



THE ALL INDIA COUNCIL FOR TECHNICAL EDUCATION
(AICTE)

PGDM Evaluation Scheme for Session 2017-18

SEMESTER I

SR. NO.	SUBJECT CODE	COURSE TITLE	EVAUATION SYSTEM		
			SESSIO NAL EXAMS	FINALEXA MS	TOTAL
1	PGDM1 01	GENERAL ADMINISTRATION & FUNCTIONAL MANAGEMENT	30	70	100
2	PGDM1 02	ORGANIZATIONAL BEHAVIOR	30	70	100
3	PGDM1 03	ACCOUNTING FOR MANAGERS	30	70	100
4	PGDM1 04	BUSINESS COMMUNICATION AND BEHAVIORAL SKILLS	30	70	100
5	PGDM1 05	MANAGERIAL ECONOMICS	30	70	100
6	PGDM1 06	MARKETING MANAGEMENT	30	70	100
7	PGDM1 07	STATISTICAL ANALYSIS FOR BUSINESS DECISIONS	30	70	100
8	PGDM1	INFORMATION	30	70	100

	08	TECHNOLOGY FOR MANAGERS			
		TOTAL			800

GENERAL ADMINISTRATION & FUNCTIONAL MANAGEMENT

COURSE CODE: PGDM101

Objective: To enable to define management; to describe the nature and scope of management; to know the difference between management and administration; to understand various levels of management; and to describe the various skills that are necessary for successful managers.

UNIT - I

INTRODUCTION AND FRAMEWORK OF MANAGEMENT:

- a. Introduction, Concept and Nature of Management.
- b. Evolution of Management Thought.
- c. Contemporary Management Theories.

UNIT - II

PLANNING:

- a. Fundamentals of Planning Function.
- b. Organizing Plans.
- c. Management by Objectives.
- d. Strategic Planning and Environmental Analysis.
- e. Decision Making.

UNIT - III

ORGANIZING:

- a. Fundamentals of Organizing.
- b. Authority Responsibility Relationship, Line and Staff Relationship.
- c. Departmentation, Delegation and Decentralization.
- d. Conflict and Coordination.
- e. Organizational Change.

UNIT - IV

STAFFING, DIRECTION, SUPERVISION AND CONTROL:

- a. Fundamentals of Staffing, Nature and process.

- b. Direction and Supervision.
- c. Employee Development and Performance Appraisal.
- d. Control: Concepts and Process.
- e. Control Techniques.

UNIT - V

EMERGING AND CONTEMPORARY CONCEPTS:

- a. Corporate Culture.
- b. Corporate Social Responsibility.
- c. Corporate Governance.
- d. Knowledge Management.
- e. Learning Organization.

REFERENCE:

- a. Principles of Management: Text and Cases by Neeru Vasishth and Vibhuti Vasishth.
- b. Principles and Practice of Management by L.M. Prasad.
- c. Principles of Management by Tripathi and Reddy.
- d. Essentials of Management by Koontz and O'Donnel.
- e. Principles of Management by Stoner.

ORGANIZATIONAL BEHAVIOR

COURSE CODE: PGDM102

UNIT - I

Introduction to Organizational Behavior:

- a. The Importance of Interpersonal Skills.
- b. What Managers Do.
- c. Challenges and Opportunities for OB.

UNIT - II

The Individual:

- a. Diversity in Organizations.
- b. Attitudes and Job Satisfaction.
- c. Personality and Values.
- d. Perception and Individual Decision Making.
- e. Motivation Concepts.
- f. Motivation: From Concepts to Applications.

UNIT - III

The Group:

- a. Foundations of Group Behavior.
- b. Understanding Work Teams.
- c. Communication.
- d. Leadership.

UNIT - III

The Group:

- a. Power and Politics.
- b. Conflict and Negotiation.
- c. Foundations of Organization Structure.

UNIT - IV

The Organization System:

- a. Organizational Culture.
- b. Organizational Change and Stress Management.

REFERENCE:

- a. Organizational Behavior by Robbins, Judge and Vohra.
- b. Organizational Behavior by Sekaran.
- c. Organizational Behavior by K. Aswathappa.
- d. Organizational Behavior by L. M. Prasad.

ACCOUNTING FOR MANAGERS

COURSE CODE: PGDM103

Objective

- To provide the understanding of financial reporting system and cost concepts.

Unit - I

Introduction to accounting and financial accounting:

- a. Distinction among financial accounting, cost accounting and management accounting. Meaning of accounting, Advantages of accounting.
- b. Evolution of accounting.
- c. Basic concepts of financial accounting.
- d. Conventions of accounting.
- e. Stages of preparing accounting statements – from inputs to outputs.
- f. Concepts underlying the financial statements, users of financial statements.
- g. Generally Accepted Accounting Principles.

Unit - II

Understanding Financial Statement:

- a. Nature and objectives of financial statement.
- b. Uses of financial statement.
- c. Form and content of financial statements.
- d. Users of financial statements.

Unit - III

Financial reporting and regulations:

- a. Introduction to U.S. G.A.A.P.
- b. Introduction to international accounting standards.
- c. Indian accounting standards.
- d. Applicability of various standards.
- e. Comparison and harmonization.

Unit - IV

Financial Statements of Limited Companies:

- a. Format and content of profit and loss account.
- b. Requirements of the Companies Act for the presentation of the companies profit and loss account.
- c. Treatment of special items relating to companies final accounts.
- d. Requirements of appropriation of profits by the company.
- e. Format and content of the balance sheet.
- f. cash flow: statement of cash flows, purpose of the statement of cash flow, content and format of the statement of cash flow, preparation of cash flow statement, usefulness of the statement of cash flow.
- g. Annual report: contents of annual report, directors report, auditors report, financial statements and notes there on, other information.
- h. Limitations of financial statements and window dressing: critical review of financial statements, effects of abnormal items and changes in accounting policies, creative accounting.

Unit - V

Financial statement analysis:

- a. Financial statements,
- b. Understanding the features of variables in financial statements
- c. Ratio analysis-liquidity, profitability and leverage.
- d. Times series analysis- common size analysis-liquidity, profitability and leverage-
times series analysis- common size analysis,
- e. Du-Pont analysis- problems encountered in financial statement analysis.
- f. Contemporary topics: - human resource accounting, inflation accounting.

Reference:

- a. Maheshwari S. N. & Maheshwari S. K. – A text book of Accounting for Management.
- b. Ambrish Gupta - Financial Accounting: A Managerial Perspective .
- c. Narayanswami - Financial Accounting: A Managerial Perspective.
- d. Mukherjee - Financial Accounting for Management.

- e. Banerjee-Financial Accounting.
- f. Dhamija - Financial Accounting for managers.
- g. Ramchandran & Kakani - Financial Accounting for Management.

BUSINESS COMMUNICATION AND BEHAVIORAL SKILLS

COURSE CODE: PGDM104

UNIT I

INTRODUCTION:

- a. Definition, purpose of communication,
- b. Process of Communication.
- c. Communication structure in organization.
- d. Barriers & gateway in communication.
- e. 7 C's of communication.
- f. Impact of cross cultural communication.

UNIT II

EMPLOYMENT COMMUNICATION:

- a. Writing CVs & Application Letter.
- b. Group discussions,
- c. Interview, types of interview, candidates preparation, Interviewers preparation;
- d. Impact of Technological Advancement on Business Communication;
- e. Communication networks, Intranet, Internet, teleconferencing, videoconferencing.
- f. Oral Communication, principles of successful oral communication, twosides of effective oral communication, effective listening,
- g. Non-verbal communication, Body language, Paralanguage.

UNIT III

WRITTEN COMMUNICATION:

- a. Purpose of writing.
- b. Pros & cons of written communication.
- c. Clarity in Writing, principles of effective writing, writing technique.
- d. Introduction to business letters, Types of business letter, Layout of business letter.
- e. Reports: definition & purpose, types of business reports, reports writing.

UNIT IV

GROUP COMMUNICATION:

- a. Meetings:
 - i. Need, importance & planning of Meetings.
 - ii. Drafting of notice.
 - iii. Agenda, minutes & resolutions of Meeting,
 - iv. Writing memorandum, press release, press conference.
 - v. Business etiquettes – netiquettes, telephonic & table etiquettes.

- b. Presentation Skills:
 - i. What is a presentation?
 - ii. Elements of presentation.
 - iii. Designing a presentation?
 - iv. Advanced visual support for business presentation.
 - v. Types of visual aid, appearance & posture, practicing delivery of presentation.

UNIT V

CORPORATE COMMUNICATION:

- a. Definition, scope, importance & components of corporate Communication.
- b. Professional communicator responsibilities.
- c. Corporate communication & Public Relation
- d. Role of social media in communication.
- e. Basic of Grammar
 - i. Part Of Speech
 - ii. Vocabulary Building
 - iii. Pronunciation & Diction

Reference:

- a. Tayler Shinley - Communication for Business (Pearson Education, 2002)
- b. Bovee C L et al- Business Communication Today (Pearson Education, 2002)
- c. Hargie et al- Communication Skills for Effective Management (Palgrave, 2004)
- d. T N Chhabra, Bhanu Ranjan - Business Communication (Sun India, 2004)
- e. P.D. Chaturvedi - Business Communication (Pearson Education)

MANAGERIAL ECONOMICS

COURSE CODE: PGDM105

Objective: Know how the application of the principles of managerial economics can help in achievement of business objectives. Understand the modern managerial decision rules and optimization techniques.

UNIT - I

Introduction:

- a. Nature and scope of Managerial Economics.
- b. Objectives of Business Firm.
- c. Fundamental Concepts and Business Decision Rules.

UNIT - II

Theory of Consumer Demand and Demand Forecasting:

- a. Analysis of Consumer Demand.
- b. Analysis of Market Demand.
- c. Elasticity of Demand.

d. Demand Forecasting.

UNIT - III

Production and Cost Analysis:

- a. Theory of Production.
- b. Theory of Cost and Break - Even Analysis.

UNIT - IV

Market Structure, Pricing Theory and Practices:

- a. Market Structure and Pricing Decisions.
- b. Price and Output Determination under Perfect Competition.
- c. Price and Output Determination under Monopoly.
- d. Price and Output Determination under Monopolistic Competition.
- e. Price and Output Determination under Oligopoly Competition.
- f. Pricing Strategies and Practices.

UNIT - V

Macroeconomics Aspects of Managerial Economics:

- a. Definition, Nature, Scope and importance of Macroeconomics.
- b. National Income: Concept and Measurement.
- c. Theory of National Income Determination.
- d. Theories of Inflation and Control Measures.

REFERENCE:

- a. Trivedi- *Managerial Economics* (Tata McGraw-Hill, 2002)
- b. Dwivedi- *Managerial Economics* (Vikas, 6th edition), 2001.
- c. Gupta- *Managerial Economics* Tata McGraw-Hill, 1990, 8th ed.
- d. Maheswari and Gupta- *Managerial Economics* (Sultan Chand)
- e. Savage C I and Small JR- *Introduction to Managerial Economics*, 1979

MARKETING MANAGEMENT

COURSE CODE: PGDM106

Objective: the objective of the course is to furnish students with a sound understanding of Fundamental Principles of Marketing and to help them relate these concepts to the marketing strategies being formulated by individual firms.

UNIT - I

Understanding Marketing Management and Capturing Marketing Insights:

- a. Defining Marketing for the New Realities.
- b. Developing Marketing Strategies and Plans.
- c. Creating Long - Term Loyalty Relationships.
- d. Collecting Information and Forecasting Demand.

UNIT - II

Connecting with Customers and Building Strong Brands:

- a. Analyzing Consumer Markets.
- b. Analyzing Business Markets.
- c. Tapping into Global Markets.
- d. Identifying Market Segments and Targets.
- e. Crafting the Brand Positioning.
- f. Creating Brand Equity.
- g. Addressing Competition and Driving Growth.

UNIT - III

Creating Value:

- a. Setting Product Strategy.
- b. Designing and Managing Services.
- c. Introducing New Market Offerings.
- d. Developing Pricing Strategies and Programs.

UNIT - IV

Communicating Value:

- a. Designing and Managing Integrated Marketing Communications.
- b. Managing Mass Communications: Advertising, Sales Promotions, Events and Experiences, and Public Relations.
- c. Managing Digital Communications: Online, Social Media, and Mobile.
- d. Managing Personal Communications: Direct and Database Marketing and Personal Selling.

UNIT - V

Delivering Value:

- a. Designing and Managing Integrated Marketing Channels.
- Managing Retailing, Wholesaling, and Logistics.

REFERENCE:

- a. Marketing Management by Kotler and Keller.
- b. Marketing Management by Ramaswamy and Namakumari.
- c. Fundamentals of Marketing by Stanton.

STATISTICAL ANALYSIS FOR BUSINESS DECISIONS

COURSE CODE: PGDM107

Objective:The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial business decision making.

UNIT - I

- a. Introduction.
- b. Grouping and Displaying Data to Convey Meaning.
- c. Measures of Central Tendency and Dispersion in Frequency Distributions.
- d. Probability and Probability Distributions.

UNIT - II

- a. Simple Correlation.
- b. Simple Regression.
- c. Estimation.
- d. Testing of Hypotheses: One Sample Tests.
- e. Testing of Hypotheses: Two Sample Tests.

UNIT - III

- a. Chi Square Test.
- b. Analysis of Variance.
- c. Nonparametric Tests.

UNIT - IV

- a. Time Series and Forecasting.
- b. Index Numbers.

UNIT - V

- a. Decision Theory.

REFERENCE:

- a. Statistics for Management by Levin and Rubin.
- b. Statistical Methods by M.P.Gupta.
- c. Quantitative Techniques by Sharma, Shenoy and Srivastava.
- d. Business Statistics by J.K.Sharma.

INFORMATION TECHNOLOGY FOR MANAGERS

COURSE CODE: PGDM108

Unit - I

MS-Office Overview

- a. Microsoft Office is a comprehensive suite of computer software designed to help create and share content in a professional manner.

b. The programs in the Microsoft Office suite allow quick and easy design of professional documents, presentations, and spreadsheets while organizing information.

c. Microsoft Word is a computer program used for creating word-processing documents. Its customizable features can be used to create professional looking documents such as letters, flyers, homework assignments, newsletters, and other types of printed communication. Microsoft Word has a variety of easy to use set of tools to help create any professional looking document.

d. MICROSOFT WORD CLASSES

Classes Include:

Create and format documents, using the Word writing tools, working with tables of information, working with long document tools (i.e. headers and footers), tables of contents and indexes, bibliographies and manuscript notes, and document reviewing tools such as tracking changes and comments and mail merge.

Learn how to use tables in Microsoft Word to: set up data, create lists of information, format documents and create word forms.

Learn to use Microsoft Word to: create form letters, mailings, create labels, name tags, file folder labels and print envelopes.

Learn how to use the tools in Microsoft Word to work with long documents. Topics will include: Working with Styles and Document Outlines, Creating Tables of Contents and Indexes, References, Headers and Footers, Document Sectioning and pagination control.

Learn to use the tools in Microsoft Word to manage document review and revising. Topics will include: Using the Versions tool, Tracking Changes, Document Comments and Document Protection.

Unit - II

MICROSOFT EXCEL OVERVIEW

a. Microsoft Excel is a computer spread sheet program designed to analyze data, perform numerical calculations, manage and share information as well as book keeping tasks. With Microsoft Excel professional spreadsheets, bars, graphs can be created as well as working with equations.

b. MICROSOFT EXCEL CLASSES

Classes Include:

Learn to work with Column and Bar charts, Line Graphs and Pie Charts. Learn to customize different kinds of charts, graphs and plots in Microsoft Excel and well as learn how to work with additional chart and graph types

Create lists, using the sorting tools, filtering lists, and working with the Summary tool and working with simple tables

Discuss the basics of creating and working with equations and functions in Excel. Some of the topics will include: writing formulas, using operators, functions such as SUM, AVERAGE, MIN, MAX, COUNT, conditional and lookup functions such as IF, SUMIF, AVERAGE IF, COUNTIF.

Unit - III

MICROSOFT POWERPOINT OVERVIEW

a. Microsoft PowerPoint is a computer presentation program intended to help create well composed presentations. The user-friendly software has a variety of tools that can be used to creatively communicate information through your presentations.

b. MICROSOFT POWERPOINT CLASSES

Classes Include:

Create and work with PowerPoint slides, working with slide designs, backgrounds and layouts, working with text, graphics and diagrams in PowerPoint, creating tables of information, using transition and build effects and importing information from Microsoft Word and Excel into PowerPoint presentations.

c. MICROSOFT OUTLOOK OVERVIEW

Microsoft Outlook is a computer program designed to be one of the best business and personal e-mail management programs. Outlook has a valuable set of tools to help meet communication needs, advanced e-mail organization, and social networking features. Providing an outstanding experience, productivity comes with ease managing inbox, schedule, and contacts.

d. MICROSOFT OUTLOOK CLASSES

Classes Include :

Discover ways to use folders within Outlook to keep e-mails organized. Learn about mailbox, personal folders and campus public folders. Learn how to work more effectively with contact lists and use other features within Outlook.

Learn how to use the calendar for scheduling appointments, events and setting up meetings. Learn how to share calendars and create additional calendars for scheduling rooms, events and people. In addition, learn how to use Outlook Task Lists feature to organize projects and to-do lists.

Learn various tips and tricks for using Microsoft Outlook more effectively to manage e-mail, contacts, appointments and tasks. Extend your knowledge of Outlook to work more efficiently.

Unit - IV

a. DIGITALIZATION OVERVIEW

E-marketing refers to the use of the Internet and digital media capabilities to help sell your products or services. These digital technologies are a valuable addition to traditional marketing approaches regardless of the size and type of your business. E-marketing is also referred to as Internet marketing (i-marketing), online marketing or web-marketing.

b. Classes Include:

To learn about the many options open to Web entrepreneurs. To understand Internet business models as they are used among the leading online industries. Such as: Shopping cart Technology, Online Trading and Lending Models, Online News Services, Online Travel Services, E-Learning,

Recruiting on the Web, Getting a Loan Online etc. To understand Internet business models as they are used among the leading online industries.



THE ALL INDIA COUNCIL FOR TECHNICAL EDUCATION
(AICTE)

PGDM Evaluation Scheme for Session 2017-18

SEMESTER II

SR. NO.	SUBJECT CODE	COURSE TITLE	EVAUATION SYSTEM		
			SESSIO NAL EXAMS	FINALEXA MS	TOTAL
1	PGDM2 01	BUSINESS ENVIRONMENT	30	70	100
2	PGDM2 02	HUMAN RESOURCE MANAGEMENT	30	70	100
3	PGDM2 03	BUSINESS RESEARCH METHODS	30	70	100
4	PGDM2 04	FINANCIAL MANAGEMENT	30	70	100
5	PGDM2 05	MANAGEMENT ACCOUNTING & CONTROL	30	70	100
6	PGDM2 06	OPERATIONS & SUPPLY CHAIN MANAGEMENT	30	70	100
7	PGDM2 07	OPTIMIZATION TECHNIQUES FOR BUSINESS DECISIONS	30	70	100

8	PGDM2 08	INDIAN CORPORATE LAWS	30	70	100
9	PGDM2 09	COMPREHAENSIVE VIVA			100
		TOTAL			900

BUSINESS ENVIRONMENT

CODE: PGDM201

Objectives:

The basic objective of this course is to develop understanding and provide knowledge about business environment to the management students in the Indian and international context. It enables them to realize the impact of environment on Business.

UNIT I

Introduction- (8Hrs) Business – Meaning, Definition, Nature & Scope, Types of Business Organizations, Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment. Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal) Difference between macro and micro environment.

UNIT II

Economic, Political and Legal environment, Political Institutions- Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India, Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy ,Impact of business on Private sector, Public sector and Joint sector , MRTP and FEMA, Monetary and fiscal policies

UNIT III

A) Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit – Meaning and Importance of Corporate Governance and Social Responsibility of Business, Business ethics B) Competitive Environment – Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies

UNIT IV

Natural and Technological Environment: Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology.

UNIT V

International Environment, International forces in Business Environment, SEZ, EPZ, GATT/WTO, Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India

Reference Books:

1. Business Environment: Text and Cases, PAUL, Mc Graw Hill Education, 3rd Ed.
2. Business Environment ---Francis Cherunilam, Himalaya Publishing House
3. V. Neelamegam – Business Environment (Vrinda Publications, 2nd Edition)
4. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
5. International Business Environment—Ian Brooks, Jamie Weatherstom and Graham Wilkinson

HUMAN RESOURCE MANAGEMENT

CODE: PGDM202

Objectives:

The basic objective of this course is to enable the students to learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role of HRM in effective business administration.

UNIT I

Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs.HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM & productivity.

UNIT II

Human Resource Planning and Employee Hiring : Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

UNIT III

Employee Training & Development: Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation.

UNIT IV

Compensation Management and Employee Relations: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relations and industrial relations.

UNIT V

Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

Reference Books:

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirtieth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and BijuVarkkey, Human Resource Management, Person Publication, 2013, 14th Edition.
4. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

BUSINESS RESEARCH METHODS

CODE: PGDM203

Objectives:

The basic objective of this course is to acquire skills to locate problem areas in organizational settings and plan, organize, design, and conduct research to help solve the identified problems. It enables the students in making their own research study and enriches them with the knowledge to prepare research reported in academic and business.

UNIT I

Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

UNIT II

Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

UNIT III

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement: Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

UNIT IV

Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors,

Sample Size constraints, Non Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

UNIT V

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. Bi-variate Analysis: Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient, Cross tabulations, Chi-square test; Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, on-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications, Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.

Reference Books:

- 1) Business Research Methods, Naval Bajpai, Pearson Education
- 2) Research Methodology, C R Kothari, New Age International.
- 3) Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication
- 4) Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- 5) Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2ndEdition.

FINANCIAL MANAGEMENT

CODE: PGDM204

Objective:

The basic objective of this course is to make the student understood about the use of basic business financial management concepts and tools of analysis such as valuation. It delivers them an understanding of various factors considered in designing the capital structure. It enriches the

students about key areas related to investment and Working Capital Management along with the various techniques of dividend and retention ratio.

UNIT I

Concept of Finance: Finance & its scope Financial Decisions, Sources of Finance Time Value of Money, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Indian Financial System: Primary and Secondary Market, Concept of Risk and Return, CAPM Model.

UNIT II

Investment Decision : Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital ,Cash Flows as Profit and components of Cash Flows , Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.

UNIT III

Financial Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.

UNIT IV

Dividend Relevance: Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis .

UNIT V

Working Capital Management: Concepts of Working Capital and its types, Determinants of Working Capital, Adequate Working Capital, Working Capital Financing

Reference Books:

- 1.) Ravi.M Kishore – Financial Management (Taxman, 7th Ed)
- 2.) Fundamentals to Financial Mangement, Brigham & Houston, 14/e, Cengage Learning
- 3.) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
- 4.) Horne Wachowicz- Fundamentals of Financial Management (Pearson,13th Ed)
- 5.) Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education, 2004)

MANAGEMENT ACCOUNTING AND CONTROL

CODE: PGDM205

Objectives:

The basic objective of this course is to make the student understood about various types of costs and their relevance in decision making. It delivers them an understanding of Marginal Costing Technique and its application in decision making. They will understand the concept of breakeven point and its applications, the concept of Variance and calculate various types of variances and the technique of budgeting in preparation of various types of budgets.

UNIT I

Introduction : Nature and scope of cost Accounting and Management Accounting , Cost Accounting VS Management Accounting vs Financial Accounting and their interrelationships , Advantages and limitations of cost accounting , types of cost , Elements of cost - Materials, Labour and overheads, Role of Cost in decision making preparation of cost sheet, Reconciliation of Cost and Financial Accounting.

UNIT II

Marginal Costing : Concept of Marginal cost ,Product and period costs, Marginal costing, Absorption Costing, Marginal Costing versus Absorption Costing, Income statement under Absorption and Marginal Costing , Applications of Marginal Costing, Cost-Volume-Profit Analysis : Concept of contribution and P/V Ratio, CVP Analysis, Break even analysis, Methods of Break Even Analysis, Graphic presentation of Break Even Analysis , Margin of safety, Multi product situations , Sales mix and Break Even Point.

UNIT III

Budgetary Control : Concept of Budget, Budgeting and Budgetary Control, Objectives , advantages and limitations of budgetary control, essentials of effective budgeting , Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Zero Base Budgeting

UNIT IV

Standard Costing and Variance Analysis: Concept of standard costs, establishing various cost standards, Concept of standard costing , Advantages and limitations of standard costing , Standard costing vs budgetary control , Variance Analysis : calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. (10Hrs)

UNIT V

Neo Concepts : Responsibility Accounting : Concept and various approaches to Responsibility Accounting, Types of responsibility centres, Measuring divisional performance , Transfer Pricing : concept & importance , Method of transfer pricing , Activity Based Costing, Target Costing & Life Cycle Costing

Reference Books:

1. Management Accounting: Text Problems and Cases, KHAN and Jain, McGraw-Hill Education 6th Edition
2. Modern Cost And Management Accounting, HANIF, McGraw-Hill Education ,1st edition
3. Cost and Management Accounting, M.N.Arora, Himalaya publishing house 3rd edition
4. Management Accounting, Pandey IM , Vikas Publication, 3rd edition
5. Introduction to Management Accounting, Horngren et al, Prentice Hall
6. Managerial Accounting, Paresh Shah, Oxford , 2nd ed.

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

CODE: PGDM206

Objectives:

The basic objective of this course is to make the students understood about the role of Operations in overall Business Strategy of the firm. It enables the students to know the application of operations management policies and techniques to the service sector as well as manufacturing firms. It familiarizes the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

UNIT –I Production Concept

Difference between Production and Operations Management, Productivity, Work Study, Productivity measurement, Factors affecting Productivity. Production Technology – Types of Manufacturing processes

UNIT –II Operations Concept

Difference between product and service, Product and service design, Characteristics of service, Classification of service, factors affecting service operations, Service capacity planning, SERVQUAL model of measuring service quality.

UNIT-III Material and Inventory Management

Types of production planning, process of Production planning and control(PPC) – Routing, Scheduling, Loading, Just-in-time (JIT), KANBAN. Types of inventories, Inventory control techniques- EOQ, ABC and others.(Simple numericals on Inventory control techniques)
Factors affecting Plant Location, Types of Plant layout.

UNIT-IV Supply Chain Management

Conceptual model of SCM, Supply chain drivers, Demand forecasting in Supply Chain – Simple moving average, weighted moving average, exponential smoothing method, Supply Chain efficiency, Core and reverse Supply Chain, International Supply Chain, Aggregate planning, inbound and outbound SCM, bullwhip effect in SCM.
Latest trend in Production and operation – Lean manufacturing, Agile manufacturing.

UNIT-V Productivity and Quality

TQM, Deming's 14 principles, PDCA cycle - KAIZEN, Quality Circles, 7QC tools and its advancements, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM), 5S.

SUGGESTED READINGS

1. MAHADEVAN: Operations Management: Theory and Practice (PEARSON) (with MLSA)
2. Chase, Shankar, Jacobs – Operations & Supply Chain Management (Tata McGraw-Hill, 14th Edition)
3. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
4. Bisen& Singh - Operation & Logistics Management (Excel Books)
5. R.V.Badi& N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
6. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Edition)
7. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
8. Adam JrEverett E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)

OPTIMIZATION TECHNIQUES FOR BUSINESS DECISIONS

CODE: PGDM207

Objectives:

- Understand the importance of the use of OR application in decision Making environment
- To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.
- To understand and solve transportation & assignment models.

- To know optimal sequence model and understand concepts of queuing theory.
- To identify right time for replacement of equipment and understand project management techniques

UNIT I

Introduction

- a. Operations Research – A Quantitative Approach to Decision – Making.
- b. Definitions and features of Operations Research.
- c. Advantages and Opportunities, Shortcomings of Operation Research Approach.
- d. Features and Applications of Operations Research.

UNIT II

Linear Programming

- a. Applications and Model Formulation.
- b. The Graphical Method.
- c. The Simplex Method.
- d. Duality in Linear Programming.

UNIT III

- a. Sequencing Problem
 - i. Introduction, Terminology and Assumptions.
 - ii. Processing n jobs Through Two Machines.
 - iii. Processing n jobs Through Three Machines.
 - iv. Processing n jobs Through m Machines.
- b. Transportation Problem
 - i. Introduction, Mathematical Model of Transportation Problem.
 - ii. Methods of finding Initial Solution: North West Corner Rule, Least Cost Method, Vogel's Approximation Method.
 - iii. Test for Optimality: Modified Distribution Method(MODI)
 - iv. Variations in Transportation Problem: Maximization, Unbalanced and Degeneracy.
- c. Assignment Problem
 - i. Introduction, Mathematical Model.
 - ii. Hungarian Method for Solving Assignment Problem.
 - iii. Variations of the Assignment Problem.
 - iv. Travelling Salesman Problem, Aircrew Assignment.

UNIT IV

- a. Theory of Games
 - i. Introduction, Two Person Zero Sum Game.
 - ii. Pure Strategies: Games with Saddle Point.
 - iii. Mixed Strategies: Games without Saddle point.
 - iv. The Rule (Principles) of Dominance.
- b. Markov Chains
 - i. Introduction, Characteristics and Applications of Markov Chains.
 - ii. State and Transition Probabilities.
 - iii. Multi – Period Transition Probabilities.

- iv. Steady – State (Equilibrium) Conditions.
- c. Replacement Models
 - i. Introduction and Types of Failures.
 - ii. Replacement of Items whose Efficiency Deteriorates with Time.
 - iii. Replacement of Items that Completely Fail.

UNIT V

- a. Project Management
 - i. Introduction and basic difference between PERT/CPM.
 - ii. PERT/CPM Network Components and Precedence Relationships.
 - iii. Critical Path Analysis.
 - iv. Project Scheduling with Uncertain Activity Times.
 - v. Project Time-Cost Trade-Off.

Reference Books:

- 1) Operations Research: J.K. Sharma.
- 2) Quantitative Techniques: N.D. Vohra
- 3) S Kalawathy-Operation Research (Vikas IVth Edition)
- 4) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 5) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition)

INDIAN CORPORATE LAWS

CODE: PGDM208

Objectives

1. To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
2. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business
3. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
4. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

UNIT-I

- **INDIAN CONTRACT ACT, 1872:** Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of

contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract.

- **LAW OF AGENCY:** Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency

UNIT-II

- **THE NEGOTIABLE INSTRUMENT ACT, 1881:** Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonour of negotiable instruments
- **INDIAN PARTNERSHIP ACT, 1932:** Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

UNIT-III

- **INDIAN COMPANIES ACT, 1956:** definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, & prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities. Modes of winding up of a company.

UNIT-IV

- **THE SALES OF GOODS ACT, 1930:** Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller.
- **THE CONSUMER PROTECTION ACT, 1986:** Objectives, definition, consumer protection council and state consumer protection council.

UNIT-V

- **THE INFORMATION TECHNOLOGY ACT, 2000:** Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

Suggested Readings:

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)

3. N. D. Kapoor – Elements of Mercantile Law – Sultan Chand-2014

4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014

5. Nandan Kamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd. New Delhi, 2012.

6. Relevant Acts