

# **Post Graduate Diploma in Management (PGDM)**

## **Programme Structure**

### **Module - I**

GM11 - Management Functions & Organization Behaviour  
GM04 - Managerial Economics  
GM03 - Business Statistics  
FM11 - Financial & Management Accounting  
IS01 - Introduction to Information Technology  
GM12 - Business Communication

Award : **Certificate in Management**

### **Module - II**

OM01 - Operations Management  
HR01 - Human Resource Management  
MM01 - Marketing Management  
GM02 - Economic and Social Environment  
GM07 - Research Methodology  
FM12 - Financial Management

Award : **Advanced Certificate in Management\***

### **Module - III Specialization Module**

Marketing Management (MM)  
Financial Management (FM)  
International Business (IB)  
Human Resource Management (HRM)  
Operations Management (OM)  
Information Systems (IS)

Award : **Professional Certificate in Management\***

### **Module - IV**

GM06 - Business Law & corporate Governance  
IB06 - International Business  
GM13 - Entrepreneurial Management  
GM14 - Strategic Management & Ethics  
GM100 - Project Work

Award : **Post Graduate Diploma in Management\***

## Specialization Module

### **Marketing Management (MM)**

MM02 - Sales and Distribution Management  
MM03 - Advertising and Brand Management  
MM04 - International Marketing Management  
MM05 - Marketing of Services  
MM07 - Consumer Behaviour

### **Financial Management (FM)**

FM02 - Management Control Systems  
FM03 - Security Analysis & Portfolio Management  
FM04 - International Finance  
FM05 - Corporate Finance  
FM06 - Management of Financial Services

### **International Business (IB)**

IB03 - Import Export Documentation  
IB02 - Indian Foreign Trade  
HR06 - International Human Resource Management  
MM04 - International Marketing Management  
FM04 - International Finance

### **Human Resource Management (HR)**

HR03 - Performance Management  
HR04 - Training and Development  
HR08 - Managerial Leadership  
HR06 - International Human Resource Management  
HR07 - Managing Change through Organisational Development

### **Operations Management (OM)**

OM02 - Technology Management  
OM03 - Project Management  
OM05 - Supply Chain Management  
OM09 - Operations Strategy  
OM08 - Quality Management

### **Information Systems (IS)**

IS04 - Computer Networks  
IS05 - Fundamentals of E-Commerce  
IS06 - Software Engineering  
IS07 - Database Management  
IS09 - Management of Information Technology

# **Detailed Syllabus**

## **Module I**

### **GM11 - Management Functions & Organization Behaviour:**

Introduction to Management: The Nature of Organizations and Management; Philosophies and Approaches to Management Practice; Social Responsibility and Ethics Planning & Controlling: Organizational Decision Making; Planning as an Organizational Activity; Controlling as an Organizational Activity

Organizing & Leading: Organizing and Co-ordinating the Work of the Organization; Power and Distribution of Authority; Leading Organizational Members; The Nature of Groups and Teams in Organizations

Organizational Behaviour & Perception: Perception; Personality and Cultural Differences; Attitudes in Organizations; Interpersonal Relations; Work Motivation; Conflict management

### **GM04 - Managerial Economics:**

Introduction, Utility of Managerial Economics, Equilibrium and Related Concepts: Utility of Managerial Economics, Case Study; Basic Principles of Economics The Theory of Demand: Demand Schedule, Demand Function and Demand Curve, Law of Demand; Determinants of Demand, Elasticity of Demand; Utility Theory and Indifference Curve Approach; Demand Estimation The Theory of Production: Production Function, Law of Diminishing Returns, Stages of Production, Isoquants and Isocost Line, Equilibrium of the Firm; Revenue and Costs, Break Even Analysis, Shut Down Point, Supply Curve, Factors Affecting Supply, Elasticity of Supply Pricing and Output Decisions: Perfect Competition and Monopoly – Long Run and Short Run Equilibrium – The Supply Curve – Price Discrimination; Monopolistic Competition and Oligopoly: Equilibrium–Kinked Demand Curve, Cournot's Duopoly; Oligopoly–Price Leadership, Cartels, Game Theory Alternate Theories of the Firm: Sales Maximization, Williamson's Model, Marris Model; Simon's Model, Cyert and March Model Please refer to the prescribed book, Chapter 13 page 363–371. Decision Making under Risk and Uncertainty: Decision-Making Under Risk and Uncertainty; Game Theory

### **GM03 - Business Statistics:**

#### **PART A**

Set Theory: Set Theory- Functions and Applications Defining Statistics, Statistics Data and Summary Measures, Basics of Statistics: Frequency distribution and Graphical presentation of data, Measure of central tendency, measure of dispersion, Standard Deviation and Computation, skew ness, moments and kurtosis The Basics of Probability: Bayesian Theorem, Probability and Probability Distribution, uniform , Binomial and Poisson Distribution Sampling and statistical Testing, Sampling Methods and Central Limit Theorem; Testing Hypothesis: chi-square and its applications Forecasting and Time Series Analysis, Forecasting: Components of Time series, smoothing methods, Trend Projection, Regression and correlation

## **PART B**

Management and Decision Making: Management and Decision-Making: Overview of Operations Research Modeling Approach, Development of Operation Research Linear Programming and Specially Structures Linear Programming: Formulation and Graphical Solution, Simplex Method, Linear Programming Applications: Marketing Applications, Production Management applications, Blending Problem, Manpower Planning, Financial applications, Duality in LP, Sensitivity Analysis, Transportation, Transshipment and Assignment Problem Sequencing and Queuing Theory: The Problem, General Structure of Queuing Theory, Operating Characteristics of queuing Theory, Models.

Decision Theory: Posterior Analysis, Decision Tree, Utility Theory: Utility as basis for Decision making Basic Concepts: Markov Chain, Simulation and Theory of games

### **FM11 - Financial & Management Accounting:**

Management Accounting - An Overview Using Financial Statements: Statement of Financial Information; Statement of Changes in Financial Position; Financial Statement Analysis Cost Accumulation/Determination: Cost Concepts; Costing and Control of Materials; Costing and Control of Labour; Costing and Control of Factory Overheads; Job order, batch and contract costing; Process Joint and by-product costing; Unit/single/output and operating costing; Variable costing and absorption costing; Uniform costing and interfirm comparison; Reconciliation and integration Profit Planning: Cost-Volume-Profit Analysis; Budgeting; Capital Budgeting Cost Control: Standards costs; Variance Analysis: Cost Variances; Variance Analysis: Revenue Variances; Responsibility Accounting Decision Making: Decision Making

### **IS01 - Introduction to Information Technology:**

IT in the Business Environment: Introduction; Business and Information Technology; Information Technologies in the Modern Organization

IT Infrastructure: Computer Hardware; Computer Software; Managing Organizational Data and Information; Telecommunications and Networks; The Internet, Intranets and Extranets

Applying for Competitive Advantage: Electronic Commerce; Computer-Based Supply Chain Management and Information Systems Integration; Data, Knowledge, and Decision Support; Artificial Intelligence and Intelligent Systems

Achieving Informational and Organizational Goals: Strategic Information Systems and Reorganization; Information Systems Development; Implementation IT; Ethics, Impacts and Security

### **GM12 - Business Communication:**

Communication in Business Organizations: Introduction to Communication in Business Organizations Communication Theory: Nature, Scope and Process of Communication; Channels and Networks of Communication; Principles of Effective Communication; Barriers in Communication Verbal and Nonverbal Communication: Introduction to Oral Communication; Informal Conversations; Introduction to Nonverbal Communication Formal Conversations and Making Oral Presentations: Meetings, Interviews and Group discussions; Listening Skills, Need for Oral Presentations; Features of a good Presentation; Planning the presentation. Written Business Communication: Principles of Effective Business Correspondence; Formal and Informal Letters; Letters of Request and Complaint; Positive and Negative Writing; Accepting and Declining Letters; E- Mail and Web Writing; Job Applications and Resume Writing; Report Writing: Business Reports; Academic Report Writing. Negotiation Skills: Introduction to Negotiation Skills

## **Module II**

### **OM01 - Operations Management:**

Basic Concepts: Introduction, Operations Management Basics Product and Process Design: The Product Development Process, Analyzing a Process, Process Decision

Facility Location Planning & Facility Layout: Facility Planning, Location Decisions, Facility Layout Capacity Design and Planning: Introduction - Capacity Planning, Managing Supply and Demand Production Planning: Introduction, Scheduling Productivity and Work Study: The Organization and Productivity, Job Design Materials, Purchasing & Stores Management: Materials Management, The Supply Chain, Supply Chain Performance Inventory Management: Introduction - Inventory Management, Elementary Inventory Models, Inventory Control Managing for Quality: Introduction, Statistical Control Maintenance Management: Introduction-The Maintenance Function, Maintenance Strategies, Maintenance Performance

### **HR01 - Human Resource Management:**

Introduction to Human Resource Management: Concept and scope of HRM, Global HRM Acquiring and Deploying Human Resources: Human Resource Planning, Job Analysis, Recruitment, Selection Assessing, Rewarding and Developing Human Resources: Managing Performance, Issues in Compensation and Benefit Administration, Training and Development, Career Planning Management of Non-Executives: Management of Industrial Relations, Collective Bargaining, Employee Participation. Emerging Issues in Human Resource Management: Employee Empowerment, Future of

### **MM01 - Marketing Management:**

Introduction to Marketing Management: Marketing Concepts and Tools; The Changing Marketing Scenario; Building Customer and Retaining Customers; Customer Value and Satisfaction; Customer Delight; Strategic Planning; Market Oriented Strategic Planning. Analyzing Marketing Opportunities: MIS and Market Research; The Market and NonMarket Environment; Analyzing Consumer Market and Buyer Behaviour; Analyzing Business Market and Business Buying Behaviour. Identifying Market Segment, Targeting and Positioning: Market Segmentation; Pattern Procedures; Evaluation of the Market Segment; Market Targeting; Developing and Communicating a Positioning Strategy.

Formulating Marketing Strategies: Differentiation Strategies; Product Life-cycle Strategies; New Product Development; Developing Competitive Advantage.

Marketing Decisions: Managing Product; Product Mix; Product Lines and Brands; Designing and Managing Services; Developing Pricing Strategies - Pricing Methods; Strategies. Managing and Delivering Marketing Programs: Managing Marketing Channels; Managing Retailing; Wholesaling and Market Logistics; Developing Integrated Marketing Communication; Managing Sales Force. Marketing in 21st Century: Changing Trends in Marketing Mix; CRM; e-Marketing; B2B Marketing; Socially Responsible Marketing

### **GM02 - Economic and Social Environment:**

Concept of Business Environment : Significance and nature, interaction matrix of different environmental factors; the process of environmental scanning Political-legal Environment : Business and the Constitution; Introduction to some important business laws: MRTP, Competition (Amendment) Bill 2007; IDRA 1951; FEMA; SEBI Act; Consumer Protection Act; Changing dimensions of these laws and their impact on business Economic Environment: Public Sector; Private Sector and their changing roles; Industrial Policy in India and their Changing Role; Small-scale Industries and their Role; Industrial

Sickness in India; Monetary Policy; Fiscal Policy; Financial Institutions; Union Budget and its impact on business Technological & Socio-Cultural Environment: Need for Technology and its Regulations; Problem of Selecting appropriate Technology; Multinationals as a Source of Technology; Indian Culture and Values and their Implications for Industrialization and Economic Growth; Social Responsibility and Indian Business International Economic Environment: Globalization and its impact on Indian economy; WTO & India; Foreign Trade Policy; Regional Trade Blocks or Regional Trade Arrangements

**GM07 - Research Methodology:**

Overview of Marketing Research: Introduction of Market Research; Defining the Market Research Problem Research Design and Formulation: Research Design; Exploratory Research Design: Secondary Data; Exploratory Research Design: Qualitative Research; Descriptive Research Design: Survey; Descriptive Research Design: Observation Measurement and Data Collection: Measurement and Scaling: Fundamentals and Comparative Scaling; Measurement and Scaling: Non-comparative Scaling Techniques; Questionnaire and Form Design; Sample Design and Procedures Data Analysis and Reporting: Frequency Distribution, Cross-Tabulation, and Hypothesis Testing; Analysis of Variance and Covariance; Correlation and Regression; Report Preparation and Presentation

**FM12 - Financial Management:**

Nature of Financial Management: Nature of Financial Management; Goals of Financial Management; Time Value of Money; Capital Budgeting Capital Budgeting: Risk and Return in Capital Budgeting; The Cost Capital; Leverages Financial Issue Management: Long Term Financing Issues; Dividend Policy; Financial Ratio Analysis Working Capital Management: Principles of Working Capital Management; Receivable Management; Inventory Management; Cash Management; Working Capital Finance

## **Module III (Specialization)**

### **Financial Management (FM)**

#### **FM02 - Management Control Systems:**

Nature of Management Control Systems: Basic Concepts

The Management Control Environment: Understanding Strategies; Behaviour in Organizations; Responsibility Centres; Transfer Pricing; Measuring and Controlling Assets Employed The Management Control Process: Strategic Planning; Budget Preparation; Analyzing Financial Performance Reports; Performance Measurement Variations in Management Control: Controls for Differentiated Strategies; Modern Control Methods

#### **FM03 - Security Analysis & Portfolio Management:**

An Overview: Nature and scope of Investment Decisions; Components of Investment Risk; Evaluation of Securities Security Market: Functioning and Organization; Regulation Analysis for Equity Investment: Economy and Industry Analysis; Company Level Analysis; Technical Analysis; Efficient Market Hypothesis Portfolio Theory: Portfolio Analysis; Portfolio Selection; Capital Market Theory; Portfolio Revision Institutional and Managed Portfolios: Performance Evaluation of Managed Portfolios; Investment Companies; Mutual Funds

#### **FM04 - International Finance:**

Essential Background: International Finance – Issues and Dimensions; International Monetary System; The Internationalization Process; International Financial Flows and Balance of Payments Framework Foreign Exchange: Foreign Exchange Market; Foreign Exchange Derivatives Markets; Determination of Exchange Rates; Empirical Evidence on Exchange Rate Determination Foreign Exchange Risk Management: Financial Accounting and Foreign Exchange; Managing Accounting Exposure; Measuring Economic Exposure; Managing Economic Exposure International Capital Budgeting: International Portfolio Investment; Capital Budgeting for the Multinational Corporation; Cost of Capital for Foreign Investments; Managing Political Risk Multinational Working Capital Management: Short-Term Financing; Financing Foreign Trade; Current Asset Management for the Multinational; Multinational Financial System

#### **FM05 - Corporate Finance:**

Investment Decisions: Introduction to Corporate Finance; Making Investment decisions with NPV Rule; Capital Budgeting and Risk; Practical Problems in Capital Budgeting; Organizing Capital Expenditure and Evaluating Performance Financing Decisions: Corporate Financing; Lessons of Market Efficiency; How much should be Firm Borrow?; Interactions of Investment and Financing Decisions; Valuing Risky Debt Short-term Financial Decisions: Short Term Financial Decisions; Credit Management; Cash Management The Final Words: Mergers; What we do and do not know about Finance

#### **FM06 - Management of Financial Services:**

Financial System in an Economy: Financial System; Evolution of Indian Financial System; Types of Markets; Types of Banks

Regulation of Financial System: Regulatory Bodies of Financial System; Instruments of Financial System International Exchange: Foreign Exchange Market; Foreign Investment and its Regulations; Accessing International Capital Markets

Key Financial Intermediation Businesses: Commercial Banking; Leasing, Hire Purchase and Venture Capital; Securitization

Key Disintermediation Based Businesses: Merchant Banking; Mutual Funds; Stockbroking

## **International Business (IB)**

### **IB03 - Import Export Documentation:**

An Overview of Export-Import Documentation; Principal Export Documents; Auxiliary Documents; Documents in Import Trade; Export Documentation Procedures Imports; Export Promotion Capital Goods Scheme; Duty Exemption Scheme; Export Oriented Units (EOUs) and units in Export Processing Zones (EPZs), Electronic Hardware

Technology Park Units (EHTP) and Software Technology Park Units (STP); Export Houses, Trading Houses, Star Trading Houses and Super Star Trading Houses Key Issues in International Payments; Cyber Payments; Indian Cyber Laws National Foreign Trade Policy 2004-09; Salient Features of the Exim Policy 2002-07

### **IB02 - Indian Foreign Trade:**

India's Trade and Performance: Horizons of International Trade; India's Trade Performance; Export Profile; Principal Imports India's External Sector: India's Foreign Trade Policy and its Evolution; Institutional Framework for Export Promotion; Export Incentives and Benefits to Exporters; Special Export Zones/Export Processing Zones/ Free Trade Zones/ 100% EOUs; Foreign Direct Investment & India's JVs Abroad India's Trade with Major Markets/Trade Blocs: European Union (EU); Latin America; Africa; ASEAN; Middle East Sectoral Performance of India's External Sector: Gems & Jewellery; Handicrafts; Readymade Garments; Engineering Goods; Computer Software

### **HR06 - International Human Resource Management:**

Introduction and Overview to International Human Resource Management: An Introduction; The Organizational Context; The World countries and Practical Guide to International Manager International Human Resource Management – A Perspective: International Recruitment and Selection; Performance Management; Training and Development; Compensation International Human Resource Management: Issues and Strategies: Reentry and Career Issues; Labour Relations International Human Resource Management: Moving beyond Models, Challenges and Implications: HRM Trends and Future Challenges; Human Resource Issues in Multinational Corporations International Human Resource Management: The Paradigm of Cross -Cultural Management: Cultural Variables in Organizational Context; Cultural Perspectives in Organizations; Cross-Cultural Issues

### **MM04 - International Marketing Management:**

Introduction to International Marketing: Scope of International Marketing; Theories of International Trade; Dynamic Environment of International Trades; Balance of Payments; World Trade Organizations; Difference between Domestic; International, Multinational, Global Market; EPRG Framework.

International Marketing Environment: Social, Cultural, Political, Legal and Economic Environment; International Economic Institutions; Regional Agreements; role of IMF & WTO.

International Marketing Mix: International Market Research; Identifying Foreign Market; Product Policy and Planning; Branding Pricing in International Market; Distribution Planning & Strategy; Promotion; International Advertising.

International Marketing Strategies: Export-import Policy; International Entry Method; Risk Management; Competitive Analysis and Strategy; Cooperative Strategies and Global Partnership; Implementing International Marketing Strategies; Export Documentation and Procedure

**FM04 - International Finance:**

Essential Background: International Finance – Issues and Dimensions; International Monetary System; The Internationalization Process; International Financial Flows and Balance of Payments Framework Foreign Exchange: Foreign Exchange Market; Foreign Exchange Derivatives Markets; Determination of Exchange Rates; Empirical Evidence on Exchange Rate Determination Foreign Exchange Risk Management: Financial Accounting and Foreign Exchange; Managing Accounting Exposure; Measuring Economic Exposure; Managing Economic Exposure International Capital Budgeting: International Portfolio Investment; Capital Budgeting for the Multinational Corporation; Cost of Capital for Foreign Investments; Managing Political Risk Multinational Working Capital Management: Short-Term Financing; Financing Foreign

Trade; Current Asset Management for the Multinational; Multinational Financial System

## **Human Resource Management (HR)**

### **HR03 - Performance Management:**

Performance Management: Concept of Performance Management; The Process of Performance Management; The Performance Management Theatre

Performance Planning: Basic Concepts of Performance Planning; Components of Managee Performance; Setting Performance Criteria

Monitoring Performance and Development: Basic Concepts on Monitoring Performance; Ongoing Performance Monitoring and Review; Ongoing Mentoring and Managee Development

Annual Stocktaking: Stocktaking Performance; Stocktaking Potential; Appraising for Recognition and Reward

Applications of Performance Management: Transmuting Learning into Action; Change Management through Performance Management; Building and Leading High Performance Teams

### **HR04 - Training and Development:**

Context of Organizational Training: Need and Attitude towards Training; Overview of Training in Organizations; Strategic Planning, Training and OD. Process of Organizational Training: Learning, Motivation and Performance; Managing the Training Process-I; Managing the Training Process-II. Pre-training Requirements: Needs Analysis; Training Design-I; Training Design-II; Training Methods-I; Training Methods-II. Training and Thereafter: Development and Implementation of Training; Evaluation of Training; Key Areas of Organizational Training; Management Development.

### **HR08 - Managerial Leadership:**

Introduction to Leadership: Concept and Nature of Leadership; Leadership Traits

Focus on Leader: Behavioural Dimensions of Leadership; Contingency and Situational Dimensions of Leadership; Charismatic and Transformational Leadership; Ethical Dimensions of Leadership

Focus on the Followers: Power and Politics in Leadership; Leadership and Influence; Motivation and Mentoring; Leadership for Team Building

Focus on Skills: Creativity and Innovation; Communication and Conflict Resolution; Strategic Leadership and Knowledge Management Skills; Leadership for Cross-cultural

Management; Leadership Development and Succession Issues

### **HR06 - International Human Resource Management:**

Introduction and Overview to International Human Resource Management: An Introduction; The Organizational Context; The World countries and Practical Guide to International Manager International Human Resource Management – A Perspective: International Recruitment and Selection; Performance Management; Training and Development; Compensation International Human Resource Management: Issues and Strategies: Reentry and Career Issues; Labour Relations International Human Resource Management: Moving beyond Models, Challenges and Implications: HRM Trends and Future Challenges; Human Resource Issues in Multinational Corporations International Human Resource Management: The Paradigm of Cross -Cultural Management: Cultural Variables in Organizational Context; Cultural Perspectives in Organizations; Cross-Cultural Issues

### **HR07 - Managing Change through Organisational Development:**

Overview of Organizational Development: Introduction to Organizational Development; Nature of Planned Change Process of Organization Development: Diagnosing Organizations, Groups and Jobs; Collecting and Analyzing Diagnostic Information; Leading and Managing Change; Evaluating and Institutionalizing

OD Interventions Human Process Interventions: Interpersonal and Group Process Approaches; Organization Process Approaches Techno-structural Interventions: Restructuring Organizations; Employee Involvement; Work Design Human Resources Management Interventions: Performance Management; Developing and Assisting Members Strategic Interventions: Organization and Environment Relationships; Organization Transformation

## **Operations Management (OM)**

### **OM02 - Technology Management:**

Understanding Technology: Defining Technology; Technology; An Evolution Process; Economic Analysis of Technology; Social Content of Technology; Knowledge base of Modern Technology The Context of Management Technology: The new Techno Economic Paradigm; Management in Triad; MOT Issues in Developing Economics; Current Industry Practices in India; Long Business Cycles and Leading Sectors of Technology Technology Selection: Technology Scanning; Searching for Window of Opportunity; Matching Internal/ External Competencies; Evaluating Risk vs Potential for Success; Product, Process, and Market Positioning; Short-term vs Long-term Considerations. Technology Assessment: Origin and Evolution of Technology Assessment (TA); Recent Trends and Directions in TA; Methodologies of Technology Assessment; Problem Issues in TA; Organization and Management of TA; Key Issues of TA in Developing Countries. Technology Transfer: Modes of Transfer; International – UN Systems; TNCs; Transfer from Advanced/ Industrialized Economy; Inter-firm Transfers; Development of Prototype and Full Scale Product/Processes; Direct and Indirect Costs; Legal Costs; People Based vs Hardware/Software Transfers; Technology Transfer- Communication Model. Managing Patents and Intellectual Property: What is Patent and Intellectual Property Rights; Rationale and Evaluation of Patent System; Patent System in India; How to Secure Patents; Strategic Uses of Patents.

### **OM03 - Project Management:**

Projects in Contemporary Organization: The Definition of a "Project", Why Project Management?, The Project Life Cycle, Project Management Maturity, Project Selection and Criteria of Choice, The Nature of Project Selection Models, Types of Project Selection Models The Project Manager & Project Organization: Project Management and the Project Manager, Special Demands on the Project Manager, Selecting the Project Manager, Problems of Cultural Differences, Impact of Institutional Environments, The Project as Part of the Functional Organization, Pure Project Organization, The Matrix Organization, Mixed Organizational Systems, Choosing an Organizational Form, Human Factors and the Project Team Generationd Screening of Project Ideas: Generation of Ideas, Monitoring The

Environment, Corpo- rate Appraisal, Profit Potential of Industries, Porter Model, Scouting for Project Ideas, Preliminary Screen- ing, Project Rating Index, Sources of Positive Net Present Value Market and Demand Analysis: Collection of Secondary Information, Conduct of Market Survey, Char- acterization of the Market, Demand Forecasting, Uncertainties in Demand Forecasting Technical Analysis: Manufacturing Process/Technology, Project Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil Works, Environmental Aspects, Project Charts and Layouts Financial Estimates and Projections: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirement and its Financing, Profitability Projections (or Estimates of Working Results), Projected Cash Flow Statement, Projected Balance Sheet Selection: Basic Techniques: The Time Value of Money, Investment Criteria, Project Cash Flows, The Cost of Capital Financing of Projects, Capital Structure, Menu of Financing, Equity Capital , Preference Capital, Internal Accruals, Terms Loans, Debentures, Working Capital Advance, Financing Infrastructure Projects, Venture Capital Implementation: Project Management, Forms of Project Organization, Project Planning, Project Control, Pre- Requisites for Successful Project Implementation Network Techniques for Project Management, Development of Project Network, Time Estimation, Determina- tion of the Critical Path, Pert Model, CPM Model Project Review and Administrative Aspects: Control of In-Progress Projects, PostCompletion Audits

### **OM05 - Supply Chain Management:**

Overview of Logistics: Introduction; Nature and Concepts; Evolution of the Logistics Concept; Logistical Mission and Strategic Issues; Logistics in India; Growing Importance of Logistics Management; Logistical

Competitive Advantage; Strategic Logistics Planning Process; Operational Objectives; Components of Logistics Management; Functions of Logistics Management; Integrated Logistics System. Supply Chain Management: Nature and Concept; Value Chain; Functions and Contributions; Supply Chain Effectiveness and Indian Infrastructure; Framework for Supply Chain Solution; Outsourcing and 3PLs; Fourth-party Logistics (4PLs); Bullwhip Effect and Supply Chain; Supply Chain Relationships Demand Management and Customer Service: Outbound-to-Customer Logistics Systems; Demand Management; Traditional Forecasting; Collaborative Planning, Forecasting, and Replenishment; Order Fulfillment and Order Management; Customer Service; Expected Cost of Stockouts; Channels of Distribution. Procurement and Supply Management: Introduction; Inbound Logistics along the Supply Chain; Materials Management; Procurement - Importance of Item and Service; Electronic Procurement; Types of E-commerce Models. Inventory Control and Management: The Importance of Inventory; Inventory Costs; Classifying Inventory; Fundamental Approaches to Managing Inventory; Fixed Order Quantity Approach (Condition of Certainty); Fixed Order Quantity Approach (Condition of Uncertainty); Fixed Order Interval Approach. Warehousing Decisions: The Nature and Importance of Warehousing; The Role of the Warehouse in the Logistics System; A Basic Conceptual Rationale; Basic Warehousing Decisions; Warehouse Layout and Design; Layout and Design Principles; Layout and Design Objectives; Materials Handling; Objectives of Materials Handling; Guidelines and Principles;

Packaging; The Role of Packaging; Packaging Materials; Bar Coding. The Transportation System and Management: The Role of Transportation Selection Decision; The Basic Modes of Transportation; Legal Classifications of Carriers; Intermodal Transportation; Indirect and Special Carriers; Documentation – Domestic; Documentation – International; Bases for Rates. Logistics and Supply Chain Information Systems: Introduction; Contemporary Issues in information Systems; Architecture and Objectives of Information Systems; Major Drivers of the Connected Economy; Logistics Information System.

### **OM09 - Operations Strategy:**

Operations Strategy: Operations management as a function and a set of decisions, Trends and challenges in Operations Management, Market Analysis: Competitive Priorities and capabilities, Global strategies, Operations Strategy as a pattern of decisions Major Process Design Decisions: Designing and developing Products and Services, Process Re- engineering, Process Improvements, Benchmarking, Types of Process Design, Design in Services Manufacturing Strategy: Capacity Planning, Aggregate planning, Work cell and cellular manufacturing Line balancing, New trends in manufacturing layout, Software systems for Automation (CAD/ CAM), Computer integrated manufacturing Jit: Value Added and Waste Elimination: JIT Principles, JIT Limitations and Implementation Barrier, Sources of Waste, Toyota's Seven Waste, Waste Reduction and Environmental Responsibility Innovation: Managing the Renewal of the Business: Innovation, Transforming Industries through Innovation, Innovation as a Process, Innovation and Operations Management, Managing Innovation Information Technology and Value Chain: Value drivers, Core competencies/ capabilities and key success factors, Role of technology in improving business performance, E- commerce, ERP applications, Managing Information Technology and Value chain across the organization Maintenance Management: Equipment Maintenance, Equipment Effectiveness, Preventive maintenance Program, Total Productive maintenance, Maintenance organization Performance Measurement: Criteria Measures and Business Decisions, Performance Criteria, Enlightened Measures, Financial and Non financial Measures, Performance Measurement and Competitive Manufacturing Management Human Resource and Strategic Management: Managing People, Commitment to people as strategic resources, Shared involvement, Learning Environmental and Ethical Forces: Greening the environment, Ethics: Health and Safety

of employees and customers, Ethics and the supply chain, Ethics and the environment, Crisis management of Operations, Operational Issues for Safety and Security

## **OM08 – Quality Management:**

Basic Concepts: "Quality" Defined: The Quality Function: Managing for Quality; Quality, Costs, and Schedules; Prevention Costs; Appraisal Costs; Internal Failure Costs; External Failure Costs; Performance Measure Presentation; Malcolm Baldrige National Quality Award Strategic Quality Management and Organization for Quality: Elements of Strategic Management; Integrating Quality into Strategic Management; Quality and the Management Cycle; Quality Policies; Quality Goals; Resources for Quality Activities; Implementing Total Quality; Obstacles to Achieving Successful SQM Evolution of Organization for Quality; Role of Upper Management; Role of Middle Management; Role of the Work Force; Role of Teams; Quality Circles Benchmarking: Benchmarking Defined; Reasons to Benchmark; Deciding What to Benchmark; Understanding Current Performance; Planning Quality Management Systems: Benefits of ISO Registration; ISO 9000 Series of Standards; Sector- specific Standards; ISO 9001 Requirements; Implementation; Internal Audits. ISO 14000 Series Standards; Concepts of ISO 14001; Requirements of ISO 14001; Benefits of EMS; Integrating ISO 14000 with ISO 9000; Relationship to Health and Safety Total Quality Management: W. Edwards Deming's Contribution to TQM; Juran's Contribution to TQM; Crosby's Contribution to TQM; Ishikawa's Contribution to TQM; Comparing the Quality Gurus; Kaizen; Quality Function Deployment and Failure Mode and Effect Analysis: The QFD Team; Benefits of QFD; The Voice of the Customer; Organization of Information; QFD Process, Reliability; Reliability Requirements; Failure Rate; Intent of FMEA; FMEA Team; FMEA Documentation; Stages of FMEA Business Process Reengineering (bpr): Concepts; Implementation and BPR; Reengineering structure; Common Pitfalls in BPR; Change management and BPR Total Productive Maintenance: The Plan; Learning the New Philosophy; Promoting the Philosophy; Training; Improvement Needs; Goal; Developing Plans; Autonomous Work

Groups Statistical Process Control: Pareto Diagram; Process Flow Diagram; Cause-and Effect Diagram; Check Sheets; Histogram; Statistical Fundamentals; Introduction to Control Charts; Variable Control Charts; State of Control; Out-of-Control Process; Process Capability; Different Control Charts for Variables; Control Charts for Attributes; Scatter Diagrams Service Quality Management: Products and Services; Classification of Services; Service Quality; Measuring Service Quality

## **Information Systems (IS)**

### **IS04 - Computer Networks:**

Introduction: Introduction to Computer Networking Network Fundamentals: Application Layer; Physical Layer; Data Link Layer; Network and Transport Layer Network Technologies: Local Area Networks; Backbone Networks; Metropolitan and Wide Area Networks; The Internet Network Management: Network Security; Network Design; Network Management

### **IS05 - Fundamentals of E-Commerce:**

Electronic Commerce Basics; Defining Your E-Business Idea Traditional and Electronic Payment Methods; Creating an E-Business Plan; Getting Your E-Business off the Ground Building Your E-Business; Designing an E-Business Website Defining E-Business Security Issues; Understanding Back-End Systems; Launching Your E-Business

### **IS06 - Software Engineering:**

Introduction to Software Engineering: Software Engineering & its Background; Software Life Cycle; Software Engineering & Its Relationship with other Disciplines; Software and Its Qualities

Software Engineering Principles & Design: Principles of Software Engineering; Objectives of Software Design; Techniques of Software Design

Software Design: Software Specifications; Software Verification; Analysis, Execution and Debugging Techniques; Software Production Process Models

Management of Software Engineering & Its Tools: Management Function & Project Planning; Project Management Tools; Classification of Software Engineering Tools; Role of Programming Language in the Environment; Case Studies

### **IS07 - Database Management:**

Introduction to Databases: Types of DBMS; Entities, Attributes and Keys Database Handling: Entities and ERD; Relational Algebra; SQL Database Design: Normalization; Transactions; Partitioning; Logical and Physical Design Contemporary trends: Object Oriented Databases; Data Warehousing, Mining and OLAP; Databases for the Web; DBA Role and Functions

### **IS09 - Management of Information Technology:**

Introduction: Fundamentals of Information Systems; Leadership Issues in Information Technology Management; The Strategic Role of Information Technology Management; Information Systems Planning Managing Essential Technologies: Distributed Systems Architecture; Managing Information Resources I – Hardware and Software; Managing Information Resources II – Databases and Telecommunication; Managing Operations Managing and Supporting Computing: Managing System Development; Decision Support Systems and Executive Information Systems; Group Support Systems and Expert Systems The Human Angle: Managing People and Technology; Creating a New Work Environment

## Module IV

### GM06 - Business Law & corporate Governance:

Mercantile or Business Law: Meaning and Nature of Law Law of Contract: Law of Contract; Consent and Free Consent; Consideration; Capacity to Contract; Performance of the Contract Contract of Guarantee and Indemnity: Contract of Guarantee and Indemnity; Rights and Discharge of Sureties and Creditor; Contract of Indemnity Contract of Bailment: Contract of Bailment: Duties and Rights of Bailee; Contract of Bailment: Duties and Rights of Bailor and Termination of Bailment Contract of Agency: Contract of Agency-Kinds of Agency and Agents; Duties and Rights of an Agent; Principal's Duties to the Agent and Termination of an Agency Sale of Goods Act: Law of Sale of Goods-Essentials of a Contract of Sale and Classification of Goods; Conditions and Warranties; Unpaid Seller and Remedies for Breach of a Contract Negotiable Instruments Act: Law of Negotiable Instruments: Meaning and Essential Elements of Negotiable Instrument; Bill of Exchange and Promissory Note; Holder and Holder in Due Course; Discharging of Negotiable Instrument and Liability of Parties; Dishonour of Negotiable Instrument Company Law: Elements of Company Law: Company and its Incorporation; Company Management and Winding up Corporate Governance Concepts: Corporate Governance; Desirable Codes for Corporate Governance; Effective Corporate-Governance: International Experiences

### IB06 - International Business:

Globalization & WTO: History of globalization implementation in different countries, Stages of globalization, History of WTO, Agreement of WTO, General Agreement on Trade and Service (GATS) and Agreement of trade related investment measures. International Trade & WTO: Current trends in international trade, Reforms for the growth of foreign trade, Challenges and opportunities in international trade, WTO & Intellectual property rights and WTO & dispute settlements.

India's Trade Policies: History of India's trade policy, Long term export-import policies from 1990-92 onwards and Major highlights of foreign trade policy (2004-2009).

International Business Environment: Changes in the global economy, Economic reforms & international business, Opening up of different economies & India and Foreign direct investment.

Global Monitoring Systems and Foreign Exchange: Exchange rate theories, Exchange rate systems, Currency markets, Structure of FOREX market, Spot & Forward rate and Exchange rate determination.

Exchange Risk Management & FEMA (Foreign Exchange Management Act): Foreign exchange risk, Exchange rate depreciation on export-import, Impact of exchange rate, Forecasting of exchange rate and Foreign Exchange Management Act.

Strategy of International Business: Role of strategy, Strategic choices, International market entry strategies and Global-HEX model in international business.

International Business: International marketing, International marketing theories, Forms of International marketing, Scanning of International environment, SWOT analysis, Segmenting International marketing, Pricing Strategies and Product Developments in international markets and international product strategies.

International Distribution and Promotion: Developing international channels, Managing international channels, Six Cs in international management, International promotion, Advertising in foreign markets and Promoting products abroad and Online marketing. International Human Resources: Staffing policy, Strategies for global HRM, Outsourcing, Challenges of International HR, Managing cross-cultural workforce and Compensation and performance appraisal. International Operations and Manufacturing Management: Operation in global markets, Managing material, Strategy in manufacturing, Location

decisions, Role of foreign factories in domestic markets, Global supply chain management, Global logistics, Customary role of logistics service providers. Global Financial Management: Capital markets, Benefits of global capital market, International capital decision, Global treasury management, International investment decision and Moving money across borders. Expert-Import Management: Expert-Import procedures, Role of export promotion council & commodity boards, EXIM documentation, EXIM finance, Documentary credits and other documents. Regional Trading Blocks: Types of regional groupings, NAFTA, Central American common market, Caribbean community & common market, South-Asian Association for regional corporation association of South-East Asian nations. Global Sunrise Industry: Global Technological industry, Biotechnological industry, Country analysis on bio-tech industry, Bio-agriculture sectors, Electronic industry and Garments industry.

#### **GM13 - Entrepreneurial Management:**

Introductory Framework- Concepts of Entrepreneur and Entrepreneurship, Nature of Entrepreneurship, Categories and characteristics of Entrepreneurs, Entrepreneurs versus managers, Entrepreneurial Tasks, Role of Entrepreneurs, Entrepreneur versus Intrapreneur, Theories of Entrepreneur; Theories of Entrepreneurship; Business Planning for a New Venture; Buying an Existing Business; Franchises as Entry Strategies; Production Planning and Control; The Marketing Aspects; Organizational Planning; Human Resources Management; Funding the Enterprise: Sources of Capital; Financial Statements, Record Keeping, Budgeting and Control; E-entrepreneurship Inventory

#### **GM14 - Strategic Management & Ethics:**

Introduction to Strategic Management: Understanding Strategy; Defining and Explaining Strategy; Levels at which Strategy Operates; Strategic Decision-making; The Process of Strategic Management; Strategies and their Role in Strategic Management Strategic Intent: Hierarchy of Strategic Intent; Vision; Mission; Business Definition; Goals and Objectives

Business Strategy Formulation: Business Level Strategy; The Concept of Competitive Advantage; SWOT Analysis; Key Success Factors; The Value Chain

External Analysis: Industry Structure; Pest Analysis; Defining the Scope of the Industry; Dynamics of Competition

Corporate Strategy Formulation: Typology of Corporate Strategy; Single-business Firms; Diversification; Portfolio Techniques for Corporate Strategic Planning; Mergers and Acquisitions; Joint Ventures, Strategic Alliances and Inter-Organizational Relations; Value through Corporate Strategy

International Strategies: Opportunities and Challenges from Globalization; Impact of National Conditions on Competitive Advantage; Strategies in Geographical Expansion Strategic Organizational Design: Organizational Structure and Design; Organizational Structure and Its Competitors; Basic Organizational Configurations; Relationship between Strategy and Structure Learning and Knowledge Organization Strategy: Dynamic Capabilities; Organizational Learning; A Model for Knowledge Organizations Family and Micro Business Strategy: Family Business as a System; Strategic Concerns of the Family Business; Corporate Strategy in Family Business; Strategic Decision-Maker in a Micro Business; Global Linkages of Micro Business; Local Linkages for Micro Business Internetworking and E-learning Strategy: Value Proposition of the Internet working Strategy; Types of Internetworking Business Models; Level and Form of Internetworking Models Strategic Leadership: Significance of Strategic Leadership; Models of Strategic Leadership Corporate Governance and Business Ethics: Corporate Governance Mechanisms; Corporate Governance in India; Corporate Governance: Shareholder Versus Stakeholder Theory; Corporate Social Responsibility Strategic Planning and Change Management: Triggers for change; Strategic Planning; Types of Changes in Organizations; Managing Strategic Change; Internal Changes as Firms Privatize Strategic Control: Context for Strategic Control; Criteria for Strategic Control; Mechanisms for Strategic Control Strategic Decision-Making: Planning Process; Programming System; Performing Modalities; Profitability Factor; Development Growth

#### **GM100 - Project Work**