video conferencing, and virtual meeting tools.
CO4: Demonstrate business etiquette, fostering professional interactions, and applying active listening strategies to enhance workplace communication
CO5: Analyze communication strategies that incorporate legal, ethical, and cross-cultural considerations in business contexts.
CO6: Evaluate negotiation processes, mass communication methods, and technology-enabled communication tools for their effectiveness in business scenarios.

Course Content

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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Managerial Economics (TPGD-105)

Credits -3

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

Course Outcomes (COs)
CO1: Describe the basic principles of Managerial Economics and their relevance in business decision-making.
CO2: Apply the theory of production and demand analysis to solve real-world business problems.
CO3: Analyze consumer behavior using various economic models and decision-making tools.
CO4: Analyze cost structures and assess competitive dynamics under different market structures.
CO5: Formulate business strategies by integrating macroeconomic concepts and their implications for managerial decisions.
CO6: Evaluate competitive business decisions using game theory and strategic behavior frameworks.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books:

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

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Legal Aspects of Business (TPGD-106)

Credits -2

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

Course Outcomes (COs)
CO1: Describe the concept of the business environment and the economic and non-economic factors influencing business operations.
CO2: Apply knowledge of fiscal and monetary policies to assess their impact on business decisions.
CO3: Illustrate knowledge of key business legislation, including contracts, partnerships, sale of goods, and negotiable instruments.
CO4: Analyze the legal framework governing companies, arbitration, and dispute resolution mechanisms.
CO5: Formulate strategies for business compliance with economic legislation such as consumer protection and environmental laws.
CO6: Evaluate the functioning and effectiveness of regulatory bodies such as SEBI and the Competition Commission of India in maintaining fair business practices.

Course Contents

Unit-I

Meaning of Business Environment, Economic and Non-Economic Factors Influencing Business, and Their Interaction, Economic Systems, Historical Perspective on Public Control of Business, Constitutional Framework of State Control of Business.

Unit –II

Planning and Economic Policies a) Planning Commission and National Development Council, Objectives of Planning in India, Industrial Licensing Policy, Economic Reforms b) Fiscal Policy: Types of Fiscal Policy, Fiscal Policy Instruments- Taxation and Public expenditure and Their Impact on Economy. c) Monetary Policy: Types of Monetary Policy and Monetary Policy Instruments.

Unit -III

Business Legislation 1. Elements of Indian Law and Judicial System a. Indian Contract Act, 1872 – Formation, Essential Elements, Vitiating Elements, Performance and Discharge of Contract, Remedies for Breach of Contract, Overview of Special Contracts. b. Indian Partnership Act, 1932 – Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners, Dissolution of Partnership Firm, Old Partnership vs. Limited Partnership(Limited Liability Partnership Act, 2008) c. Sale of Goods Act, 1930 - Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Transfer of Ownership, Doctrine of Caveat Emptor, Performance of a Contract of Sale, Transfer of Title by Non-Owners, Unpaid Seller, Auction Sale d. Negotiable Instruments Act, 1881: Meaning and Essential Features, Types, Endorsement of NI, Presentment of NI, Discharge of Parties, Liabilities of Banker and Dishonour of NI, Hundis e. Companies Act 1956 – Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus, Allotment of Shares, Share and Share Capital, Corporate Governance, Dividends, Bonus and Interest. f. Arbitration and Conciliation Act 1996, Meaning of Arbitration and Conciliation, Arbitrators and their Appointment, Conciliators and Their Appointment, Powers and Duties of Arbitrators and Conciliators, Procedures, Arbitral Awards and Settlement Agreements.

Unit -IV

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

Text Books

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

References Books

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

Acts

- a. The Indian Contract Act, 1872
- b. The Sale of Goods Act,1930
- c. The Negotiable Instruments Act, 1881
- d. The Companies Act, 1956
- e. The Indian Partnership Act, 1932
- f. Consumer Protection Act, 1986
- g. Environment Protection Act, 1986
- h. Securities and Exchange Board of India Act,1992
- i. Competition Act,2002
- j. Foreign Exchange Management Act,1999

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Computer Applications in Management (TPGD-107)

Credits – 3

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

Course Outcomes (COs)
CO1: Describe the role of computers in business and explain the key components of computer systems.
CO2: Apply word processing tools for document creation, formatting, and file management.
CO3: Use personal computers and software applications such as DOS and Windows effectively.
CO4: Analyze and utilize spreadsheet software to manage data, perform calculations, and create visual presentations of information.
CO5: Develop computer-based solutions for managerial functions, including financial accounting and inventory systems.
CO6: Evaluate the effectiveness of computerized management information systems (MIS) in supporting decision-making and control in business operations.

Course Content

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

Text Books

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

2ND TRIMESTER

1ST YEAR

PGDM

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Human Resource Management (TPGD-201)

Credits -3

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

Course Outcomes (CO)
CO1: Explain the concepts, nature, and scope of Human Resource Management (HRM) and its relevance in the organizational context.
CO2: Apply HR planning techniques, workforce planning methods, job analysis, and job design principles in organizational scenarios.
CO3: Implement effective talent management, recruitment, selection, and career development strategies to enhance organizational workforce effectiveness.
CO4: Analyze strategic HRM practices using tools such as competency mapping and HR analytics for informed decision-making.
CO5: Formulate solutions to address contemporary HR issues, including work-life balance, wellness programs, and green HRM initiatives.
CO6: Evaluate the effectiveness 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.

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

Decision Sciences (TPGD-202)

Credits - 3

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

Course Outcomes (COs)
CO1: Describe the fundamental concepts of probability theory and their role in decision-making under uncertainty.
CO2: Apply linear programming techniques to formulate and solve business optimization problems.
CO3: Use decision theory models for effective business decision-making.
CO4: Analyze strategic decision-making situations using game theory to identify optimal strategies.
CO5: Formulate project management and resource allocation plans using network analysis techniques such as CPM and PERT.
CO6: Evaluate the effectiveness of simulation and queuing models in solving real-world business and operational problems.

Course Content

Unit I

Probability – Meaning, Approaches of Probability Theory, Addition and Multiplication Theorems, Conditional Probability, Bayes’ Rule, Probability Distributions – Binomial 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.

Text Books

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
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Quantitative Techniques (TPGD-203)

Credits -3

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

Course Outcomes (COs)
CO1: Explain the concepts, scope, and significance of Quantitative Techniques (QT) and their applications in business decision-making.
CO2: Apply time series analysis and index number techniques to support informed business decisions.
CO3: Apply correlation and regression techniques to interpret relationships between business variables.
CO4: Analyze business problems using probability theory and various statistical distributions to assess risk and uncertainty.
CO5: Formulate and implement appropriate regression models for forecasting and predicting business outcomes.
CO6: Evaluate real-life business situations by fitting and interpreting theoretical probability distributions such as binomial, Poisson, and normal.

Course Content

Unit 1

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

Unit 2

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

Unit 3

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

Unit 4

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

Unit 5

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

Text Books:

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

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

Financial Management (TPGD-204)

Credits-3

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

Course Outcomes (COs)
CO1: Explain the fundamentals, objectives, and scope of Financial Management and its role in business decision-making.
CO2: Apply tools and techniques to analyze and interpret financial statements for assessing organizational performance.
CO3: Evaluate of financial decisions using capital structure theories and cost of capital models.
CO4: Analyze investment opportunities using capital budgeting techniques to determining their feasibility and profitability.
CO5: Formulate effective dividend policies and working capital management strategies for optimal financial performance.
CO6: Evaluate financial decisions by using Excel-based models and tools for quantitative analysis.

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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Technology and Innovation Management (TPGD-205)

Credits-3

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

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

Course Contents

Unit I

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

Unit II

Change Management: Understanding the Nature, Importance, Forces, Types of Technological Change; Technology Transitions; Diagnosing Organizational Capability to Change: Process, Strategy, Structure, Systems and People; Building Culture and Climate for Change and Innovation, Innovative Firms, Role of Leadership.

Unit III

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

Unit IV

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

Text Books:

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

Reference Books:

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

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MOOC Programs (TPGD-206)

Credits-3

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

A student will have the option to earn 3 credits by completing quality –assured MOOC program of at least 8 weeks offered on the SWAYAM portal or any other online educational platform approved by the UGC / regulatory body from time to time. Completion certificate followed by assignment and exams of opted MOOC should be submitted to respective institute for earning the course credit, i.e.3.

POST GRADUATE DIPLOMA IN MANAGEMENT
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Indian Knowledge Systems (TPGD-206)

Credits-3

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

Course Outcomes (COs)
CO1: Describe the philosophical foundations and core principles of Indian Knowledge Systems.
CO2: Apply traditional Indian concepts such as Dharma, Karma, and Vasudhaiva Kutumbakam in personal and professional contexts.
CO3: Illustrate the relevance of traditional knowledge in shaping modern commerce and societal development.
CO4: Analyze the relationship between Indian spirituality and modern management practices.
CO5: Formulate approaches for integrating Indian scientific knowledge into engineering and technological innovations.
CO6: Evaluate the historical and cultural evolution of Indian civilization and its contemporary significance.

Course Contents

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

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

Text Books

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

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

Social Sensitization Projects (TPGD-207)

Credits - 2

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

3RD TRIMESTER

1ST YEAR

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
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Operations Management (TPGD-301)

Credits-3

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

Course Outcomes (COs)
CO1: Describe the fundamental concepts, principles, and scope of Operations Management.
CO2: Applying product development and process selection tools to optimize production systems.
CO3: Apply the use of forecasting techniques and capacity planning models to improve operational efficiency.
CO4: Analyze inventory management strategies and their role in enhancing supply chain performance.
CO5: Implement quality management systems using tools such as Statistical Quality Control (SQC) and Total Quality Management (TQM).
CO6: Evaluate operational processes by integrating lean management principles and just-in-time production strategies to minimize waste and improve efficiency.

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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Management of Information System (TPGD-302)

Credits-2

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

Course Outcome (CO)
CO1: Explain the role of Information Systems in supporting global business operations and competitive strategy.
CO2: Apply ethical frameworks to address social and ethical issues related to Information Systems.
CO3: Illustrate the significance of IT infrastructure and emerging technologies in enabling modern business processes.
CO4: Implement key information systems to achieve operational excellence and enhance customer intimacy.
CO5: Design and manage Information Systems using appropriate methodologies to meet organizational needs.
CO6: Evaluate strategies for managing global Information Systems and addressing associated challenges.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

References Books

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Information Technologies Management (TPGD-303)

Credits - 2

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

Course Outcome (CO)
CO1: Describe the basic concepts of computer hardware, software, number systems, and their relevance to business applications.
CO2: Apply knowledge of software types, programming languages, and the software development process to business scenarios.
CO3: Use database management systems (DBMS), data models, and SQL for business data analysis.
CO4: Analyze data communication methods, networking concepts, and the functioning of internet, intranet, and extranet in business contexts.
CO5: Design business information systems to support decision-making and management processes.
CO6: Evaluate emerging IT trends, security challenges, and the strategic role of information systems in modern business.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

1. IITL 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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Business Research (TPGD304)

Credits – 2

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

Text Books

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

Reference Books

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Project Management (TPGD-305)

Credits - 2

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

Course Outcomes (COs)
CO1: Explain the concepts of project identification and selection, and their significance in project initiation.
CO2: Apply project planning and resource allocation techniques to ensure effective project execution.
CO3: Analyze organizational structures and leadership approaches to enhance project management effectiveness.
CO4: Apply scheduling and cost management techniques such as CPM and PERT for efficient project delivery.
CO5: Design strategies for risk management and performance control to enhance project success.
CO6: Evaluate project quality management and change management principles for continuous improvement.

Course Contents

Unit I:

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

Unit II:

Project Planning and Recourse Consideration: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Resources Considerations in Projects, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation.

Unit III:

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

Unit IV:

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

Text Books

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

Reference Book

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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International Economics (TPGD-306)

Credits-2

Objectives: The purpose of this course is to acquaint the students with concepts, techniques and policies in the field of International Economics to understand the dynamics of International Trade.

Course Outcomes (COs)
CO1: Describe core concepts and theories of International Economics and their relevance to global trade.
CO2: Apply economic models to analyze the impact of trade policies and economic integration on international markets.
CO3: Explain the components and structure of the Balance of Payments and their implications for an economy.
CO4: Analyze the determination of exchange rates and their influence on international trade and capital flows.
CO5: Formulate strategies using price and income adjustment mechanisms to address economic issues in open economies.
CO6: Evaluate adjustment policies for managing economic imbalances in an open economy.

Course Contents

Unit I

International Trade Theory: Introduction to International Economics, Law of Comparative Advantage, Standard Trade Model, Factor Endowments and Heckscher Ohlin Theory, Economies of Scale, Imperfect Competition and International Trade.

Unit II

International Trade Policy: Tariffs and Non-tariff Barriers in International Trade: Economic Integration – Custom Unions and Free Trade Areas

Unit III

Balance of Payments and Exchange Rates: Balance of Payments, Foreign Exchange Markets and Exchange Rates, Determination of Exchange Rates.

Unit IV

Open-Economy Macroeconomics: The Price Adjustment Mechanisms with Flexible and Fixed Exchange Rates, Income Adjustment Mechanism and Synthesis of Automatic Adjustments, Other Adjustment Policies.

Text Books

1. Salvatore Dominicks (2004). International Economics, John Wiley Sons, Inc.
2. Mannur, H. G. (2003). International Economics, 2nd Edition, Vikas Publishing House, New Delhi.

Reference Books

1. Sodersten, B.O. International Economics. (2003), MacMillan, London.
2. Krugman, Paul and Maurice Obstfeld (2010). International Economics, New York, Addison Wesley

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Minor Project (TPGD-307)

Credits-3

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

4TH TRIMESTER

2nd YEAR

PGDM

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International Business (TPGD-401)

Credits-3

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: Describe the nature and scope of international business, including entry strategies, business models, and barriers to trade.
CO2: Apply global strategic frameworks to formulate competitive advantage, strategic alliances, and merger strategies.
CO3: Illustrate cross-cultural management practices and assessing their influence on international operations.
CO4: Analyze global supply chain, marketing, HR, and financial management practices in an international context.
CO5: Formulate ethically and socially responsible approaches to address challenges in global business operations.
CO6: Evaluate future globalization trends, 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

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E- Business (TPGD-402)

Credits-2

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

Course Outcomes (COs)
CO1: Explain the basic concepts, types, and models of e-business and e-commerce.
CO2: Apply knowledge of e-business security to identify suitable cryptographic techniques and security protocols.
CO3: Illustrate various electronic payment systems and their infrastructure requirements.
CO4: Analyze emerging trends in e-business, including digital commerce, mobile commerce, and their practical applications.
CO5: Identify e-commerce business strategies, incorporating legal and ethical considerations in e-business.
CO6: Evaluate real-world e-business scenarios by integrating concepts of business models, security measures, and payment systems.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books:

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

Reference Books:

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

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Internship (TPGD-403)

Credit-3

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

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

5TH TRIMESTER

2ND YEAR

PGDM

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Entrepreneurship Development (TPGD-501)

Credits-3

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

Course Outcomes (COs)
CO1: Describe the fundamentals of entrepreneurship and its role in economic development.
CO2: Apply feasibility study techniques to identify and evaluate entrepreneurial opportunities.
CO3: Prepare a comprehensive business plan and project report for launching a new enterprise.
CO4: Analyze the legal and administrative requirements for starting a business and ensuring regulatory compliance.
CO5: Formulate strategies to leverage the role and support functions of institutions aiding small and medium enterprises (SMEs).
CO6: Evaluate the application of management principles across various functional areas to ensure effective operation of a small business.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

1. Donald F. & Dr. Kuratko, (2016), Entrepreneurship: Theory, Process and Practice, South Western Publication.
2. Holt D. H., (2016), Entrepreneurship New Venture Creation, Pearson Education. 3

References Books

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

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Strategic Management (TPGD-502)

Credits-3

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

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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System Analysis and Design (TPGD-503)

Credits-3

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

Course Outcomes (COs)
CO1: Describe the concepts, methodologies, and phases of the Systems Development Life Cycle (SDLC) and their application in information systems projects.
CO2: Apply project initiation, feasibility analysis, and project management techniques to plan and control system development projects effectively.
CO3: Demonstrate proficiency in process and data modeling techniques, including Data Flow Diagrams, Use Case Diagrams, and Entity Relationship Diagrams, for systems analysis and design.
CO4: Analyze user interface, data storage, and program design principles to develop efficient, secure, and user-friendly information systems.
CO5: Design and construct system components using structured and object-oriented approaches, applying UML tools such as sequence diagrams, class diagrams, and statechart diagrams.
CO6: Evaluate system functionality and performance through effective testing, documentation, and quality assurance practices to ensure successful implementation.

Course Contents

Unit I

Systems Development Life Cycle: Planning, Analysis, Design, Implementation. Systems Development Methodologies: Structured Design, RAD, JAD, Prototyping. Project Team Roles and Skills.

- Project Initiation: Identifying Business Value, Feasibility Analysis.
- Project Management: Creating a Work Plan, Project Staffing, Controlling the Project.
- Systems Analysis: Developing an Analysis Plan.
- Process Modeling: Data Flow Diagrams (Gane and Sarson, DeMarco and Yourdan), Use Case Diagrams.
- Data Modeling: Entity Relationship Diagrams.

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

Unit II

User Interface Structure Design: User Interface Design Principles and Processes, User Interface Design Components.

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

Unit III

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

Text Books

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

Reference Books

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

6TH TRIMESTER

2ND YEAR

PGDM

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Skill Development (TPGD-601)

Credits-2

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

Course Outcomes (COs)
CO1: Discuss the principles of effective oral and written communication through activities such as presentations, case studies, and creative writing.
CO2: Apply communication skills through presentation, corporate writing, and group discussions.
CO3: Develop teamwork and collaborative skills in debates, mock interviews, and other group activities.
CO4: Develop creativity and innovation techniques in advertising, slogan writing, and poster creation to convey impactful messages.
CO5: formulate strategies for cultivating professional behavior, including effective body language and interview techniques.
CO6: Evaluate performance in simulated corporate environments through mock interviews and workplace scenario assessments.

Course Contents

Unit I

Strengthening Oral Communication: Presentations and Extempore.

Unit II

Strengthening Oral Communication: Role Playing, Debates and Quiz.

Unit III

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

Unit IV

Group Discussion and Mock Interviews.

Text Books

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

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Business Ethics (TPGD-602)

Credits-1

Objective- To understand the concept and significance of ethics in business, To explore the nature and purpose of ethics and morals, To develop awareness of cultural and human values in management, To study ethical theories and their application and To identify and address ethical issues in environmental management.

Course Outcomes (COs)
CO1: Describe the principles of business ethics and their significance in organizational decision-making.
CO2: Apply ethical decision-making models to address real-world business dilemmas.
CO3: Analyze environmental and sustainability issues and their impact on ethical business practices.
CO4: Examine workplace ethics issues such as discrimination, harassment, and gender equality to propose corrective measures.
CO5: Design Corporate Social Responsibility (CSR) strategies to enhance organizational sustainability and community engagement.
CO6: Evaluate corporate governance structures, including the effectiveness of audit committees and independent directors, in safeguarding stakeholder interests.

Course Content

UNIT I

Introduction to Business Ethics: Meaning, Definition and importance - nature, purpose of ethics and morals for organizational interests – Cultural and Human values in management – Indian and Global perspective

UNIT II

Consequential and non- consequential theories – Ethical dilemma – Ethical decision making

UNIT III

Environment Issues - Protecting the Natural Environment - Prevention of Pollution and Depletion of Natural Resources - Conservation of Natural Resources.

UNIT IV

Workplace Ethics – personal and professional ethics in the organization - discrimination, harassment - gender equality

UNIT V

Organization Ethics Development System – Organizational Culture and values – Code of Ethics – Value based Leadership and its effectiveness

UNIT VI

Marketing Ethics and Consumer Protection – Healthy competition and protecting consumer's interest – Advertising ethics -Ethics in Accounting and Finance: Importance, issues and common problems

UNIT VII

Corporate social responsibility – Strategic components- Different approaches to CSR - Globalization - Sustainability - CSR standards- Best practices

UNIT VIII

Corporate Governance – Audit committees – Role of Independent Directors – Protection of Stake holders

Text Books

Crane & Matten, Business Ethics,

Reference Books

1. Chakraborty,S.K., Management by Values,
2. Ferrell, Fraedrich, Business Ethics: A Case Perspective,
3. Velasquez, Business Ethics.

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Project Dissertation (TPBD-101)

Credit-6

Course Outcomes (COs)
CO1: Identifying and articulating a well-defined research problem or question.
CO2: Conducting a comprehensive literature review to establish the theoretical framework and formulating research hypotheses or objectives.
CO3: Collecting, organizing, and analyzing relevant data using appropriate qualitative and/or quantitative methods, and presenting findings with clarity and precision.
CO4: Applying theoretical and conceptual knowledge to address real-world business challenges through practical engagement in a professional or organizational setting.
CO5: Analyzing and solving business problems by employing suitable research tools, analytical techniques, and decision-making frameworks.
CO6: Reflecting critically on the research process, outcomes, and personal learning to identify areas for future professional and academic growth.

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

1. Executive Summary
2. Introduction
3. Objective of the Research Undertaken
4. Hypothesis, if any
5. Literature Review
6. Research Methodology
7. Data Analysis
8. Findings and Conclusions
9. Recommendations
10. Bibliography
11. 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

INFORMATION TECHNOLOGY

PGDM

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Digitalization and E-Governance (TPIT-101)

Credits - 4

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

Course Outcomes (COs)
CO1: Describe concepts of digitalization, its role in business growth, innovation, and the transformation of competitive landscapes.
CO2: Apply knowledge of IT infrastructure, business models, and governance frameworks to develop strategies for leveraging IT in organizations.
CO3: Manage IT functions, including infrastructure acquisition, service delivery, and outsourcing, in a networked organizational environment.
CO4: Analyze the evolution, models, and strategic perspectives of e-governance in both Indian and global contexts.
CO5: Design e-governance initiatives by integrating technological infrastructure, regulatory frameworks, and public-private partnerships to achieve service delivery objectives.
CO6: Evaluate e-governance projects by assessing success factors, change management practices, capacity building, and information security requirements.

Course Content:

Unit I

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

Unit II

Understanding IT Infrastructure, Emerging Trends in IT Infrastructure acquisition and Service

delivery, managing a networked Organization, Organizational Issues in Managing and Controlling IT function, Managing IT Outsourcing: Why, What and When to outsource.

Unit III

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

Unit IV

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

Text Books:

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

Reference Books:

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

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Data Base Management System (TPIT-102)

Credits – 4

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

Course Outcomes (COs)
CO1: Explain the core concepts of Database Management Systems (DBMS), data models, and their applications.
CO2: Apply ER modeling, relational schema design, and normalization techniques to create efficient databases.
CO3: Apply relational algebra, query processing, and optimization techniques to address database queries.
CO4: Analyze transaction management concepts, including ACID properties, concurrency control, and recovery mechanisms, to ensure database integrity.
CO5: Design database solutions by comparing RDBMS and NoSQL technologies for specific application requirements.
CO6: Evaluate and implement NoSQL databases (e.g., MongoDB, Cassandra, Neo4j) for scalable, distributed applications using sharding and replication.

Course Content

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books:

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

Reference Books:

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

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Enterprise Resource Planning for Management (TPIT-103)

Credits: 4

Objective: Understand the fundamental concepts and strategic importance of ERP systems in business. Explore how ERP systems integrate various business processes for better decision-making. Analyze the challenges and benefits of ERP implementation in organizations. Learn about key ERP modules and their role in different business functions.

Course Outcomes (COs)
CO1: describe the concept, evolution, and role of ERP systems in a business context.
CO2: Apply ERP concepts to identify how these systems enhance efficiency and coordination across business operations.
CO3: Explain key functional areas supported by ERP, including finance, human resources, and supply chain management.
CO4: Analyze the strategic and operational benefits derived from ERP implementation in organizations.
CO5: Design solutions to address challenges, risks, and change management issues in ERP adoption.
CO6: Evaluate real-world ERP case studies and recommend solutions based on sound management principles.

Course Content:

Unit I:

Introduction to ERP- Definition and importance of ERP in modern business. Evolution of ERP systems. Core concepts: Integration, centralization, and data consistency. Role of ERP in decision-making and competitiveness. ERP vs. traditional business systems.

Unit II:

ERP in Key Business Functions- Overview of major ERP modules: Finance and Accounting, Human Resource Management, Supply Chain and Inventory Management, Sales and Marketing. Support of ERP in coordination between departments. ERP use in daily business operations.

Unit III:

ERP Implementation and Management- Stages of ERP implementation: Planning to go-live. Role of top management and change management. Common implementation challenges and how to address them. Cost, time, and resource considerations. Success and failure factors in ERP projects.

Unit IV:

ERP Trends and Case Studies- Real-world ERP case studies from various industries. ERP in small and medium enterprises (SMEs). Trends: Cloud ERP, mobile ERP, AI in ERP. ERP software overview: SAP, Oracle, Microsoft Dynamics. Future of ERP in business strategy.

Text Books:

1. Ellen Monk & Bret Wagner (2012), Concepts in Enterprise Resource Planning, Cengage Learning.
2. Alexis Leon (2014), Enterprise Resource Planning, McGraw-Hill Education.

Reference Books:

1. Fiona Fui-Hoon Nah (Ed.) (2001), Enterprise Resource Planning Solutions and Management, IGI Global.
2. Thomas H. Davenport (2000), Mission Critical: Realizing the Promise of Enterprise Systems, Harvard Business School Press.
3. Marianne Bradford (2015), Modern ERP: Select, Implement, and Use Today's Advanced Business Systems, Lulu Press.

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Internet of Things (IOT) for Management (TPIT-104)

Credits – 4

Objective: The course aims to introduce students to the fundamental concepts of the Internet of Things (IoT) and its strategic relevance in business and management. It explores how IoT applications generate value across industries, the operational and ethical considerations of implementation, and the business impact through real-world use cases and case studies.

Course Outcomes (COs)
CO1: explain the concept of IoT, its components, and its applications in various business contexts.
CO2: Apply IoT concepts to identify ways in which IoT enhances operational efficiency and customer experience.
CO3: analyze opportunities and challenges in deploying IoT across different industries.
CO4: Analyze how IoT systems enable data-driven decision-making in organizations.
CO5: Design and formulate strategies to assess business value and ROI of IoT solutions.
CO6: Evaluate real-world IoT case studies and propose IoT-enabled business models.

Course Content:

Unit I:

Introduction to IoT in Business- Define IoT – A managerial perspective. Evolution and drivers of IoT. Components of an IoT ecosystem (sensors, connectivity, data, devices) – simplified. Business opportunities created by IoT. Use cases across sectors (Retail, Manufacturing, Healthcare, Agriculture, Logistics).

Unit II:

Strategic Applications of IoT- IoT and digital transformation in business. Enhancing customer experience through IoT. IoT in supply chain, inventory, and logistics management. IoT and predictive maintenance. IoT-driven product innovation and service models (e.g., smart products).

Unit III:

Management, ROI, and Challenges- Business model innovation through IoT. Cost-benefit analysis and ROI of IoT projects. Data privacy, cybersecurity, and ethical issues. Change management and organizational alignment. Regulatory and compliance considerations.

Unit IV:

IoT Trends, Platforms & Case Studies- Emerging trends: Smart cities, wearable tech, Industry 4.0, AI + IoT. Introduction to major IoT platforms (Amazon AWS IoT, Microsoft Azure IoT, Google Cloud IoT – non-technical overview). Business success stories and lessons learned. Role of managers in leading IoT initiatives.

Text Books:

1. Bajpai, S. (2020), Internet of Things: A Business Guide, Wiley.
2. Raj, P., & Raman, A. C. (2017), The Internet of Things: Enabling Technologies, Platforms, and Use Cases, CRC Press.

Reference Books:

1. Minerva, R., Biru, A., & Rotondi, D. (2015), Towards a Definition of the Internet of Things (IoT), IEEE.
2. Postscapes & Harbor Research Reports, Annual IoT Business Trends and ROI Analysis.
3. Harvard Business Review Articles, IoT, Smart Products, and Digital Business Strategy.

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

AI and Machine Learning Applications in Business (TPIT-105)

Credits – 4

Objective: The course is designed to introduce students to the foundational concepts of Artificial Intelligence (AI) and Machine Learning (ML) within a business context. It explores how AI/ML technologies are transforming various business functions, enhances decision-making and customer experience, and examines the opportunities, challenges, and ethical considerations of implementing AI/ML in organizations.

Course Outcomes (COs)
CO1: Describe the basic principles of Artificial Intelligence (AI) and Machine Learning (ML) and their relevance in business.
CO2: Apply AI/ML concepts to identify potential applications across various business functions.
CO3: Analyze case studies where AI/ML has driven measurable business improvements.
CO4: Analyze the strategic and operational benefits of implementing AI/ML solutions.
CO5: Design AI/ML project requirements, including data needs and managerial responsibilities.
CO6: Evaluate AI/ML initiatives by assessing risks, ethical considerations, and regulatory compliance challenges.

Course Content:

Unit I:

Fundamentals of AI & ML in Business- Fundamentals of AI and Machine Learning. Categories of AI: Narrow AI, General AI; Supervised and Unsupervised Learning. The role of data in AI/ML. Business Intelligence vs. Machine Learning. Value of AI in business decision-making.

Unit II:

Applications of AI/ML in Key Business Functions- Marketing: Customer segmentation, personalization, churn prediction. Finance: Credit scoring, fraud detection, financial forecasting. Human Resources: Resume screening, employee engagement, attrition prediction. Operations: Demand forecasting, predictive maintenance, supply chain optimization. Customer Service: Chatbots, sentiment analysis, virtual assistants.

Unit III:

AI/ML Strategy, Implementation & ROI- Identifying business problems solvable by AI/ML. Building an AI/ML business strategy. Managing AI projects: teams, timelines, and partnerships. Measuring ROI of AI/ML initiatives. Change management and organizational alignment.

Unit IV:

AI Trends, Ethics & Case Studies- Emerging AI technologies: Generative AI, Natural Language Processing (NLP), Computer Vision. Risks: Bias, privacy, job displacement, and AI misuse. Ethical frameworks and responsible AI use. Case studies from Amazon, Netflix, Google, and startups.

Text Books:

1. Sharda, R., Delen, D., & Turban, E. (2020), *Analytics, Data Science, and Artificial Intelligence: Systems for Decision Support*, Pearson.
2. Bughin, J., Seong, J., Manyika, J., & Chui, M. (2019), *The Promise and Challenge of the Age of Artificial Intelligence*, McKinsey Global Institute.

Reference Books:

1. Haenlein, M., & Kaplan, A. (2021), *AI in Practice: How Artificial Intelligence Is Changing Business*, Routledge.
2. Brynjolfsson, E., & McAfee, A. (2017), *Machine, Platform, Crowd: Harnessing Our Digital Future*, W. W. Norton & Company.
3. Harvard Business Review – Selected articles on AI and Machine Learning in Business Strategy.

POST GRADUATE DIPLOMA IN MANAGEMENT
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Cyber Security for Management 9TPIT-106)

Credits – 4

Objective: The course is designed to help students understand the strategic importance of cyber security in modern business environments. It focuses on identifying and managing cyber risks from a business perspective, ensuring compliance with regulations, and building leadership capabilities for fostering a cyber-resilient organizational culture.

Course Outcomes (COs)
CO1: Explain key concepts, principles, and terminology of cyber security in business contexts.
CO2: Apply knowledge to identify various types of cyber threats and assess their potential business impacts.
CO3: Illustrate the integration framework of cyber security and corporate risk management.
CO4: Analyze strategies for ensuring compliance with cyber security regulations, standards, and industry best practices.
CO5: Formulate leadership-driven initiatives and organizational culture frameworks for effective cyber risk management.
CO6: Evaluate real-world cyber incidents to propose strategic mitigation and incident response plans.

Course Content:

Unit I:

Introduction to Cyber security and Risk in Business- Define Cyber Security- A management perspective. Common cyber threats: phishing, malware, ransomware, insider threats. Cyber security as part of enterprise risk management. Business continuity, data breaches, and financial impact. Real-life examples of major cyber incidents.

Unit II:

Cyber security Governance and Compliance- Cyber security policies and frameworks (ISO 27001, NIST – overview). Legal and regulatory requirements: GDPR, HIPAA, IT Act (India), etc. Data privacy laws and their impact on businesses. Governance roles: CIO, CISO, Board of Directors, and senior management. Auditing and reporting on cyber security risks.

Unit III:

Organizational Strategy and Cyber Resilience- Creating a cyber security-aware culture. Employee awareness, training, and managing insider risk. Cyber insurance: when and why organizations use it. Incident response planning and crisis management. Cyber security budget planning and resource allocation.

Unit IV:

Emerging Trends, Technologies, and Case Studies- Cloud security, mobile device risks, and IoT-related threats. Role of AI in cyber security: threat detection and automated response. Cyber security in digital transformation strategies. Case studies from the financial, healthcare, retail, and technology sectors.

Text Books:

1. P.W. Singer & Allan Friedman (2014), Cyber security and Cyber war: What Everyone Needs to Know, Oxford University Press.
2. Gregory J. Touhill (2014), Cyber security for Executives: A Practical Guide, Wiley.

Reference Books:

1. Kim, D., & Solomon, M. G. (2018), Fundamentals of Information Systems Security, Jones & Bartlett Learning.
2. Harvard Business Review Press (2020), HBR Guide to Data Privacy and Cyber security.
3. Industry reports from NIST, ISACA, and Deloitte on cyber security governance and trends.

ELECTIVES

FAMILY BUSINESS

PGDM

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

Essentials of Family Business Management (TPFBM-101)

Credits- 4

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: discuss the unique characteristics of family businesses and their impact on the economy.
CO2: Apply emotional intelligence principles to manage family–business relationships effectively.
CO3: Demonstrate governance structures, including advisory boards and boards of directors, in family businesses.
CO4: Analyze leadership transition processes, succession planning strategies, and approaches for intergenerational business continuity.
CO5: Design HR strategies addressing recruitment, training, and performance management tailored to family business contexts.
CO6: Evaluate global expansion strategies and the evolution of family business cultures in the modern economy.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

1. Entrepreneurs: Talent, Temperament, Technique 2nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7.
2. Unleashing your Entrepreneurial Potential. By – Raghunandan. 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
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Business Plan, Private Equity, Franchising, Social Entrepreneurship (TPFBM-102)

Credits -4

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: Describe the structure and content of a business plan, including its key components for emerging businesses.
CO2: Apply risk assessment and opportunity analysis techniques to evaluate business plans for new ventures.
CO3: Explain franchising as an entrepreneurial model and the management of franchise opportunities.
CO4: Analyze the role of private equity and venture capital in financing emerging market businesses.
CO5: Design strategies for developing and scaling social enterprises to achieve sustainability and measurable impact.
CO6: Evaluate franchisee–franchisor relationships and propose approaches for effective 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.

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Family Business Startup (TPFBM-103)

Credit-4

Objectives:

- To provide an understanding of the fundamentals and unique characteristics of family businesses.
- To develop entrepreneurial and managerial skills for starting and sustaining family enterprises.
- To equip students with tools for succession planning and conflict resolution in family business contexts.
- To familiarize students with governance, legal, and financial frameworks relevant to family firms.

Course Outcomes (COs)
CO1: Explain the nature, structure, and significance of family businesses in the global economy.
CO2: Apply governance models, succession strategies, and conflict resolution techniques in family-owned enterprises.
CO3: Prepare a business plan for a family business startup.
CO4: Analyze challenges and opportunities in starting and managing family-owned enterprises.
CO5: Design strategies for innovation, growth, and sustainability in family businesses.
CO6: Evaluate financial, legal, and ethical considerations in family business management.

Course Content

Unit 1: Fundamentals of Family Business

- Nature and evolution of family businesses.
- Role in the economy – Indian and global perspectives.
- Characteristics, advantages, and limitations.
- Difference between family-managed and professionally-managed firms.

Unit 2: Starting and Managing a Family Business

- Entrepreneurial mindset and opportunity recognition.
- Steps to start a family business: Idea generation, feasibility study, and business planning.
- Role of family culture and values in decision-making.
- Case studies of successful family startups.

Unit 3: Governance, Succession, and Conflict Management

- Family business governance models.
- Ownership structures and role of boards.
- Succession planning process: Leadership development for next generation.
- Conflict identification, sources, and resolution strategies.

Unit 4: Financial, Legal, and Strategic Aspects

- Financing options for family businesses (internal and external).
- Legal compliance, taxation, and estate planning.
- Strategies for growth, innovation, and globalization.
- Professionalization of family businesses.

Text Books

1. **Poza, E. J.** (2019). *Family Business*. Cengage Learning.
2. **Carlock, R. S., & Ward, J. L.** (2010). *Strategic Planning for the Family Business: Parallel Planning to Unite the Family and Business*. Palgrave Macmillan.
3. **Lansberg, I.** (1999). *Succeeding Generations: Realizing the Dream of Families in Business*. Harvard Business School Press.

Reference Books

1. Miller, D., Le Breton-Miller, I. (2005). *Managing for the Long Run: Lessons in Competitive Advantage from Great Family Businesses*. Harvard Business Review Press.
2. **Tagiuri, R., & Davis, J.** (1996). *Bivalent Attributes of the Family Firm*. Family Business Review.
3. **Neubauer, F., & Lank, A. G.** (1998). *The Family Business: Its Governance for Sustainability*. Routledge.
4. **Ward, J. L.** (2011). *Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership*. Palgrave Macmillan.

POST GRADUATE DIPLOMA IN MANAGEMENT
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Family Business and Environmental Concerns (TPFBM-104)

Credit-4

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: Describe the principles of family business and small business accounting and finance.
CO2): Apply knowledge of financial reports and accounting systems to support business decision-making.
CO3: Identity of inventory control, risk management techniques, and financing options for small businesses.
CO4: Analyze the impact of environmental concerns on business operations.
CO5: Formulate strategies to ensure compliance with environmental laws and regulations for pollution control and liability management.
CO6: Evaluate dispute resolution mechanisms and administrative procedures for addressing environmental issues.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

1. International Law, Ku Charlotte, 2004

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IT for Family Business Management (TPFBM-105)

Credit-4

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

Course Outcomes (COs)
CO1: Explain the principles of effective communication and presentation in business contexts.
CO2: Apply accounting principles and use Tally ERP 9 for managing financial transactions and inventory.
CO3: Create and design websites using HTML, CSS, and other web design tools.
CO4: Analyze the use of social media tools for business marketing and communication strategies.
CO5: Design WordPress website and formulate strategies to manage a business blog for content creation and engagement.
CO6: Evaluate professional presentation and interview skills to enhance self-presentation in business contexts.

Course Contents

Unit I

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

Unit II

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

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

Unit III

Tally ERP: Basics of Accounting, Types of Accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping , Mode of Accounting, Financial Statements, Transaction s, Recording Transactions , Fundamentals of Tally.ERP 9 , F11:Features F12 : Configurations , Setting up Account Heads, Inventory in Stock Groups , Stock Categories Godowns / Locations Units of Measure, Stock Items , Creating Inventor y Masters f or National Traders .

Unit IV

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

Text Books

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

Reference Books

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

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Case Study of Family Owned Business (TPFBM-106)

Credit-4

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

Course Outcomes (COs)
CO1: Discuss the concept of family business and its development models.
CO2: Apply models and frameworks to address challenges in family business transitions.
CO3: Illustrate leadership transition and succession planning in family businesses.
CO4: Analyze different types of family businesses and their challenges.
CO5: Formulate approaches to manage the psychological pressures and family dynamics during transitions.
CO6: Evaluate the change process within family businesses for sustainable growth.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

ELECTIVES

FINANCE

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
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International Finance Management (TPFIN-101)

Credit-4

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

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Financial Markets and Institutions (TPFIN-102)

Credit-4

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

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

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

Periodicals:

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Invest Analysis & Portfolio Management (TPFIN-103)

Credit-4

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: Discuss the nature and scope of investments and describe various investment alternatives.
CO2: Apply risk measurement techniques to assess both systematic and unsystematic risks in financial investments.
CO3: Identify different types of betas in evaluating investment risk.
CO4: Analyze market efficiency and performing security analysis using technical and fundamental approaches.
CO5: Design an optimal investment portfolio using portfolio theories to maximize returns.
CO6: Evaluate portfolio performance using various performance metrics.

Course Contents

Unit I

Investment: Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Duration of bonds, Terms Structure of Interest Rates, Yield to Maturity.

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Financial Econometrics (TPFIN-104)

Credit-4

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

Course Outcomes (COs)
CO1: Explain fundamental concepts of Financial Econometrics and describe its applications in financial research.
CO2: Apply regression analysis techniques to construct and estimate econometric models.
CO3: Detect and correct of issues in classical regression models such as multicollinearity and heteroscedasticity.
CO4: Apply and modeling time series data using AR, MA, and ARMA processes
CO5: Implement GARCH models for volatility forecasting and financial risk management.
CO6: Evaluate panel data models, including fixed and random effects, for their suitability in empirical financial analysis.

Course Content

Unit I

Financial Econometrics: Meaning, Nature, scope and methodology of Financial Econometrics, Types of Data, Returns in financial modelling, process of formulation of econometric model. Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Coefficient of determination, Tests of significance, Maximum Likelihood Method; Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression coefficient, R² and adjusted R²

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Financial Risk Management (TPFIN-105)

Credit-4

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

Course Outcomes (COs)
CO1: Explain the nature, types, and significance of various financial risks in the context of risk management.
CO2: Apply risk identification techniques to recognize currency, interest rate, equity, and commodity risks and assess their potential impacts.
CO3: Apply tools and techniques for managing financial risks, including methods for fraud detection and analysis.
CO4: Analyze the structure, functioning, and role of the insurance market in comprehensive risk management.
CO5: Design financial risk models by applying probability and distribution techniques to asset price modeling.
CO6: Evaluate the effectiveness of legal frameworks and regulatory guidelines in supporting risk management and reporting practices.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Project Management and Infrastructure Finance (TPFIN-106)

Credit-4

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

Course Outcomes (COs)
CO1: Describe the concepts of project identification, formulation, and analysis for informed decision-making.
CO2: Apply market and technical analysis techniques to assess project feasibility.
CO3: Apply project costing, financing, and conducting economic analysis for projects.
CO4: Analyze project viability using appraisal techniques and risk analysis methods in decision-making.
CO5: Design effective project schedules and management plans using network techniques such as CPM and PERT.
CO6: Evaluate project success and performance using post-project assessment techniques.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Book

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

ELECTIVES

HUMAN RESOURCE

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
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Management of Training Learning and Development (TPHRM-101)

Credit-4

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: Discuss the scope, nature, and challenges of training and development in organizations.
CO2: Apply various approaches—organizational, task, and person analysis—to assess the training needs of an organization.
CO3: Design, delivery, and evaluation of effective training programs with emphasis on motivation, reinforcement, and transfer of learning.
CO4: Analyze training effectiveness using appropriate evaluation methodologies to identify areas for improvement and continuous development.
CO5: Formulate employee development and career management plans considering emerging trends in training and development.
CO6: Evaluate strategies for effective transfer of training and recommend organizational support measures to maximize learning outcomes.

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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Managing Industrial Relations (TPHRM-102)

Credit-4

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: Describe the concepts and evolution of Industrial Relations in India, including the role of trade unions in shaping these relations.
CO2: Apply knowledge of employee involvement, participation mechanisms, grievance handling, and disciplinary procedures in workplace contexts.
CO3: Explain collective bargaining processes and their significance in maintaining harmonious employee relations.
CO4: Analyze key industrial relations laws and legal frameworks governing employee relations in India.
CO5: Formulate approaches to address emerging scenarios in industrial relations, such as technological change, voluntary retirement schemes, and international labor trends.
CO6: Evaluate the future direction of industrial relations by assessing emerging trends in both 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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Talent Management (TPHRM-103)

Credit-4

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

Course Outcomes (COs)
CO1: Explain the fundamental concepts of talent management and its relevance in a global context.
CO2: Apply strategies for talent acquisition, including recruitment methods and selection techniques, to organizational contexts.
CO3: Design and execute an effective onboarding process for new hires.
CO4: Analyze the role and effectiveness of assessment centers in supporting talent management practices.
CO5: Design strategies for talent management by integrating skilling, upskilling, and reskilling initiatives to meet organizational needs.
CO6: Evaluate and plan for future trends in talent acquisition and management, considering evolving workforce and market demands.

Course Content

Unit-1

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

Unit 2

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

Unit 3

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

Unit 4

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

Text Books

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

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE, Ministry of Education, Govt. of India
Compensation & Performance Management (TPHRM-104)

Credit-4

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

Course Outcomes (COs)
CO1: Describe the fundamental concepts and principles of compensation management in organizational settings.
CO2: Apply the knowledge of compensation design to develop structures and systems in both public and private sector organizations.
CO3: Examine various compensation techniques in different organizational contexts.
CO4: Analyze the role of performance management systems in enhancing organizational productivity.
CO5: Design effective performance appraisal systems and review processes aligned with organizational goals.
CO6: Evaluate challenges in performance management and propose evidence-based solutions to address them.

Course Content

Unit I

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

Unit II

Compensation Techniques : Knowledge based compensation, Team Compensation, Competency based compensation, Role of wage boards and pay commissions in public sector compensation, Incentive schemes/ Payment-by-results (PBR), Performance linked Compensation, Tax Planning:

The implication of employee compensation package on the employer, Tax efficient compensation package, International Compensation: Problems, Objectives, Elements of expatriate's compensation package, Dual compensation and tax issues in case of expatriates.

Unit III

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

Unit IV

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

Text Books

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

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HR Analytics (TPHRM-105)

Credit-4

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

Course Outcomes (COs)
CO1: Explain the fundamentals of People Analytics, its importance, and its application in HR decision-making.
CO2: Apply strategies to establish an analytical culture in HR, emphasizing the role of leadership in analytics adoption.
CO3: Use HR data and basic analytic tools such as Microsoft Excel and Tableau to create dashboards and visualizations.
CO4: Analyze different types of HR data, their sources, and challenges related to data quality.
CO5: Design analytics-based approaches for HR functions such as staffing, performance management, training, and employee engagement using case studies and practical applications.
CO6: Evaluate real-world HR problems, including turnover, absenteeism, and workforce planning, using analytical methods for effective decision-making.

Course Content

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

POST GRADUATE DIPLOMA IN MANAGEMENT
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Strategic HRM & Future of Work (TPHRM-106)

Credit-4

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 achieving organizational success.
CO2: Apply strategic HR approaches to organizational planning and growth.
CO3: Formulate strategies for effective recruitment, retention, and talent management.
CO4: Analyze global HRM practices and cross-cultural management challenges.
CO5: Design HRM strategies aligned with organizational culture to enhance performance.
CO6: Evaluate HRM strategies for international expansion and global workforce management.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

ELECTIVES

MARKETING

PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
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Digital & Social Media Marketing (TPMKT-101)

Credit-4

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

Course Outcomes (COs)
CO1: Explain the fundamental concepts of digital marketing and its application in real-world scenarios.
CO2: Apply social media marketing techniques and measure performance through key metrics.
CO3: Compare traditional and digital marketing approaches, focusing on internet marketing strategies.
CO4: Analyze online consumer behavior to develop effective online marketing strategies.
CO5: Design websites and online content to enhance customer experience and integrate various digital marketing channels.
CO6: Evaluate the effectiveness of interactive marketing and online strategies for improved engagement and conversions.

Course Content

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

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Sales and Distribution Management (TPMKT-102)

Credit-4

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: Apply personal selling processes, sales organization structures, and strategies to drive sales growth.
CO3: Formulate effective recruitment, training, and performance evaluation techniques for the sales force.
CO4: Analyze methods for motivating sales personnel and setting sales quotas for performance tracking.
CO5: Design distribution planning processes and formulate strategies for effective use of intermediaries in the sales channel.
CO6: Evaluate logistics and supply chain strategies to enhance overall distribution efficiency.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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Service Marketing (TPMKT-103)

Credit-4

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: Discuss the nature, challenges, and significance of services marketing in the modern economy.
CO2: Apply consumer behavior insights to develop strategies for managing customer expectations and satisfaction.
CO3: Use SERVQUAL model to measure service quality and customer satisfaction.
CO4: Analyze and designing effective service marketing strategies including service positioning, pricing, and distribution.
CO5: Formulate service recovery strategies to effectively address service failures.
CO6: Evaluate the application of services marketing concepts in industries such as hospitality, healthcare, and banking.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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Customer Relationship Management (TPMKT-104)

Credit-4

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

Course Outcomes (COs)
CO1: Explain CRM as a business strategy and its role in enhancing organizational performance.
CO2: Apply the concept of the customer life cycle to develop strategies for acquisition, retention, and development.
CO3: Develop, manage, and maintain customer-related databases using appropriate technology.
CO4: Analyze the role of business networks in managing customer relationships and delivering value.
CO5: Design and formulate CRM models for application in various organizational contexts, including commercial and non-profit sectors.
CO6: Evaluate privacy and ethical issues in CRM to ensure secure and responsible handling of customer data.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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Sales and Channel Management (TPMKT-105)

Credit-4

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

Course Outcomes (COs)
CO1: Explain the evolution, scope, and importance of sales management, including the fundamentals of personal selling and sales forecasting.
CO2: Apply skills in developing and managing a sales force through effective sales organization design, recruitment, training, motivation, and performance evaluation.
CO3: Analyze the role of intermediaries in distribution channels, covering their structure, types, and performance metrics in retailing and wholesaling in India.
CO4: Formulate distribution strategies, including selection, motivation, and evaluation of channel intermediaries, and address channel conflicts effectively.
CO5: Design integrated sales and distribution strategies that align with overall organizational objectives.
CO6: Evaluate the effectiveness of sales and distribution systems, considering ethical and legal issues in sales and distribution management.

Course Contents:

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

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Brand Management (TPMKT-101)

Credit-4

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: Explain 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: Plan media 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, Ist 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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Logistic & Supply Chain Management (TPOM-101)

Credit-4

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

Course Outcomes (COs)
CO1: Explain the basic concepts, principles, and strategies of logistics and supply chain management (SCM).
CO2: Apply skills to manage inbound and outbound logistics effectively in various business contexts.
CO3: Use IT tools and systems for SCM and in analyzing cost-performance measures.
CO4: Analyze supply chain strategies for effective global operations, considering strategic management principles.
CO5: Formulate distribution networks, select transportation modes, and develop locational strategies for optimal efficiency.
CO6: Evaluate emerging trends in SCM, including sustainability practices, and assess the effectiveness of green logistics initiatives.

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 organisation/non-manufacturing sector.

Text Books

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

Reference Books

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

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Operations Strategy (TPOM-102)

Credit-4

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

Course Outcomes (COs)
CO1: Describe the concept and significance of operations strategy in business contexts.
CO2: Apply performance measurement techniques and improvement strategies, including breakthrough and continuous improvement approaches.
CO3: Design and implement of effective operations strategies in areas such as capacity planning, layout, and process management.
CO4: Analyze the impact of globalization and environmental factors on operations strategy.
CO5: Formulate sustainable operations strategies that address ethical, environmental, and social concerns.
CO6: Evaluate strategic decisions related to purchasing, outsourcing, and supply chain management.

Course Contents:

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

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

Unit 3:

Managing innovations and new product and process development strategies

Unit 4:

Strategic purchasing and supply management, Outsourcing decisions, Strategic Purchasing Portfolio analysis,

Unit 5:

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

Unit 6:

Process of Operations strategy, sustainable alignment, Methodology of operations strategy formulation.

Unit 7:

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

Unit 8:

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

Text Books

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

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Predictive Analytics & Big Data (TPOM-103)

Credit-4

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

Course Outcomes (COs)
CO1: Discuss the core concepts of big data, its characteristics, and how it differs from traditional business intelligence.
CO2: Apply data transformation techniques such as normalization and standardization for effective predictive analysis.
CO3: Apply practical skills in big data analytics through hands-on projects and real-world datasets.
CO4: Analyze and implement machine learning algorithms such as Naïve Bayes, Bayesian Networks, and model evaluation techniques.
CO5: Develop predictive models using methods such as multiple regression, logistic regression, and neural networks.
CO6: Evaluate the use of big data tools such as Hadoop, NoSQL, MongoDB, and Cassandra for effective data storage and processing.

Course Content

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

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Operations Research (TPOM-104)

Credit-4

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 fundamental concepts and scope of Operations Research.
CO2: Apply Linear Programming models and techniques to solve business and operational problems.
CO3: Apply optimization techniques to solve Transportation, Assignment, and other network problems effectively
CO4: Analyze problems using Duality Theory and perform Sensitivity Analysis in Linear Programming.
CO5: Assess and compare alternative strategies for operational problems using decision analysis and optimization methods.
CO6: Evaluate Network Optimization Models for efficiency and effectiveness in operations.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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Enterprise System (TPOM-105)

Credits - 4

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

Course Outcomes (COs)
CO1: Explain the fundamental concepts, types, and architecture of enterprise systems.
CO2: Apply CRM concepts to enhance customer relationships and improve marketing strategies using e-CRM tools.
CO3: Discuss the role of SCM in modern enterprises and its integration with ERP systems.
CO4: Analyze the components and features of ERP systems and their integration into business processes.
CO5: Design strategies to address challenges in implementing ERP, SCM, and CRM systems within an organization.
CO6: Evaluate trends, future directions, and technological advancements in ERP, SCM, and CRM systems for organizational competitiveness.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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

Reference Books

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

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Production Management (TPOM-106)

Credits - 4

Objectives: 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: Understanding the fundamental concepts of production management, including integrated production management and various productivity metrics.
CO2: Applying forecasting methods for decision-making in production planning and align forecasts with product life cycles.
CO3: Demonstrating operations management strategies and tools for implementation across various industries.
CO4: Analyzing operations strategies in alignment with corporate and business strategies to gain competitive advantage.
CO5: Designing approaches to improve productivity in capital, labor, and personnel within a production environment.
CO6: Evaluating industry best practices in operations and production management to enhance efficiency and competitiveness.

Course Contents

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Text Books

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