

ADDMISSION –CALL-0761-4007445/ 6541666

MOB:-09425068494

E-MAIL:-mnpedu@rediffmail.com

Website:-www.maanarmadaedu.org

EIILM University

SYLLABUS BOOKLET

**PG DIPLOMA IN MANAGEMENT
PROGRAMME**

Syllabus
PG DIPLOMA IN MANAGEMENT
SEMESTER – I

ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT PROCESS

Sub. Code: PGDM-101

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction to Management

Nature and Scope; Historical Evolution of Management Thought; Approaches and Systems of Management; Social Responsibilities of Management; Case Study - Regarding Scope of Creativity.

Unit 2: Functions of Management

Planning: its Need, Principle, Types and Steps Involved; Managerial Decision Making: Types and Steps Involved in Decision Making Process; Organizational Design: Elements and Types; Staffing; Directing; Controlling Concepts.

Unit 3: Human Resource Management

Human Resource Planning; Recruitment, Selection and Socialization; Training and Development; Performance Appraisal.

BLOCK - II

Unit 4: Systems Approach to Management

Management Development; Scientific Management Approach; Fayol's Principles of Management; Behavioral Approach; Human Resources Perspective; Communication: Functions and Direction of Communication; Choice of Communication Channel.

Unit 5: Behavior of Individuals

Nature of Organizational Behavior; Learning: Basic Nature of Learning, Theories, Classical Conditioning, Reinforcement; Individuals and Physical Ability; Theories of Perception and Personality; Measures of Personality.

Unit 6: Motivation and Leadership

Introduction; Motivational Factors; Motivational Theories; Applications of Motivation in Organizations; Leadership and Approaches to Leadership; Management and Leadership.

BLOCK - III

Unit 7: Group Dynamics

Types of Groups; Group Structure; Groups and Teams; Stages of Group Development; Group Decision Making Techniques; Understanding Work Teams; Types of Teams; Group Dynamics and Organizational Politics.

Unit 8: Organizational Culture

Introduction; Nature and Functions of Organizational Culture; Cultural Control Mechanisms; Culture: Conceptual Framework.

Unit 9: Organizational Issues

Typology and Evolution of Organizational Culture; Forces and Key Roles; Behavioral Resistance to Change; Work Stress and Stress Management.

Suggested Reading:

1. Organizational Behavior by Stephen P. Robbins & Tim A. Judge, Publisher: Prentice Hall of India Private Limited
2. Organizational Behavior by Fred Luthans, Publisher: McGraw Hill
3. Organizational Behavior by Aswathappa K, Publisher: Himalaya Publishing House
4. Principles of Management by T. Ramasamy, Publisher: Himalaya Publishing House
5. Organizational Theory by Mary Jo Hatch, Publisher: Oxford University Press

Syllabus
PG DIPLOMA IN MANAGEMENT
SEMESTER – I

FIANANCIAL AND MANAGEMENT ACCOUNTING

Sub. Code: PGDM-102

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction to Financial Accounting

Introduction; Scope and Objectives; Branches of Accounting; Accounting Principles and Standards.

Unit 2: Financial Accounting Framework

Journalizing Transactions: Recording of Transaction, Advantages of Journal, Classification of Accounts and its Rules, Compound Entries; Ledger: Introduction, Posting and its Rules; Trial Balance: Trial Balance Preparation, Errors Disclosed by Trial Balance, Methods of Locating Errors in Trial Balance.

Unit 3: Basic Principles of Preparing Final Account

Capital Expenditure; Revenue Expenditure; Deferred Revenue Expenditure; Capital Receipts; Income Statements: Profit and Loss Statement; Balance Sheet; Final Accounts: Adjustments.

BLOCK - II

Unit 4: Concept of Management Accounting

Principles, Functions and Scope of Management Accounting; its Limitations; Management Accountant: Functions; Basic Cost Concepts; Components of Total Cost; Elements of Cost and Cost Sheet; Methods, Systems and Techniques of Costing.

Unit 5: Cost Accounting

Marginal Costing: Introduction, its Theory and Features, its Advantages and Disadvantages; Absorption Costing; Break - Even Analysis; Cost Volume Profit (CVP) Relationship; Basics of Break Event Point (BEP); CVP Analysis; Marginal Costing and Decision Making; Marginal Costing vs. Pricing.

Unit 6: Tools of Financial Analysis

Budgets: Introduction, Advantages and Disadvantages, Essentials of Budgetary Control, Budget Manual and its Working, Budget Key Factor; Fixed and Flexible Budgets; Functional and Master Budgets: Sales and Cash Budget; Zero Based and Incremental Budgets.

BLOCK - III

Unit 7: Techniques of Costing – Part I

Target Costing; its Relation to New Product Development, Cost – Plus Pricing , and Activity Based Costing; Transfer Pricing; Cost Based Transfer Pricing; Transfer Pricing Law in India.

Unit 8: Techniques of Costing – Part II

Responsibility Accounting (RA): Introduction, Steps involved in RA, Advantages, Cost Centers vs. Responsibility Centers; Value Added Accounting; Inflation Accounting: Current Purchasing Power Method (CPP), Methods of Accounting for Changing Prices; Human Resources Accounting (HRA): Relevance and Models of HRA.

Unit 9: Techniques of Costing – Part III

Standard Cost; Advantages and Limitations of Standard Costing; Determination of Standard Costs; Cost Variance Analysis: Cost Variances, Causes, Types and Uses of Variances, Labor Variances, Material Cost and Labor Cost Variance Analysis, Sales Variance Analysis; Budgetary Control and Monitoring; Cost Audit and Management Audit; Cost Audit Report; Management Audit.

Suggested Reading:

1. Financial Accounting: A Managerial Perspective, HPH by Narayanswamy, Publisher: Prentice Hall of India Private Limited
2. Financial Accounting for Business Managers, by Bhattacharyya Ashish K, Publisher: Prentice Hall of India Private Limited
3. Financial Accounting for Management: Text & Cases by Subhash Sharma, Publisher: Macmillan India Limited
4. Management Accounting - Concepts & Applications by Kothari G, Publisher: Macmillan India Limited.
5. Fundamentals of Cost Accounting by Maheshwari SN, Publisher: Sultan Chand and Sons
6. Basic Financial Management by M.Y Khan, Publisher: Tata McGraw Hill
7. Costing Techniques by NK Sharma, Publisher: RBSA Publishing.

Syllabus
PG DIPLOMA IN MANAGEMENT
SEMESTER – I
BUSINESS ENVIRONMENT

Sub. Code: PGDM-103

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Overview of Business Environment

Concept; Meaning; Nature of Business Environment; Business Today; Types of Environment; Competitive Structures of Industries; Competitor Analysis; Environment- Business Relation; Environmental Analysis Process; Importance of Environmental Analysis.

Unit 2: Economic Systems and Political Environment

Economic System; Kinds of Economic System; the Flows of Economic Activity; Basic Problems of an Economy and the Role of Government; Political System; Function of State, Classification of Functions of State; Politico-Economic Synthesis.

Unit 3: Economic Transition in India: Privatization and Globalization

Introduction; Privatization: Objects, Privatization Routes, Benefits, Criticisms, Conditions for Success; Privatization in India; Privatization Policy; Types & Drawbacks of Privatization; Globalization; Reasons for Globalization ; Features & Stages of Globalization; Drawbacks of Globalization; Globalization Impact on Indian Economy.

Unit 4: Consumer Rights, Consumerism and Business

Introduction to Consumer Rights; the 8 Consumer Rights; Consumer Responsibility; Consumer Protection in India; Exploitation of Consumers; Plight of the Indian Consumer.

Unit 5: Business and Society

Social Environment: Poverty and Poverty Alleviation Programs, Labour and Employment, Women in the Workforce, Child Labour, Education, Health, Population and Family Welfare; Corporate Governance; Corporate Social Responsibilities; Business Ethics.

BLOCK - II

Unit 6: Business Law Part – I

Law of Contract (Indian Contract Act, 1872); Consideration & Competence to Contract; Performance and Discharge of Contracts; Contract of Agency

Unit 7: Business Law Part – II

Partnership Act, 1932; Sales of Goods Act, 1930; Law of Insurance; the Negotiable Instruments Act, 1881.

Unit 8: Company Law

Nature of Company and Formation; Memorandum and Article of Association; Prospectus; Statement in Lieu of Prospectus; Share and Share Capital; Debentures; Company Management and Remuneration; Meeting and Resolutions; Account and Audit, Prevention of Oppression, and Mismanagement; Winding Up.

Unit 9: Labor Law

Factory Act, 1948; Industrial Disputes Act, 1947; Minimum Wages Act; Workmen's Compensation Act

Suggested Reading:

1. Business Environment by Saleem Shaikh, Publisher: Pearson Education
2. Business Environment by Justin Paul, Publisher: The McGraw Hill Companies
3. Business Environment: Text and Cases by Francis Cherunilam, Publisher: Himalayan Publishing House
4. Business Environment by K. Chidambaram and V. Alagappan, Publisher: Vikas Publishing House Pvt. Ltd.
5. Labor Relations Law in India by Agarwal, S.L., Publisher: Macmillan Company of India Ltd., New Delhi
6. Industrial Law by Mallick, P.L., Publisher: Eastern Book Company, Lucknow
7. Labor and Industrial Laws by Misra, S.N., Publisher: Pioneer Publications, Delhi.
8. Aspects of Labour Welfare and Social Security by Sarma, A.M., Publisher: Himalaya Publishing House: Bombay.
9. Corporate Strategy on Fringe Benefits by Thakur, C.P., Publisher: Spectrum Publishing House: Delhi.
10. The Business Environment by Ian Worthington and Chris Britton, Publisher: Prentice Hall

Syllabus
PG DIPLOMA IN MANAGEMENT
SEMESTER – I
MANAGERIAL ECONOMICS

Sub. Code: PGDM-104

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Nature and Scope of Economic Analysis

Importance of Managerial Economics; Concepts of Economics in Decision Making; Nature and Scope of Managerial Economics; Relationship between Managerial Economics, Economics and Other Subjects; Tools and Techniques of Decision Making.

Unit 2: Demand and its Attributes

Demand and its Determinants; Law of Demand; Utility Approaches to the Theory of Demand; Consumer Equilibrium and Demand Curve; Demand Elasticity and Demand Estimates; Aggregate Demand; Demand Forecasting.

Unit 3: Supply and Production Analysis

The Principle of Supply; Elasticity of Supply; Aggregate Supply; Cost and Output Relationship; Production Concept and Analysis; Production Process.

BLOCK - II

Unit 4: Market Structures and its Analysis

Market Structure; Analysis of Market Structure: Large Group Cases, Monopoly Market Situation, Oligopoly, Monopolistic Competition and Perfect Competition.

Unit 5: National Income Analysis and Economic Welfare

Introduction; Circular Flow and Measurement of National Income; Methods of Measurement of National Income; Economic Welfare and National Income.

Unit 6: Consumption Function, Saving Function, Demand and Supply for Money

The Consumption Function; the Saving Function ; Money; Demand for Money; Multiplier; the Supply of Money.

BLOCK - III

Unit 7: Foreign Exchange Market, MNCs & International Trade Theory

Introduction; Functions of Foreign Exchange Market; Foreign Exchange and Control; Foreign Exchange Rates; Cost Benefit Analysis of FDI; Role of MNCs in India; International Trade Theories: Absolute Cost Theory, Comparative Cost Theory, Opportunity Cost Theory, Factory Endowment Theory, and Comparative Trade Theory.

Unit 8: Inflation, Inflationary Gap and Measures to Control Inflation

Introduction to Inflation; Inflationary Gap; Demand Pull or Monetary Theory of Inflation; Cost Push Inflation; Other Theories of Inflation; Phillips Curve: The Relation between Unemployment and Inflation; Measures to Control Inflation; Measures of Prices and Inflation; Monetary and Fiscal Policies in Developing Countries.

Unit 9: Trade Barriers and Protectionism

Free Trade vs. Protection; Arguments and Demerits of Protection; Trade Barriers and its Classification; Non Tariff Barriers; Extent and Effects.

Suggested Reading:

1. Managerial Economics by Yogesh Maheshwari, Publisher: Prentice-Hall of India Private Ltd
2. Managerial Economics by Peterson and Lewis, Publisher: Dorling Kindersley (India) Private Ltd
3. Managerial Economics by Suma Damodaran, Publisher: Oxford University Press N Delhi
4. Fundamentals of Economics by Shalini Pujari, Publisher: Macmillan India Limited
5. Managerial Economics by Karam Pal and Surender Kumar, Publisher: Excel
6. Mastering Economics by Harvey and Srinivasan, Publisher: Macmillan

Syllabus
PG DIPLOMA IN MANAGEMENT
SEMESTER – I
COMPUTER APPLICATION IN MANAGEMENT

Sub. Code: PGDM-105

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Introduction to Computer System

Introduction: Evolution of Computers, Characteristics, Classification, Generations; Computer Architecture: Components of Computer Systems (I/O Devices); Computer Memory; Data Representation.

Unit 2: Computer Software

Introduction to Software: Relation between Hardware and Software; Types of Software: System Software, Application Software; Software Development Life Cycle; Introduction to Algorithm; Flow chart.

Unit 3: Operating Systems

Operating System: Functions of OS, Measuring System Performance; Evolution of Operating Systems : Serial Processing, Batch Processing, Multiprogramming; Types of Operating System; Operating System Techniques Multitasking, Multithreading, Multiprocessing; Some Popular Operating Systems: DOS (Disk Operating System), UNIX Operating System, Linux, Microsoft Windows, Microsoft Windows NT.

BLOCK II

Unit 4: Business Data Processing

Data Processing; File Management System: File Types, File Organization, File Utilities; Database Management System: Database Models, Main Components of a DBMS, Creating and Using a Database.

Unit 5: Data Communications

Basic Elements of a Communication System: Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modulation Techniques; Modems; Analog versus Digital Transmission; Multiplexing Techniques.

Unit 6: Computer Networks

Need for Computer Communication Networks; Types of Network; Network Topologies; Network Protocol; OSI and TCP/IP Model; the Future of Internet Technology; Internet Protocol; World Wide Web; E-mail; Search Engines.

BLOCK II

Unit 7: Office Automation Systems Part I

MS Word - I: Key Terminologies, Opening and Formatting Documents, Clip Art, Table, List; MS Word-II: Autocorrect, Macros, Mail Merge, Templates, Style, Border and Shading, Spelling and Grammar, Page Formatting; MS Excel-I: Working with Worksheet; MS Excel-II: Built in Function, What if analysis, Data Table Sorting; MS Excel – III: Graphs and Charts.

Unit 8: Office Automation Systems Part II

MS PowerPoint I: Auto Layouts, Toolbars, Insertion of New Slides; MS PowerPoint II: Presentation Using Wizards, Usage of Design Templates, Frame Movements of the Above.

Unit 9: Office Automation Systems Part III

Introduction to MS Outlook: Starting Outlook, the Outlook Inbox Window, Key to the Inbox Window, Going Online with Outlook; Computer in Office Automation, Computers in Engineering

Suggested Reading:

1. **Fundamentals of Computers by Rajaraman, Publisher: Prentice Hall of India, New Delhi**
2. **Data Communication & Computer Network by White, Publisher: Thomas Learning, Bombay**
3. **Business Data Communication by Shelly, Publisher: Thomson Learning, Bombay**
4. **Computer Fundamentals by B.Ram, Publisher: New Age Int.**
5. **Computer Fundamentals by P.K Sinha, Priti Sinha, Publisher: BPB Publications, New Delhi**

Syllabus
PG DIPLOMA IN MANAGEMENT
SEMESTER – II
RESEARCH METHODOLOGY & QUANTITATIVE TECHNIQUES

Sub. Code: PGDM-106

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Research Process

Fundamentals of Research process; Role of Research in Business Decision Making; Types of Research; Steps in Research Process; Classification of Research Proposal; Contents of Research Proposal; Case Study: Research Proposal.

Unit 2: Research Design

Fundamentals of Research Design: Essentials of Research Design; Different Research Design. Experiment Design; Writing the Research Report: Categories of Reports, Steps of Report Writing, Key Elements, Methods of Report Writing, Formatting, Pilot-Test.

Unit 3: Sampling

Sources of Market Data; Secondary Data; Survey Data; Consumer Panel; TV Meters; Statistical sampling; Diaries in Social Research; Internet as a Source of Data; Secondary Analysis; Survey; Questionnaire Design: Issues in Questionnaire, Sample Questionnaires.

BLOCK – II

Unit 4: Data Grouping

Introduction to Data Grouping; Frequency Distribution; Formation of Discrete Series; Formation of Continuous Series; Graphic Presentation of Data; General Rules for Construction of Graphs; Histogram; Frequency Polygon.

Unit 5: Data Analysis

Measures of Central Value: Average, Types of Average, Arithmetic Mean, its Merits and Demerits, Median, its Merits and Demerits; Related Positional Measures: Quartile, Percentile, Decile; Mode: Merits and Demerits; Relationship between Mean, Median and Mode; Measure of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variance.

Unit 6: Probability and Distribution

Fundamentals of Probability: Concept, Calculation; Theorems: Additional, Multiplication, Conditional Probability; Theoretical Distribution: Binomial Distribution, Poisson Distribution, Normal Distribution.

BLOCK – III

Unit 7: Hypothesis

Introduction to Hypothesis; Types of Hypothesis; Testing of Hypothesis; Z- Test; T-Test; F-Test.

Unit 8: Correlation

Introduction to Correlation; Significance of Correlation; Types of Correlation; Coefficient of Correlation.

Unit 9: Regression

Introduction to Regression; Uses of Regression; Difference between Correlation and Regression; Regression Equation; Linear & Multiple Regression.

Suggested Reading:

1. Quantitative Methods for Business & Economics by Mouhammed, Publisher: PHI, 2007 Edition.
2. Quantitative Techniques for Managerial Decisions by A. Sharma, Publisher: Macmillan, 2008 Edition.
3. Quantitative Techniques for Decision Making by A. Sharma, Publisher: HPH, 2007 Edition.
4. Statistical Methods by S.P Gupta, Publisher: Sultan Chand & Sons, 2008 Edition.
5. Research Methodology by C. R. Kothari, Publisher: Vikas Publishing House
6. Research Methodology and Statistical Methods by T. Subbi Reddy, Publisher: Reliance Publishing House
7. Research Methodology and Statistical Techniques by Santosh Gupta , Publisher: Deep and Deep Publication
8. Research Methodology by V. P. Pandey, Publisher: Himalaya Publication
9. Research Methodology in Management by Arbind and Desai, Publisher: Ashish Publication House

Syllabus
PG DIPLOMA IN MANAGEMENT
SEMESTER – II
STRATEGIC MANAGEMENT

Sub. Code: PGDM-107

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Strategic Planning

Strategic Context and Terminology; Definition of Strategy; Difference between Policy, Strategy and Tactic; Difference between Long Range Planning and Strategic Planning; Characteristics of Strategic Decisions.

Unit 2: Strategic Architecture

Level of Strategy; Characteristics of Strategic Decision at 3 Levels; Role of Strategic Management.

Unit 3: Object / Mission / Vision

Concepts of Goal, Objectives, Mission, and Vision; Comparative Analysis of Objectives, Mission, and Vision in Different Context; Understanding of Objectives, Mission, and Vision; Strategic Intent.

BLOCK – II

Unit 4: Different Approaches to Strategy

Introduction to Different Approaches to Strategy; Incremental and Emergent Strategies; Implicit and Explicit Strategies; Approaches to Strategic Management; Strategic Implementation; Strategic Evaluation and Control; Planning Process: Feature, Importance, and Steps; Strategic Planning Process; Strategic Planning in the Next Millennium.

Unit 5: Strategy Formulation: Environmental Auditing

Environmental Analysis; Environmental Complexity; Pestle Analysis; Porter's 5 Force Analysis.

Unit 6: Strategy Formulation: Strategic Direction

Introduction to Understanding Business; Competitor Analysis; Boston Matrix; International Dimensions of Strategy: Growth, Stability, Profitability, Efficiency, Market Leadership, Survival, Merger, and Acquisition; Core Competence.

BLOCK – III

Unit 7: Strategy Formulation: The Internal Audit

Bench Marking; the Use of McKinsey's 7S Framework; SWOT (Strength, Weakness, Opportunities, and Threats) Analysis; Value Chain Analysis; Scope of Activities and Markets.

Unit 8: Strategy Implementation

Framework of Strategic Implementation: Concept, Factors causing Unsuccessful Implementation of Strategy; Activation Strategy; Structural Implementation; Functional Implementation; Behavioral Implementation; Resource Mobilization and Allocation: Finance, Human Resources, Materials, and Time.

Unit 9: Strategic Evaluation and Control

Strategic Evaluation and Control: Concept, Role, and Barriers; Control Process; Techniques of Strategic Evaluation and Control.

SUGGESTED READING:

1. Exploring Corporate Strategy by Johnson & Scholes, Publishing House: Prentice Hall
2. The Strategy Process by Mintburg, Quinn, and Ghosal, Publishing House: Prentice Hall

Syllabus
PG DIPLOMA IN MANAGEMENT
SEMESTER – II

MARKETING MANAGEMENT

Sub. Code: PGDM-108

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Concepts of Marketing Management

Definition and Concepts: Definitions of Marketing, Scope of Marketing; Core Marketing Concepts: Concept of Demand and Supply; Transaction; Major Marketing Management Philosophy; Social Marketing.

Unit 2: E-Business & Customer Satisfaction

E-Marketing: Marketing as Adapted to the New Economy; Components of E- Commerce (B2B and B2C); Web Marketing; Customer Satisfaction; Customer Relationship Management (CRM).

Unit 3: Marketing Opportunities Part - I

Strategic Planning: Business Mission, Concept of Strategic Business Units (SBU_s); Boston Consulting Group (BCG Model); Strength, Weakness, Opportunities & Threat (SWOT) Analysis.

BLOCK II

Unit 4: Marketing Opportunities Part - II

Marketing Process; Marketing Plan; Marketing Intelligence System; Marketing Decision Support System; Marketing Research and its Process; Measurement of Market Demand.

Unit 5: Marketing Environment - Internal & External

Marketing Environment Forces; Macro Environment; Micro and Internal Environment; Factors Influencing Consumer Buyer Behavior; Buyer Decision Process; Inputs for Buying Decision Process; Consumer Trends; Market Segmentation Process.

Unit 6: Developing Market Strategies and the Offerings Part - I

Positioning and Differentiation: Concept, Positioning according to Ries and Trout, Various Tools of Differentiation; Product Decisions and Strategies; Product Mix; Product Life Cycle; Brand Positioning; Brand Identity; Equity and Packaging.

BLOCK III

Unit 7: Developing Market Strategies and the Offerings - Part II

Introduction to Service Marketing; Differentiating Services; Product and Service Price; Response to Change in Price; Pricing Strategies.

Unit 8: Delivering Marketing Programs – Part I

Marketing through Channel Partners; Wholesalers and Retailers: Current Trend; Channel Management.

Unit 9: Delivering Marketing Programs – Part II

Market Communication, Process for Effective Communication; Advertising; Different Advertising Media; Sales Promotion; Public Relations; Direct Marketing; Personal Selling: Concepts and Process; Management of Sales Force.

Suggested Reading

1. Marketing Management by Kotler Philip; Publisher: Prentice-Hall of India
2. Marketing Management by Ramaswamy V S and Namakumari; Publisher: S Macmillan India Ltd., 2002
3. Marketing Management by Saxena Rajan; Publisher: Tata McGraw-Hill, 2002)
4. Marketing in India Cases and Readings by Neelamegham S; Publisher: Vikas Publishing House Pvt. Ltd., 2002)
5. Majaro-The Essence of Marketing by Stokes David; Publisher: Prentice Hall of India, 2002
6. Marketing in the 21st Century by Evans R Joel and Berman Barry; Publisher: Gower Publications.
7. Customer Relationship Management in the New Era of Internet Marketing by Newell F-Loyalty; Publisher: McGraw-Hill Professional Publishing.

**PG DIPLOMA IN MANAGEMENT
SEMESTER – II
PRODUCTIONS AND OPERATIONS MANAGEMENT**

Sub. Code: PGDM-109

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Operations and Productivity

Operations Functions and Evolution of POM; Framework for Managing Operations; Operations Strategy; Trends in Operations Management.

Unit 2: Forecasting

Introduction to Forecasting; Forecasting Models; Weighted Moving Averages; Casual Forecasting Models; Linear Regression Analysis; Multiple Regression Analysis.

Unit 3: Product and Process Design

Product Development; Product Design Tools; Design of Services; Flexible Manufacturing Systems; Process Design: Types of Process, Modern Production Technologies; Process Reengineering.

BLOCK II

Unit 4: Capacity Design

Capacity Management; Economies and Diseconomies of Scale and Learning Curve; Capacity Strategies; Decision Trees.

Unit 5: Facility Location

Location Strategy and its Importance: Factors influencing Plant Location; Globalization; Location Selection Models.

Unit 6: Layout Design

Layout Planning; Layout Types; Design of Product and Process Layouts; Job Design; Work Measurement.

BLOCK III

Unit 7: Project Scheduling

Project Management; Scheduling Project; Case Study: Scheduling at Bellop; Logic of PERT.

Unit 8: Inventory Management

Basic Economic Order Quantity (EOQ) Model; Quantity Discount Models; Spare Parts Inventory; Material Resources Planning; Manufacturing Resource Planning; Purchasing Objectives.

Unit 9: Operations Planning and Scheduling Systems

Aggregate Planning and its Process; Master Scheduling; Aggregate Planning for Service Organizations; Operating Schedules; Sequencing Rules; Optimized Production Technology and Synchronous Manufacturing; Just in Time (JIT) Manufacturing System; Basics of SCM and ERP.

Suggested Reading

1. Production and Operations Management by Panneerselvam R; Publisher: Prentice Hall of India
2. Operations Management by Shafer Scott M; Publisher: John Wiley
3. Succeeding in Project- Driven Organizations by Knutson Joan; Publisher: John Wiley
4. Service Operations Management by Metters Richard D; Publisher: South West
5. Operations Management by Shim Jae K; Publisher: Barron's E
6. Operations Management: Strategy and Analysis by Krajewski Lee J and Ritman; Publisher: Pearson Education
7. Production and Operations Management by Gaither and Norman; Publisher: Dryden Press.

SEMESTER – II HUMAN RESOURCE MANAGEMENT

Sub. Code: PGDM-110

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Introduction to Human Resource Management

Introduction: Nature, Philosophy, Need, Objectives and Evolution of Human Resources Management; HRM Functions; HRD Concept; HRD Strategy; HR Responsibilities; Environmental Factors of HRM: Environmental Factors, Challenges to HRM.

Unit 2: Concepts and Process of Human Resource Planning

Human Resource Planning: Importance, Process, Barriers; Strategic Planning; Human Resource Information Systems (HRIS); Forecasting Demands: Forecasting Supply; Man Power Forecasting.

Unit 3: Emerging Trends in HRM

Outsourcing and its HR Dimensions; Human Resource Planning and Downsizing: Voluntary Redundancy and Ways of Downsizing Processing; Importance of Bench Marking; Case Study: Bench Marking VRS Practices and Compensation Management.

BLOCK II

Unit 4: Job Analysis: Recruitment and Selection

Job Analysis: 6 Steps, Job Description vs. Job Specification, Methods of Collecting Job Analysis Information; Role of Recruitment and Selection: Situational Factors in Recruitment, Recruitment Policy, External and Internal Sources of Recruiting and its Merits and Demerits, Selection Process and its Types; Structured Interview Guide.

Unit 5: Training and Development

Orientation; Training and Development; the Steps in Training Process; Career and Succession Planning: Career Stages, Career Development, Career Management Succession Planning; Case Discussion on Succession Planning.

Unit 6: Compensation

Introduction: Meaning, Objectives of Compensation; Components of Compensation System; Compensation Management Process; Factors of Determining Pay Rates; Pay Incentives;

Employee Benefits and Services; Case Study: Comparing Industry Trends in Pay Rates such as FMCG.

BLOCK III

Unit 7: Performance Appraisal

Introduction; Methods of Performance Appraisal; 360 Degree Feedback; Problems in Performance Appraisal; Potential Appraisal: Steps of Potential Appraisal; Case Study: Performance Appraisal Systems in Indian Banks.

Unit 8: Industrial Relations

Definition; Parties to Industrial Relations; Contemporary Issues; Industrial Disputes: Severity or Effects, Weapons used by Labor, Weapons used by Management, Causes, Measures to Improve Industrial Relations; Dispute Resolution: Preventive and Settlement of Industrial Disputes; Collective Bargaining.

Unit 9: Employee Empowerment

Worker's Participation in Management: Introduction, Scope, Significance; Trade Unions: Definition, Features, Objectives, Functions, Motivation to Join Unions; Employee Grievances: Identifying Grievances, Causes, Effects, Establishing Grievances Procedure, Guidelines for Effective Grievances Handling, Procedure.

Suggested Reading:

1. Human Resource Management by Dessler, Gary, Publisher: Pearson Education Asia, New Delhi.
2. Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi.
3. Managing Human Resources by Ramaswamy, E., Publisher: Oxford University Press, New Delhi.
4. Human Resource Management by Irancevich, John, Publisher: McGraw Hill.
5. Managing Human Resources by Casio, Wayne F, Publisher: McGraw Hill Inc.
6. Essentials of Human Resource Management & Industrial Relations, Text, Cases & Games by Subba Rao. P, Publisher: Himalaya Publishing House, Mumbai.
7. Human Resource Management by Mondy R.W; Noe, R. M. Premeaux Sr. and Mondy J.B, Publisher: Prentice Hall Inc.
8. Human Resource Management by Saiyodain, Publisher: TMH, New Delhi.
9. Human Resource Management by Aswthappa, Publisher: TMH, New .Delhi