



**Mahatma Gandhi University**

MEGHALAYA  
[www.mgu.edu.in](http://www.mgu.edu.in)

**SYLLABUS MANUAL**

**MANAGEMENT  
PROGRAMME**

## PROGRAMME CODE --- 502

### Post Graduate Diploma in Business Administration (PGDBM)

<b>SEMESTER – I</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
PGDBM101	Management- 'Theory and Practice'	5
PGDBM102	Managerial Economics	5
PGDBM103	Accounting for Managers	5
PGDBM104	Organizational Behaviour	5
PGDBM105	Quantitative Techniques	5
PGDBM106	Business Ethics and Values	5
<b>TOTAL CREDITS</b>		<b>30</b>

<b>SEMESTER – II</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
PGDBM107	Management Information System & Computer	5
PGDBM108	Business Law	5
PGDBM109	Financial Management	5
PGDBM110	Marketing Management	5
PGDBM111	Human Asset Management	5
PGDBM112	Executive Communication and Research Methodology	5
<b>TOTAL CREDITS</b>		<b>30</b>

## Detailed Syllabus

### **SEMESTER - I**

#### **PGDBM101 --- Management-'Theory & practice'**

**UNIT I:** Management As A Science, Management As An Art, Management Both Science And Art, Role Of Management In Society.

**UNIT II:** Definition Of Management: Its Nature And Purpose Management Functions, learning And Innovation.

**UNIT III:** Control, Organizing, Staffing, Discussion.

**UNIT IV:** Classical Approach, Charles Babbage, Frederick W. Taylor, Henry Laurence Gantt, Henri Fayol Robert Owen, Max Weber .

**UNIT V:** George Elton Mayo, Systems Approach.

**UNIT VI:** Etzioni, Six-Box Organisational Model, Environment, An Overview of Emerging Concepts Influencing Organisational Designs.

**UNIT VII:** The Matrix Organization – The Logic of the Matrix, Search for a New Solution, Strategic and Incremental Change.

**UNIT VIII:** Organizing for the Learning Organization, Leadership as an Integrating Mechanism, Balance between Leadership and Management.

**UNIT IX:** Process of Institutionalizing Leadership of Change, Leverage the Senior Team.

**UNIT X:** Broadening the Senior Management, Developing a Leadership Orientation throughout the Organization.

**UNIT XI:** Culture and the Business Organization, What is Culture? Variations in Culture, Business Firms within the Larger Cultural System, Cultural Practices in Different Countries, Attitude towards Time, Cultural Climate, Components of Culture, Material Culture, Ecology and Culture, Non-material Culture, Cultural Taboos.

**UNIT XII:** Culture and Language Variations, Corporate Culture, Cultural Characteristics, Uniformity of Culture Strong and Weak Cultures, How Organizational Cultures Start? Maintaining Culture through Steps of Socialization, Guidelines for Changing Organizational Culture, more Insights into Cultures of the Factory Value of Cultural Awareness.

**UNIT XIII:** Culture and Communication, Communication, Co-operation, Commitment, Decision-making, Implementation, Strength of a Culture.

**UNIT XIV:** How to Effect Cultural Change in the Organisation? Behaviour, Cultural Communication, Hiring and Socialising Newcomers, Implications of Culture in Management, Minimizing Conflict between Administrative Action and Cultural Values

**UNIT XV:** Data and Information, Value-Added Resource, Quality, Relevance, Quantity, Timeliness, Common Information Technologies.

**UNIT XVI:** Internet, Extranet, Intranet, Decision Support System, Expert System, Group Decision Support System, teamwork Competency.

**UNIT XVII:** Managerial Decision Making, Types of Managerial Decisions, Programmed and Non-programmed Decisions, Proactive and Reactive Decisions, Basic and Routine Decisions, Intuitive and Systematic Decisions, Policy and Operative Decisions.

**UNIT XVIII:** Decision-making Process, Identifying and Diagnosing the Problem, Generating Alternative Solutions, Evaluating Alternatives, Choosing the Best Alternative.

**UNIT XIX:** Implementing the Decision, Evaluating the Results, Importance of the Decision, Group Decision-making, Individual versus Group Decision-making, Creativity in Group Decision-making.

**UNIT XX:** Techniques for Stimulating Creativity, Information Technology and Decision-making.

**Reference Books:**

1. Organizational Behavior 5by John B. Miner
2. Management Theory by John Sheldrake
3. Strategic Management Theory by Charles Hill and Gareth Jones

**PGDBM 102 --- Managerial Economics**

**UNIT I:** Meaning of Managerial Economics, Nature of Managerial Economics, Contribution of Economic Theory to Managerial Economics, Contribution of Quantitative Techniques to Managerial Economics.

**UNIT II:** Economics and Managerial Decision-making, Scarcity and Decision-making, Scope of Managerial Economics.

**UNIT III:** Marginal and Incremental Principle, Equi-marginal Principle, Opportunity Cost Principle, Time Perspective Principle, Discounting Principle, Role of Managerial Economist, Importance of Management Decision-making.

**UNIT IV:** Meaning of Demand, Types of Demand, Consumer Goods and Producer Goods, Perishable and Durable Goods, Autonomous and Derived Demand, Individual's Demand and Market Demand, Firm and Industry Demand, Demand by Market Segments and by Total Market.

**UNIT V:** Determination of Demand, Change in Quantity Demanded (Movement Along the Demand Curve), Shifts of the Demand Curve, Real World Example: The Real Estate Market Cycle.

**UNIT VI:** Meaning of Price Elasticity of Demand, Classification of Demand Curves, according to their Price Elasticities, Numerical Measurement of Elasticity, Geometrical Measurement of Elasticity.

**UNIT VII:** Types of Elasticities of Demand, Cross (Price) Elasticity of Demand, Income Elasticity of Demand, Elasticity of Demand with Respect to Advertisement, Factors Determining of Elasticity of Demand, Relationship between the Price Elasticity, Average Revenue and Marginal Revenue.

**UNIT VIII:** Supply Analysis Concept of supply, Determinants of Supply (Law of Supply), Elasticity of Supply.

**UNIT IX:** Production Decision, The Production Function, Production Function: One Variable Input Case: Short-Run Analysis, Law of Variable Proportion of Diminishing Marginal Returns, The Three Stages of Production, Optimal Use of the Variable Input, The Production Function with two Variable Inputs: Long-Run Production Function.

**UNIT X:** Isoquants, Marginal Rate of Technical Substitution, Isocost Lines Optimal Factor Combinations, Equilibrium of a Multi Product Producer, Expansion Path, Changes in Inputs Prices, Rate of Capital Input (k) Returns to Scale, Economic Region of Production (Ridge Lines), Empirical Production Functions, The importance of Production Functions in Managerial Decision-Making.

**UNIT XI:** Theory Of Cost, Need and Significance of Cost in managerial Decision-making, Cost Concepts, Future and Past Costs, Incremental and Sunk Costs, Out-of-Pocket and Book Costs, Replacement and Historical Costs, Explicit Costs and Implicit or Imputed Costs, Actual Costs and Opportunity Costs, Direct (Separable or Traceable) Costs and Indirect (or Common Non-traceable) Costs, Shutdown and Abandonment Costs, Private and Social Costs, Fixed and Variable Costs, Short-run and Long-run Costs, Total Cost, Average Cost and Marginal Cost, Cost-Output Relationship, Costs

in the Short-run, Short-run Total Cost and Output, Short-run Average Costs and Output, Marginal Cost (MC), Costs in the Long-run, The Long-run Average Cost Curve is Derived from Short-run Cost Curves, Explanation of the U-shape of the Long-run Average Cost Curve, Economies of Scale, Economics of Scope, Application of Cost Analysis, Optimum Output Level, Optimum Inventory Level, Optimum Scale 3.

**UNIT XII:** Market Structure & Pricing And Output Decisions, Market and Criteria for Market Classification, Market, Criteria for Market Classification, Various Forms of Market, Perfect Competition, Imperfect Competition, Monopoly, Equilibrium of a firm, Equilibrium of the Firm by Curves of Total Revenue and Total Cost, Equilibrium of the Firm by Marginal Revenue and Marginal Cost, Price Determination: Equilibrium between Demand and Supply, Time Element in the Theory of Price, Determination of Market Price, Determination of Short-run price, Determination of Long-run Normal Price.

**UNIT XIII:** Perfect Competition, Monopoly & Monopolistic Competition, Meaning of Perfect Competition, Features of Perfect Competition, Large Numbers of Sellers and Buyers, Product Homogeneity, Free Entry and Exit of Firms, Profit maximization, No Government Regulation, Perfect Mobility of Factors of Production, Perfect Knowledge, Short-run Analysis of a Perfectly Competitive Firm, Long-run Analysis of a Perfectly Competitive Firm, Features of Monopoly, Short-run Equilibrium, Long-run Equilibrium, Monopoly and Perfect Competition Compared, Price Discrimination, Features of Monopolistic Competition, Assumptions in Analyzing Firm Behaviour, Equilibrium of the Firm, Long-run Equilibrium through New Entry Competition, Long-run Equilibrium when Competition is through Price Variation, Competition through Price Variation and New Entry, Excess Capacity and Monopolistic Competition, Monopolistic Competition in India.

**UNIT XIV:** Oligopoly & Pricing Strategies, Meaning and Characteristics, Models of Duopoly, Cournot Model (Duopoly), Bertrand's Duopoly Model, Edgeworth's Model of Duopoly, Stackelberg's Duopoly Model, Kinked Demand Curve Model of Oligopoly, Sweezy's Model of Kinked Demand Curve, Hall and Hitch Version of Kinked Demand Curve, Collusive Oligopoly Models, Cartel, Price Leadership, Pricing of multiple products, Products with Interdependent Demand, Pricing of Joint Products, Transfer pricing, No External Market, A Perfectly Competitive Market for the Transferred Product, Cost plus pricing, Incremental/marginal cost pricing, Ramsey pricing Cycle pricing, Product tying, Other pricing practices, Price Skimming and Penetration Pricing, Value Pricing and Prestige Pricing, Going Rate and Sealed Bid Pricing, Government Intervention and pricing.

**UNIT XV:** Profit Analysis, Meaning & Nature of Profit, Gross Profit and Net Profit, Normal Profit and Supernormal Profit, Accounting Profit and Economic Profit, Theories of Profit, Risk and Uncertainty Theory of Profits, Profit as a Reward for Market Imperfection and Friction in Economy, Innovation Theory of Profits, Profit as a Reward for Organizing other Factors of Production, Depreciation, Straight Line Method, Declining Balance Method (DBM), Sum of the Year's Digit Method (SYDM), Valuation of Stocks, Treatment of Capital Gains and Losses, Treatment of Deferred Expenses, Profit Planning & Forecasting.

**UNIT XVI:** Cost - Volume - Profit (Cvp) Analysis, CVP Relations, Objectives of Cost-Volume-Profit Analysis, Profit-Volume (P/V) Ratio, Break even Analysis, Uses of Break even Analysis, Assumptions of Break even Analysis, Methods of Break Even Analysis, Advantages of Break even Analysis, Three Alternatives for Computing BEP, Break even Models and Planning for Profit, Drawbacks of Break even Analysis (BEA)

**UNIT XVII:** Investment Analysis, Meaning and Significance of Capital Budgeting, Techniques or Methods of Investment Evaluation, The Payback Period Method, The Average Rate of Return on Investment, The Net Present Value (NPV) Method, The Internal Rate of Return (IRR) Criterion, The Profitability Index Criterion, Public Investment Decisions, Public Investment as a Contrast to Private Investment, Organization of Public Investment Decisions, Social Cost Benefit Analysis, Steps Involved in Cost-Benefit Analysis, Shadow or Social Price, Social Discount Rate, Comparing Costs and Benefits: Decision Rules.

**UNIT XVIII:** National Income, Definition of National Product, Income and Expenditure, Measures of aggregate income, Gross and Net Concept, National and Domestic Concepts, Market Prices and Factor Costs, Gross National Product and Gross Domestic Product, GNP as a Sum of Expenditures on Final Products, GNP as the total of Factor Incomes, Net National Product, NNP at Factor Cost (or National Income), Personal Income, Disposable Income, Value Added, National income identities, Approaches to measurement of national income, Product Approach, Income Approach, Expenditure Approach, Interpreting national income measures, Real vs Money National Product, Problem of Computation of per capita Income.

**UNIT XIX:** Inflation & Monetary Policy, Rate of Inflation, Types of Inflation, Creeping Inflation, Galloping Inflation and Hyper Inflation, Demand Pull Inflation, Cost Push Inflation, Demand Pull vs Cost Push Inflation, Measurement of Inflation, The GNP Deflator, The Consumer Price Index, The Wholesale Price Index (WPI), Control of Inflation, Deflation, Definition, Effects of Deflation, Monetary Policy, Objectives of Monetary Policy, Instruments of Monetary Policy, Monetary Policy in IS-LM Framework, Business Cycle.

**UNIT XX:** Balances Of Payments, The Current Account, The Capital Account, The Total Balance of Payments, Equilibrium and Disequilibrium in Balance of Payment, Transitory and Fundamental Disequilibrium, Causes of Disequilibrium (Deficit), Correction of Disequilibrium (Adverse Balance of Payments), Fiscal Policy, Meaning & Objectives of Fiscal Policy, Components of Budget, Revenue Budget, Revenue Receipts, Revenue Expenditure, Capital Budget, Capital Receipts, Capital Payments, Mobilisation of resources, Expenditure of Central Government, Budget of State Governments, Financial Power of Central and State Governments, List I: Union List, List II: State List, Fiscal Policy and Economic Growth, Role of Taxes in Economic Growth, Taxes as in-built stabilizers, Public Debt in India, Internal Debt, External Debt, Deficit Financing, Revenue Deficit, Budget Deficit, Fiscal Deficit, Primary Deficit, Deficit Financing and Economic Growth, Impact of Fiscal Policy on Business.

#### **Reference Books:**

1. Managerial Economics by William Samuelson and Stephen G. Marks
2. Managerial Economics by Christopher R. Thomas and S. Charles Maurice

#### **PGDBM103 --- Accounting for Managers**

**UNIT I:** Meaning, Process of Accounting, Cash System, Accrual System, Value, Accounting Principles, Accounting Concepts, Money Measurement Concept, Business Entity Concept, Going Concern Concept, Matching Concept, Accounting Period Concept, Duality or Double Entry Accounting Concept.

**UNIT II:** Cost Concept, Accounting Conventions, Classification of Accounts, Personal Account, Real Account, Nominal Accounts, Transactions in between the Real A/c, Journal Entries in between the Accounts of Two Different Categories, Accounting Equation.

**UNIT III:** Meaning of Cost Accounting, Cost Classification, General Classification, Technical Classification, Costing Concepts, UNIT Costing, Cost Sheet, Direct Cost Classification, Indirect Cost Classification, Stock of Raw Materials, Stock of Semi-finished Goods, Stock of Finished Goods.

**UNIT IV:** Types of Financial Statements, Nature of Financial Statements, Attributes of Financial Statements, Uses of Financial Statements, Limitations of Financial Statements, Capital and Revenue Expenditures, Capital and Revenue Expenditures and Receipts, Cost of Goods Sold.

**UNIT V:** Concepts, Objectives, Tools for Analysis and Interpretation of Financial Statement Analysis, Common-size Financial Statements, Comparative Statements, Comparative Balance Sheet.

**UNIT VI:** Comparative (Income) Financial Statement Analysis, Comparative Common-size Statement, Trend Analysis Case: Evaluation of Ford on the basis of Accounting Trends.

**UNIT VII:** Definition, Utility of the Ratio Analysis, Limitations of the Ratio Analysis, Classification of Ratios, On the basis of Financial Statements, On the basis of Functions.

**UNIT VIII:** Short-term Solvency Ratios, Current Assets Ratio, Acid Test Ratio, Super Quick Assets Ratio, Capital Structure Ratios, Leverage Ratios, Coverage Ratios, Profitability Ratios, Gross Profit Ratio, Net Profit Ratio, Operating Profit Ratio.

**UNIT IX:** Return on Assets Ratio, Return on Capital Employed, Turnover Ratios, Activity Turnover Ratio, Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio, DUPONT Analysis.

**UNIT X:** Meaning of Fund Flow Statement, Objectives of Fund Flow Statement Analysis, Steps in the Preparation of Fund Flow Statement, Schedule of Changes in Working Capital.

**UNIT XI:** Methods of Preparing Fund from Operations, Net Profit Method, Sales Method, Advantages of Preparing Fund Flow Statement, Limitations of Fund Flow Statement.

**UNIT XII:** Cash flow statement, Meaning of Cash Flow Statement, Utility of Cash Flow Statement, Steps in the Preparation of Cash Flow Statement, Preparation of Cash Flow Statement, AS-III Revised Cash Flow Statement.

**UNIT XIII:** Cost Control Techniques, Budgetary Control, Types of Budgets, Production Budget, Materials/Purchase Budget, Sales Budget, Sales Overhead Budget, Cash Budget, Classification of the Budget in accordance with the Flexibility, Fixed Budget, Flexible Budget.

**UNIT XIV:** Zero-base Budgeting (ZBB), Steps involved Zero-base Budgeting, Benefits of Zero-base Budgeting, Criticism of Zero-based Budgeting.

**UNIT XV:** Standard Costing And Variance Analysis, Definition and Meaning of Standard Costing, Standard Costing System, Concept of Variance Analysis, Classification of Variances, Material Variances, Labour Variance, Overhead Variances, Sales Variance.

**UNIT XVI:** Responsibility Accounting, Responsibility Centers, Cost Center, Revenue Center, Profit Center, Investment Center, Controllability Concept, Accounting Concepts, Advantages and Disadvantages of Responsibility Accounting, Case: Out to Lunch Cuisine Inc.

**UNIT XVII:** Management Applications, Definition of Marginal Costing, Importance of Marginal Costing, Method of Difference, Method of Coverages, Cost-Volume-Profit (CVP) Analysis, Objectives of Cost-Volume-Profit Analysis, Profit-Volume (P/V) Ratio.

**UNIT XVIII:** Break-even Analysis, Uses of Break-even Analysis, Assumptions of Break-even Analysis, Advantages of Break-even Analysis, Drawbacks of Break-even Analysis (BEA), Limitations of Break-even Analysis, Methods Decisions Involving Alternative Choices, Break Even Chart, Algebraic Method, Three Alternatives, Break-even Models and Planning for Profit, Application of Cost Volume Profit Analysis, Pricing Decisions, Methods of Pricing, Full Cost Pricing, Variable/Marginal Cost Pricing, Rate of Return Pricing, Break-even Pricing, Minimum Pricig.

**UNIT XIX:** Activity-Based And Target-Based Costing, Concept of Activity-based Costing, What's in ABC?, Uses of Activity-based Costing, ABC Model, Target Costing, The Basic Process, When are Costs Set?, Tools and Techniques, First, Price, Then, Cost, Finding Paths to the Targets, Maintaining Cost.

**UNIT XX:** Contemporary Issues In Management Accounting, Life Cycle Costing, Quality Costing, What makes this Approach Powerful?, Implementation Risks, Disadvantages of Quality Cost Analysis, Case: General Motors Corp., Kaizen Costing, Throughput Costing, Backflush Costing.

**Reference Books:**

1. Accounting for Managers: Text and Cases by William J. Bruns
2. Accounting for Managers (Briefcase Books Series) by William H. Webster CPA

**PGDBM104 --- Organizational Behaviors**

**UNIT I:** Definition of Management, Nature of Management, Is Management a Science or an Art? Scope of Management, Purpose of Management, Characteristics of Management, Management – An Emerging Profession, Management vs Administration, Being A Manager, Who is a Manager, Roles of a Manager, Skills of an Effective Manager, Functions of a Manager, Contribution of Henry Fayol, Case: KBC's Win or SDCK's Loss?

**UNIT II:** Planning, Types of Plans, Steps in the Planning Process, Approaches to Planning, Management by Objectives, Core concepts, Setting Objectives, Characteristics of Management by Objectives, Process of Management by Objectives, Benefits of Management by Objectives, Limitations of Management by Objectives Case: MBO in Action at Microsoft, Strategic Management, Strategy Formulation, Strategy Implementation, Strategy Evaluation, General Approaches, Types of Strategies, Reasons why a Strategy Fails, Limitations of Strategic Management, The Linearity Trap.

**UNIT III:** Forecasting, Essential Components in Business Forecasting, Determinants of Business Forecasts, Benefits of Forecasting, Limitations of Forecasting, Techniques of Forecasting, Combining Forecasts, Difficulties in Forecasting Technology Case: Need for Accurate Forecast, Premising, Case I: AG Refrigerators Ltd. Case II: LG Electronics Ltd, Components of Decision Making, Decision Making Process, Models of Decision Making, Kinds of Decisions Case I: Mr Sharma's Decision Case II: Wages of Clerks.

**UNIT IV:** Organising – The Process, Organisational Design, Hierarchical Systems, Organising on Purpose, The Design Process, Exercising Choice, Organisation Structure, Significance of Organisation Structure, Determining the Kind of Organisation Structure, Principles of Organisational Structure, Formal and Informal Organisation Case: Go Ahead – Meeting Competition through Successful Organisational Structure, Organisation Charts and Manuals, Organisation Chart, Organisation Manual, Forms of organization, Line Organisation, Line and Staff Organisation, Functional Organisation, Committee Organisation Case: The Lowering of the Pirates' Flag at Apple.

**UNIT V:** Meaning, Need for Coordination, Importance of Coordination, Principles of Coordination, Coordination Process, Types of Coordination, Systems Approach to Coordination Case: ABB, Differentiation And Integration Differentiation, Types of Differentiation Strategy, Advantages of a Differentiation Strategy, Integration, Types of Integration, Barriers to and Advantages of Integration Case: Office Needs.

**UNIT VI:** Definition of Organisational Behaviour, Nature of Organisational Behaviour, Determinants of Organisational Behaviour, Organizations as Systems.

**UNIT VII:** The Formal and Informal Organisation, Need for Organisational Behaviour, Contributing Disciplines, Modelling for OB, Freudian Psychoanalytic Model, Social Cognitive Framework Case: Studying Cognitive Strategies for, Humanistic Psychology Framework. Delegation, authority and power, Delegation, Meaning of Delegation, Features of Delegation, Principles of Delegation, Advantages of Delegation, Issues regarding Delegation, Authority, Meaning of Authority, Types of Authority, Advantages and Disadvantages of Authority, Power, Meaning of Power, Types of Power, Authority vs Power.

**UNIT VIII:** Meaning of Individual Behaviour, Determinants of Individual Behaviour, Biographical Characteristics, Personality, Definition of Personality, Major Determinants of Personality, Theories of Personality, Personality Characteristics in Organisations, Ability.

**UNIT IX:** Centralisation and decentralisation, Centralisation, Decentralisation, Case: Hewlett-Packard India (HP) Centralised and Decentralised Organisations, Case: Bajaj Auto.

**UNIT X:** Controlling, Definitions of Control, Characteristics of Control, Steps in Control Process, Establishing Standards, Measuring and Comparing actual Results against Standards, Taking Corrective Action, Types of Control, Essentials of Effective Control Systems, Control Techniques, Critical Path Method (CPM), Gantt Chart, Programme Evaluation and Review Technique, Relationship between Planning and Control.

**UNIT XI:** Human Resource Management, Recent Trends in HRM, E-Human Resource Management, Technology in HRM, Case: Nothing should be Accepted as a 'Given', Economic Challenges, Workforce Diversity, Recruitment, Sources of Recruitment, Case: Which is More Important – Recruiting or Retaining?, Selection, Selection Process.

**UNIT XII:** Values, Attitudes And Job Satisfaction, Attitudes, Characteristics of Attitudes, Functions of Attitude, Components of Attitudes, Sources and Types of Attitudes, Attitude Formation, Cognitive Dissonance Theory, Persuasion and Attitude Change, Values, Importance of Values, Types of Values, Instrumental and Terminal Values, Job Satisfaction.

**UNIT XIII:** Emotions And Perception, Theories of Emotions, Affective Events Theory, Emotional Intelligence, EI and Job Performance, Case: Did a Lack of EI really Cost Him His Job?, Perception, Factors Influencing Perception, Frequently used Shortcuts in Judging Others, Case: Seasickness as Self-fulfilling Prophecy, Perceptions and its Application in Organisation, Myers-Briggs Type Indicator, Attribution, Internal and External Attributions, Case: Managers Explain What has Helped and Hindered their Advancement, Attribution Theory, Attributional Biases.

**UNIT XIV:** Learning, Reinforcement, Stages in Reinforcement, Principles of Reinforcement Definition of Organisational Behaviour, Nature of Organisational Behaviour, Determinants of Organisational Behaviour, Organisations as Systems, The Formal and Informal Organisation, Need for Organisational Behaviour, Contributing Disciplines, Modelling for OB, Social Cognitive Framework, Case: Studying Cognitive Strategies for Managing a Situation, Humanistic Psychology Framework, individual behaviour, Meaning of Individual Behaviour, Determinants of Individual Behaviour, Biographical Characteristics, Personality, Definition of Personality, Major Determinants of Personality, Theories of Personality, Personality Characteristics in Organisations, Ability .Learning, Meaning of Learning, Types of Learners, The Learning Process, Theories Involved in Learning, Classical Conditioning, Operant Conditioning, Cognitive Learning Theory, Social.

**UNIT XV:** Group Behaviour, Types of Groups Reasons for Forming Groups Case: Organizations to Admire, Stages of Group Development Group Decision Making Case: Self Directed Work Teams, Understanding Work Teams, Creating Effective Teams, Types of Teams Case I: Self Managed Teams at W.L. Gore and Associates Case II: Asha-Kiran Hospital Case III: Bloom or Bust, Current Issues in Organisational Communication.

**UNIT XVI:** Work Motivation, What is Motivation?, Early Approach to Motivation, 'Hierarchy of Needs' Theory, Theory X and Theory Y, Motivation-hygiene Theory, Contemporary Theory of Motivation, ERG Theory, McClelland's Theory of Needs, Goal-setting Theory, Equity Theory I, Expectancy Theory, Case: Employee Motivation – A Short Case Study.

**UNIT XVII:** Definitions and Meaning of Leadership, Characteristic of Leadership, Case: COCO Raynes Associates, Leadership Styles, Importance of Leadership, Functions of a Leader, Theories of Leadership, Contemporary Issues in Leadership, Case I: Unwanted Promotion, Case II: Sushma's Quandary as a Leader, transactional analysis, Definition, Philosophy of TA, TA Unfolded, Modern Transactional Analysis Theory, Advantages of Transaction Analysis, Case I: Absence of a Succession Plan, Case II: The Port Story .

**UNIT XVIII:** Conflict Management, Definition of Conflict, Outcomes of Conflicts, Sources of Organisational Conflict, Levels of Conflict or Forms of Conflict, Causes of Conflict, Case: A Consultant's View of Conflict, Stages of Conflict, Changing View of Conflict, Conflict Management Strategies, Negotiation, Case: James Farris. Power And Politics, Sources of Power in Organisations, Managing the Boss, Consequence of using Power, Case: Enriching and Empowering Employees, Political Behaviour in Organizations, Political Strategies and Influence Tactics, Reality of Politics, Maccoby's Four Political Types Case: Bringing Kids into the Family Business .

**UNIT XIX:** Organisational Culture, Types of Organisational Culture, Strength of Organisational Culture, Functions of Organisational Culture, Importance of Culture to the Organisation, Cultural Models, Denison Model, Schein's Organisational Culture Model, Quinn's Competing Value, Cross-cultural Perspective, Hofstede Model Fons Trompenaars, Case I: Organisational Culture at Southwest Airlines, Case II: Cross-cultural Management Organisational Change, Forces for Change in Organisations, Forms of Change, Case: Reorganisation as rebirth Resistance to Change, Sources of Resistance, Managing Resistance to Change, Behavioural Reactions to Change, Politics of Change, Approaches/Models to Managing Organisational Change, Lewin's Change Model Case: Using Force Field Analysis, Nadler's Organizational Model, A Contingency Model of Analyzing Change Case I: Fear of Going Private, Case II: Microsoft: Bill Gate's Own Culture Club.

**UNIT XX:** stress management, General Adaptation Syndrome (GAS), Approaches to Stress, Causes of Stress, Individual Response to Stress, Consequences of Stress, Managing Stress, Case: Career and Marriage, Framework for Preventive Stress Management, Managerial Implications of Stress, Case I: Stressed-out Managers, Case II: NYNEX.

**Reference Books:**

1. Organizational Behavior (XIIIth Edition) by Stephen P. Robbins and Timothy A. Judge.
2. Organizational Behavior by Robert Kreitner and Angelo Kinicki.
3. Organizational Behavior by John R. Schermerhorn Jr, Dr. James G. Hunt.

**PGDBM105 --- Quantitative Techniques**

**UNIT I:** Historical Development, About Quantitative Technique, Methodology of Quantitative Techniques, Formulating the Problem.

**UNIT II:** Defining the Decision Variables and Constraints, Developing a Suitable Model, Acquiring the Input Data, Solving the Model, Validating the Model, Implementing the Results, Advantages of Mathematical Modeling.

**UNIT III :** Scope of Quantitative Technique, Statistics : An Introduction, Origin and Growth of Statistics, Meaning and Definition of Statistics.

**UNIT IV:** Statistics as Data, Statistics as a Science, Statistics as a Science different from Natural Sciences, Statistics as a Scientific Method, Statistics as a Science or an Art, Systems Concepts.

**UNIT V:** Definition of Average, Functions and Characteristics of an Average, Various Measures of Average, Arithmetic Mean, Median, Other Partition or Positional Measures, Mode, Relation between Mean, Median and Mode, Geometric Mean, Harmonic Mean.

**UNIT VI:** Mathematics — The Language of Modelling, Building a Mathematical Model, Verifying and Refining a Model, Variables and Parameters, Continuous-in-Time vs. Discrete-in-Time Models, Deterministic Model Example, Probabilistic Models.

**UNIT VII:** Essentials of Linear Programming Model, Properties of Linear Programming Model, Formulation of Linear Programming, General Linear Programming Model.

**UNIT VIII:** Maximization & Minimization Models, Graphical Method, Solving Linear Programming Graphically Using Computer, Summary of Graphical Method.

**UNIT IX:** Additional Variables used in Solving LPP, Maximization Case, Solving LP Problems Using Computer with TORA, Minimization LP Problems, Big M Method, Degeneracy in LP Problems, Unbounded Solutions in LPP, Multiple Solutions in Lpp, Duality in LP Problems, Sensitivity Analysis.

**UNIT X:** Transportation Model, Mathematical Formulation, Network Representation of Transportation Model General Representation of Transportation Model, Use of Linear Programming to Solve Transportation Problem, Formulation of LP model, Solving Transportation Problem Using Computer, Balanced Transportation Problem, Unbalanced Transportation Problem, Procedure to Solve Transportation Problem, Degeneracy in Transportation Problems, Maximization Transportation Problem, Prohibited Routes Problem, Transshipment Problem .

**UNIT XI:** Assignment Model, Mathematical Structure of Assignment Problem, Network Representation of Assignment Problem, Use of Linear Programming to Solve Assignment Problem, Types of Assignment Problem Hungarian Method for Solving Assignment Problem, Unbalanced Assignment Problem, Restricted Assignment Problem, Multiple and Unique Solutions, Maximization Problem, Travelling Salesman Problem, Solving Problems on the Computer with Tora, Solving Unbalanced Assignment Problem using Computer VII.XIV Solving Maximization Problems Using Computers.

**UNIT XII:** Network Model, Pert / Cpm Network Components, Errors to be avoided in Constructing a Network, Rules in Constructing a Network, Procedure for Numbering the Events Using Fulkerson's Rule, Critical Path Analysis, Determination of Float and Slack Times, Solving Cpm Problems using Computer, Project Evaluation Review Technique, Pert, Solving Pert Problems using Computer, Cost Analysis .

**UNIT XIII:** Waiting Model (Queuing Theory), Queuing Systems, Characteristics of Queuing System, The Arrival Pattern, The Service Mechanism, The Queue Discipline, The Number of Customers allowed in the System, The Number of Service Channels, Attitude of Customers, Poisson and Exponential Distribution, Symbols and Notations, Single Server Queuing Model, Solving the Problem Using Computer with Tora.

**UNIT XIV:** Classical Definition of Probability, Counting Techniques, Statistical or Empirical Definition of Probability, Axiomatic or Modern Approach to Probability, Theorems on Probability-I, Theorems on Probability-II theoretical probability distributions Probability Distribution, Binomial Distribution, Hypergeometric Distribution, Pascal Distribution, Geometrical distribution, Uniform Distribution (Discrete Random Variable), Poisson Distribution, Exponential Distribution, Uniform Distribution (Continuous Variable), Normal Distribution, probability distribution of a random variable.

**UNIT XV:** Probability Distribution of a Random Variable, Discrete and Continuous Probability Distributions, Cumulative Probability Function or Distribution Function.

**UNIT XVI:** Theorems on Expectation, Joint Probability Distribution, Marginal Probability Distribution, Conditional Probability Distribution Expectation of the Sum or Product of two Random Variables, Expectation of a Function of Random Variables Decision Analysis under Certainty, Decision-making under Uncertainty, Decision-making under Risk.

**UNIT XVII:** Expected Value with Perfect Information (EVPI), Use of Subjective Probabilities in Decision-making, Use of Posterior Probabilities in Decision-making.

**UNIT XVIII:** Inventory model, Need of Inventory Control, Advantages of Material Controls, Essential Factors of Material Control ABC Analysis Technique, Process of Inventory Control, Minimum Stock Level, Maximum Stock Level, Ordering Level or Re-order Level, Average Stock level, Danger Level.

**UNIT XIX:** Game Theory, Two-person Zero-sum Game, Pure Strategies: Game with Saddle Point, Mixed Strategies: Games without Saddle Point, Dominance Property, Problem on the Computer with Tora, Solving LP Model Games Graphically using Computer.

**UNIT XX:** Simulation, Advantages and Disadvantages of Simulation, Monte Carlo Simulation, Simulation of Demand Forecasting Problem, Simulation of Queuing Problems, Simulation of Inventory Problems.

**Reference Books:**

1. Quantitative Techniques by T. Lucey
2. Quantitative Analysis by Stephen Few

## **PGDBM106 --- Business Ethics and Values**

**UNIT I:** Definition of Ethics, Business Ethics, Two Broad Areas of Business Ethics.

**UNIT II:** Business Ethics is Now a Management Discipline, Levels of Ethical Questions in Business.

**UNIT III:** Tools of Ethics, Myths about Business Ethics, Benefits of Business Ethics, Emerging Ethical Issues in Business.

**UNIT IV:** Language of Business Responsibility, Concept of Social Responsibility of Business, Profit Only Point of View, Direct Social Activism View.

**UNIT V:** Philanthropic Perspective, Nature of Social Responsibility of Business, Responsibility to Shareholders, Responsibility to the Employees.

**UNIT VI:** Responsibility to Consumers, Responsibility to Consumers.

**UNIT VII:** Arguments for Social Responsibility of Business, Arguments Against Social Responsibility of Business, Community Involvement.

**UNIT VIII:** Corporate Governance, Board of Directors, Chief Executives Officers (CEO), Corporate Planning Staff, Consultants, Board Committees.

**UNIT IX:** Importance of Corporate Governance, Core Values, Management Morality, Approaches to Managing a Company's Ethical Conduct.

**UNIT X:** Unconcerned or Non-issue Approach, Damage Control Approach, Compliance Approach, Ethical Culture Approach.

**UNIT XI:** Company's Ethical Strategies, Why People Involve in Unethical Conduct.

**UNIT XII:** Key Ethical Concepts in Business Ethics, Ethical Issues Facing HR Professionals, Ethical Standards of Practice - Why have them?

**UNIT XIII:** Strategies for Handling Ethical Dilemmas, Issue of Protecting Trade Secrets, Misappropriation, Remedies Available under the Act.

**UNIT XIV:** Ethics Management Programme, Benefits of Managing Ethics as a Programme, Guidelines for Managing Ethics Management Programme.

**UNIT XV:** Key Roles and Irresponsibilities in Ethics Management Programme.

**UNIT XVI:** Code of Ethics and Guidelines in Formulation, Managing Ethics in the Workplace.

**UNIT XVII:** Guidelines to Develop Codes of Ethics, Ethical Auditing, Implementation of Ethics.

**UNIT XVIII:** Business Ethics in a Global Economy, Ethically Global Manager.

**UNIT XIX:** Business Ethics in the Global CommUNITY, Cross-Culture Variability in Ethical Standards.

**UNIT XX:** International Business Ethics.

### **Reference Books:**

1. Business Ethics and Values: Individual, Corporate and International Perspectives by Colin Fisher and Alan Lovell
2. Business Ethics as Practice: Ethics as the Everyday Business of Business by Mollie Painter-Morland

## **SEMESTER – II**

### **PGDBM107 --- Management Information Systems and Computer**

**UNIT I:** Systems Concepts, Components of Information, What is an Information System? A Framework for Business Users, Organization as a System, Management, Components of an Information System, Information System Resources, Why Information Systems?, The Competitive Business Environment, Why Business Need Information Technology?, Emergence of the Global Economy, Transformation of the Business Enterprise.

**UNIT II:** Types of Information Systems, National Level, Company Level, Individual Level Managers and Information Systems, Role of Information Systems, The Network Revolution and the Internet, New Options for Organizational Design: The Networked Enterprise, Enterprise Resource Planning, Electronic Markets.

**UNIT III:** Tactical And Strategic Level Information Systems: Nature of Tactical and Strategic Information Systems, Tactical Accounting and Financial Information Systems, Cash Management Systems, Capital Budgeting Systems, Investment Management Systems, Strategic Accounting and Financial Information Systems, Financial Condition Analysis Systems, Long-range Forecasting Systems, Marketing Information Systems, Sales Management Systems, Advertising and Promotion Systems, Pricing Systems, Distribution Channel Systems, Competitive Tracking Systems, Strategic Marketing Information Systems, Sales Forecasting Systems, Marketing Research Systems, Product Planning and Development Systems, Tactical Production Information Systems, Materials Requirements Planning Systems, Just-In-Time Systems, Capacity Planning Systems, Production Scheduling Systems, Product Design and Development Systems, Manufacturing Resource Planning Systems, Computer Integrated Manufacturing Systems, Strategic Production Information Systems, Site Planning and Selection Systems, Technology Planning and Assessment Systems, Process Positioning Systems, Plant Design Systems, Tactical Human Resource Information Systems, Job Analysis and Design Systems, Recruiting Systems, Compensation and Benefits Systems, Succession Planning Systems, Strategic Human Resource Information Systems, Workforce Planning Systems, Information Systems Supporting Labour Negotiations.

**UNIT IV:** Systems Concepts, System Boundaries, Systems and Sub-systems, Outputs and Inputs, Interface Problems, System and its Environment, System Feedback, System Maintenance, System Stress and Change, Systems Concepts in Business, Information System as a Sub-system, Operational Systems, Outputs and Inputs, System Feedback, Sub-system Interface, Validation Checks, Structure of an Enterprise, Some Basic Concepts and Strategies in the Study of Systems, Classification of Information Systems, Classification by Mode of Data Processing, Classification by System Objectives, Classification based on the Nature of Interaction with Environment.

**UNIT V:** Components of Information Systems, Formal vs. Informal Specifications, Components of Specifications, Using the Systems Approach in Problem Solving, Define the Problem, Gather Data Describing the Problem, Identify Alternative Solutions, Evaluate the Alternatives, Select and Implement the Best Alternatives, Follow up to Determine whether the Solution is Working.

**UNIT VI:** Information Systems And Strategy: The Strategy Development Process, Process in Outline, Managing the Process, Information Systems and Business Strategy, Business Level Strategy and the Value Chain Model, Leveraging Technology in the Value Chain, Information System Products and Services, Systems to Focus on Market Niche, Supply Chain Management and Efficient Customer Response Systems, Firm Level Strategy and Information Technology, Industry Level Strategy and Information Systems: Competitive Forces and Network Economics, Information Partnerships, The Competitive Forces Model, Network Economics, Using Systems for Competitive Advantage: Management Issues, Managing Strategic Transitions, What Managers can do.

**UNIT VII:** What is an Organisation? Salient Features of Organisations, Why Organisations are so much Alike: Common Features, Why Organisations are so Different: Unique Features, Organisations and Environments, Other Differences among Organisations, Business Processes, How Organisations affect Information Systems.

**UNIT VIII:** Decisions about the Role of Information Systems, Information Technology Services, Why Organisations Build Information Systems, The Systems Development Process, How Information Systems affect Organisations, Economic Theories, Behavioral Theories.

**UNIT IX:** Decision Support Systems (DSS), Decision Support Systems (DSS), DSS and MIS, Framework of Decision Support Systems, Need for an Expanded Framework, An Expanded Framework, Types of DSS, Data-Driven DSS, Model-Driven DSS, Knowledge-Driven DSS, Document-Driven DSS, Communications-Driven and Group DSS, Inter-Organizational or Intra-Organizational DSS, Function-Specific or General Purpose DSS, Components of DSS, Overview of a DSS, Examples of DSS Applications, Web-Based DSS, Customer Decision Support on the Internet.

**UNIT X:** Three Schools of Management, Technical-rational Perspective, Behavioural Perspective, Cognitive Perspective and Post-modern Era, Knowledge-based View of the Firm, Introduction to Decision Making, Levels of Decision Making, Types of Decisions: Structured versus Unstructured, Stages of Decision Making, The Decision Making Process. Individual Models of Decision Making, Rational Model. Psychological Types and Frames of Reference.

**UNIT XI:** Organizational Models of Decision Making, Bureaucratic Models, How Information Technology has Changed the Management Process Traditional and Contemporary Management, Implications for System Design.

**UNIT XII:** Integration in Business, Role of Enterprise Resource Planning (ERP), International Era, Financial Systems, Logistics. Human Resource Systems, Integration, Customer Relationship Management, Multiple Contact Points, Feedback Individual Needs and Cross Selling, Workgroup Integration, Announcements, Web Discussion and Surveys.

**UNIT XIII:** Document Libraries, Tracking Changes, Subscriptions, Approval Routing and Work Flow, Integrating with Legacy Systems Building a Data Warehouse, Limitations of Data Warehouse, The Internet: Integration of Different Systems, Applications and Concepts.

**UNIT XIV:** Transaction Processing Systems (TPS), Transaction Processing Systems, Meaning, Types of Transactions, Characteristics of Transaction Processing Systems, Features of TPS, Process of Transaction Processing System, Processing and Revalidation.

**UNIT XV:** Artificial Intelligence, Artificial Intelligence Family, Why Business is Interested in Artificial Intelligence?, Capturing Knowledge: Expert Systems, How Expert Systems Work?, Building an Expert System, Problems with Expert Systems, Organizational Intelligence: Case-based Reasoning, Other Intelligent Techniques, Neural Networks, Difference between Neural Networks and Expert Systems, Fuzzy Logic, Genetic Algorithms, Hybrid AI Systems, Intelligent Agents.

**UNIT XVI:** Management Of Information Systems And Information Technology, Computers and Computer Processing, Mainframes, Mini Computers, Workstation Computers, Personal Computers, Super Computers, Computer Networks and Client/Server Computing, Client/Server Computing, Information Technology Trends, Interactive Multimedia, Smart Cards and Microminiaturization, Social Interfaces, Role of Information Technologies on the Emergence of New Organisational Forms, The Network Structure, Information Technology on the Emergence of Networks, Role of IOS within the Network Structure, Changes in the Business Environment and their Effect on Organisational Design, IT and Organisational Design, IT-enabled Organisational Transformation, Four R's of Business Transformation, Five Levels of IT-induced Reconfiguration.

**UNIT XVII:** Managing Infrastructure And Enterprise Systems, Managing IT Infrastructure and Architecture: Enterprise Computing, Basic Concepts of Enterprise Computing, Industrial Networks and Trans-enterprise Systems, Business Drivers: The Changing Business Environment, Technology Drivers: The New Networked Environment, An Ideal Model of Enterprise Computing, Managing the New IT Infrastructure, Elements of the New IT Infrastructure, Key Infrastructure Decisions, Connecting Infrastructure to Strategy: Governance, Dealing with Mergers and Acquisitions, Enterprise Systems, The Vision, The Reality, Industrial Networks and Extended Enterprise Systems, The Vision, The Reality, Steps to Building and Managing ES and IN.

**UNIT XVIII:** Enterprise Resource Planning (ERP), Enterprise Resource Planning, What is ERP?, How an ERP Improve a Company's Business Performance?, How long will an ERP Project Take?, What will ERP Fix in my Business?, Will ERP Fit the Ways I do Business?, What does ERP Really Cost?, Why do ERP Projects Fail so often?, How do Companies Organize their ERP Projects?

**UNIT XIX:** Information Systems – Security And Control, System Vulnerability and Abuse, Threats to Computerized Information Systems, Concerns for System Builders and Users, System Quality Problems: Software and Data, Creating a Control Environment, General Controls, Application Controls, Security and the Internet, Developing a Control Structure: Costs and Benefits, Role of Auditing in the Control Process, Ensuring System Quality, Software Quality Assurance.

**UNIT XX:** challenges In Management Of Information Systems, Learning to Use Information Systems, Strategic Business Challenge, Globalisation Challenge, Information Architecture Challenge, Information Systems Investment Challenge, Responsibility and Control Challenge, Extranets Pack Tough New Challenges for MIS.

#### **Reference Books:**

1. Management Information Systems by Ken Laudon and Jane Laudon
2. Management Information Systems by James A. O'Brien and George M. Marakas

#### **PGDBM108 --- Business Law**

**UNIT I:** Meaning and Nature of Law, Important Elements or Characteristics of Law, Law and Morality, Ignorance of Law is No Excuse, Classification of Law, Public Law and Private Law, Criminal Law and Civil Law, Substantive Law and Procedural Law, International Law and Municipal Law, Public International Law and Private International Law, Sources of Indian Law, Primary Sources of Indian Law, Secondary Sources of Indian Law, Mercantile (or Business) Law, Meaning and Nature, Objectives, Sources of Indian Business Law, Some Basic Legal Concepts, Concept of Legal Entity, Concept of Legal Rights, Concept of Property, Intellectual Property Rights (IPR), Concept of Ownership, Concept of Possession, Essentials of Law.

**UNIT II:** Meaning and Essentials of a Valid Contract, Contract, Essentials of a Contract, Privity of Contract, Classification of Contracts, Illegal and Void Agreements, Proposal (or Offer) and Acceptance, Modes of Making an Offer, Difference between Offer and Invitation to Offer, Essentials of a Valid Offer, Revocation of Offer, Meaning of a Counter-offer, Special Terms in a Contract, Acceptance of an Offer, Completion of Communication of Offer and Acceptance [s.V], Capacity to Contract [Ss.X-XII], Persons who are Competent to Contract, Capacity of a Minor to Enter into a Contract, Mental Incompetence Prohibits a Valid Contract, Alien Enemy (Political Status), Foreign Sovereigns and APGDBMssadors (Political Status), Consent and Free Consent, Meaning of Consent, Free Consent, Consideration, Meaning of Consideration, Unlawful Consideration and Object [Ss.IIIII-IIIV], Agreements Declared Void [Ss.IIVI-III0], Contingent Contracts [S.IIII-IIIIV], Quasi Contracts [Ss.VIVIII-VIIII] Certain Relations Resembling those Created by Contracts), Meaning of Quasi Contracts, Cases which are Treated as Quasi Contracts, Quantum Meruit, Freedom to Contract, The Parties to a Contract, in a Sense, Make the Law for Themselves, Freedom to Contract is a Myth or an Illusion.

**UNIT III:** Rules regarding Performance of Contract, Contracts which need not be performed, Rules Regarding the Time, Place and anner of Performance of Contracts (Ss.VVI-V0), Reciprocal Promises (Ss.VI-VV), Appropriation of Payments (Ss. VIX-VII), Assignment of Contracts, Different Modes of Discharge of Contracts [Ss.VIIII-VIIV], Discharge of Contracts by Performance or Tender, Meaning of Mutual Consent (S.VIII), Accord and Satisfaction, Discharge of Contracts by Impossibility of Performance, Discharge of a Contract by Operation of Law, Discharge of Contracts by Breach, Remedies for Breach of Contracts, What is the Point of Getting the Breaching Party to Reconsider? Remedies for Breach of Contracts, Liquidated Damages and Penalty, Meaning of Specific Performance, Remedy of Injunction, Remedy by Way of a Suit on Quantum Meruit.

**UNIT IV:** Contract of Guarantee, Purpose of Guarantee, Definition and Nature of the Contract of Guarantee (s.XIIVI), Fiduciary Relationship, Kinds of Guarantees, Oral or Written Guarantee, Specific and Continuing Guarantee, A Guarantee may either be for the Whole Debt or a Part of the Debt. Rights and Obligations of the Creditor, Rights of a Creditor, Obligations Imposed on a Creditor in a Contract of Guarantee, Rights, Liabilities and Discharge of Surety, Rights of Surety, Liability of Surety, Discharge of Surety. Contract of Indemnity, Meaning of Indemnity, Rights of the Indemnified (i.e., the Indemnity holder), Rights of the Indemnifier, Commencement of Indemnifier's Liability.

**UNIT V:** Definition of Bailment and its Kinds, Definition of Bailment (s.158), Kinds of Bailments, Duties and Rights of Bailor and Bailee, Duties of a Bailor, Duties of a Bailee, Rights of a Bailee, Rights of a Bailo, Termination of Bailment, Finder of Lost Goods, Definition of Pledge or Pawn, Pledge by Non-owners, Rights and Duties of a Pledgor and a Pledgee.

**UNIT VI:** Contract Of Agency , Definition of Agent and Agency , Meaning of Agent and Agency (s.182) , Who can Employ Agent? , Who may be Agent? , Different Kinds of Agencies , Express Agency (s.187) , Implied Agency (s. 187) , Agency by Estoppel (s. 237) , Agency by Holding Out , Agency of Necessity (s.189) , Agency by Ratification (Ss.196-200) , Agency Coupled with Interest , Classification of Agents , Special and General Agents , Mercantile or Commercial Agents , Non-mercantile or Non-commercial Agents , Sub-agent and Substituted Agent (Ss. 190-195) , Duties and Rights of Agent , Duties of Agent , Rights of Agent , Principal's Duties to the Agent and his Liability to Third Parties , Duties of a Principal , Liability of Principal to Third Parties , Undisclosed Principal , Concealed Principal , Personal Liability of gent , Termination of Agency , Circumstances under which Agency Terminates or Comes to an End (s.201) , When Termination of Agency takes Effect? , Power of Attorney , Meaning , A Power of Attorney may be Special or General , Registration

**UNIT VII:** Law Of Sale Of Goods , Definition and Essentials of a Contract of Sale , Sale and Agreement to Sale , Distinction between Sale and Some Other Transactions , Goods and their Classification , Meaning of Goods , Documents of Title to Goods , Classification of Goods , Meaning of Price , Mode of Payment of the Price , Conditions and Warranties , Conditions and Warranties (Ss.11-17) , Doctrine of Caveat Emptor , Stipulation as to Time , Passing of Property in Goods , Meaning of 'Property in Goods' , Rules regarding Passing of Property in Goods from the Seller to the Buyer , Risk Prima Facie Passes with Property , Transfer of Title by Non-owners [Ss. 27-30] , Performance of a Contract of Sale of Goods , Duties of the Seller and the Buyer , Delivery , Passing of Property in Goods in the Case of Foreign Trade , Unpaid Seller and His Rights , Who is an Unpaid Seller? , Rights of an Unpaid Seller , Remedies for Breach of a Contract , Suit for price (s.55) Suit for Damages for Non-acceptance (s.56) , Suit for Interest (s. 61) , Sale by Auction

**UNIT VIII:** Law Of Negotiable Instruments , Negotiable Instrument , Meaning of a Negotiable Instrument , Essential Elements of a negotiable Instrument , Important Concepts and Terms , Ambiguous Instrument (s.17) , Amount Stated differently in Figures and Words (s.18) , Inchoate Stamped Instruments (s.20) , Parties Standing in Immediate Relationship , Presumptions as to Negotiable Instruments , Capacity of Parties to the Negotiable Instrument , Promissory Notes and Bills of Exchange , Definition , Essentials of a Promissory Note , Specimen of a Promissory Note , Parties to a Promissory Note , Meaning of a Bill of Exchange , Features of a Bill of Exchange , Specimen of a Bill of Exchange , Stamp Duty , Attestation and Registration of a Promissory Note and a Bill of Exchange , Distinction between a Promissory Note and a Bill of Exchange , Kinds of Bills , Acceptance of Bills , Parties to a Bill of Exchange , Cheques , Meaning of a Cheque , Specimen of a Cheque , Requisites of a Cheque , A Bill of Exchange and a Cheque Distinguished , Out-of-date , or Stale and Over-due Cheques , Holder and Holder in Due Course , Meaning , Privileges of a Holder in Due Course , Negotiation of a Negotiable Instrument , Meaning of Negotiation , Negotiation and Assignment , Endorsement , Negotiation Back , Effect of Endorsement , Forged Endorsement (s.85) , Presentment , Maturity (Ss.21-25) , Presentment for Payment , Dishonour , Dishonour of a Bill , Noting , Protesting (s.100) , Crossing of Cheques , Meaning of Crossing , Significance of Crossing , Types of Crossing , Not Negotiable Crossing , Account Payee Crossing (A/c Payee Crossing) , Not Negotiable A/c Payee Crossing) , Who can Cross a Cheque? , The Paying Banker , Payment in Due Course , Dishonour of a Cheque on Ground of Insufficiency of Funds Consequences of a Wrongful Dishonour , Collection of Bills , International Law concerning Negotiable Instruments , Liability on Foreign Instruments (s.134) , Law in Respect of Dishonour (s.135) , Foreign Instruments made in Accordance with Indian Law (s.136) , Presumption as to Foreign Law (s.137)

**UNIT IX:** Promotion And Classification Of A Company , Introduction , Features of a Company , Lifting of the Corporate Veil , Illegal Association , Classification of Companies , Private and Public Companies , Special Privileges and Exemptions Available to a Private Company , Conversion of Private Company into a Public Company , Conversion of Public Company into a Private Company , Holding and Subsidiary Companies , One-man Company , Non-trading Company or Association not for Profit , Government Company , Foreign Company , Producer Companies (Sections 581A - 581ZT) , Promotion of a Company , Promotion , Duties and Liabilities of promoters Incorporation of a Company , Availability of Name , Certificate of Incorporation Consequences of Incorporation , Floatation , Certificate to Commence Business , Pre-incorporation and Provisional Contracts , Form of Contracts made by Companies

**UNIT X:** Memorandum And Articles Of Association, Introduction, Meaning and Purpose, Form and Contents, Doctrine of Ultra Vires, Alteration of Memorandum, Articles of Association, Meaning and Purpose, Registration of Articles, Subject Matter of Articles, Inspection and Copies of the Articles, Alteration of Articles, Limitations on Power to alter Articles, Effect of Memorandum and Articles/Binding Force of Memorandum and Articles, Constructive Notice of Articles and Memorandum, Doctrine of Indoor Management.

**UNIT XI:** Raising Of Share Capital, Introduction, Meaning of a Share, Share vs Share Certificate, Share vs Stock, Classes of Shares, Preference Share, Equity Share, Cumulative Convertible Preference Shares (CCPS), Deferred or Founder's Shares, Non-voting Shares, Sweat Equity Shares, Employee Stock Option Scheme/Employee Stock Purchase Plan, Issue of Shares at Par, at Premium and at Discount, Bonus Shares, Rights Shares, Conversion of Loans or Debentures into Shares.

**UNIT XII:** Meaning of Share Capital , Alteration of Share Capital , Reduction of Capital , Reduction of Share Capital without the Sanction of the Court , Purchase of its own Shares by a Company (s.77) , Raising of Capital/Issue of Shares , Prospectus , Steps which are Necessary before the Issue of Prospectus , Underwriting , Brokerage Contracts , Listing of the Shares on a Stock Exchange , Structure of Share Capital , Time of Floatation , Definition of a Prospectus , Small Depositors (s. 58AA) , Contents of a Prospectus , SEBI Guidelines Relating to Disclosure on Prospectus , Abridged Form of Prospectus , Draft Prospectus to be made Public..

**UNIT XIII:** The Expert's Consent to the Issue of Prospectus , Registration of the Prospectus (s. 60) , Prospectus by Implication , Shelf Prospectus and Information Memorandum (Ss. 60A and 60B) , Information Memorandum , Statement in Lieu of Prospectus (s. 70) , Liability for Untrue Statements in the Prospectus (Ss. 62-63) , Civil Liability (s. 62) , Criminal Liability for Misstatement in Prospectus (s. 63) , Golden Rule for Framing of Prospectus , Allotment of Shares in Fictitious Names Prohibited (s. 8A).

**UNIT XIV** Announcement Regarding Proposed Issue of Capital , Public Deposits , Allotment of shares , Introduction , Meaning of Allotment , General Principles Regarding Allotment , Statutory Restrictions on Allotment (Ss.69 , 70 , 72-73) , Effect of Irregular Allotment (s. 71) Effect of Allotment of Shares in Contravention of S. 72 , Effect of Contravention of Section , Matters Connected with Allotment of Shares , Return as to Allotment , Share Certificate (s. 113) , Share Warrants (s. 14).

**UNIT XV:** Membership And Transfer Of Shares , Introduction , Definition of a Member , Member and Shareholder , Modes of Acquiring Membership , Who may become a Member? , Joint Membership , Termination of Membership , Rights of a Member , Expulsion of a Member , Liability of Members , Register of Members , Annual Return , Calls on Shares , Forfeiture of Shares , Lien on Shares , Surrender of Shares , Variation of Shareholders' Rights , Transfer and Transmission of Shares , The Power to Transfer Shares , Power of the Board of Directors to Refuse Registration of Transfer of Shares , Procedure of Transfer , Notice of Refusal (S. 111) , Transfer of Shares under Depository System , Transmission of Shares , Distinction between Transfer and Transmission , Certification of Transfer (Splitting of Shares) (S. 112) , Right of Transferees Pending Registration of Transfer (S. 206A) , Nomination Facility to Shareholders etc. , Statutory Restrictions on Transfer of Shares (Ss. 108A-108I)

**UNIT XVI:** Borrowings And Registration Of Charges , Introduction , Power of a Company to Borrow , Ultra Vires Borrowing , Borrowing Intra Vires the Company but Ultra Vires the Directors , Other Restrictions n the Borrowing Powers of the Board , Procedure for Delegating Powers to Borrow Monies Otherwise than on Debenturs , Debentures , Debenture Stock , Issue of Debentures , Kinds of Debentures , Debenture Redemption Reserve (DRR) , Remedies of Debentureholders , Fixed and Floating Charges , Registration of Charges (S.125) , Miscellaneous Provisions as Regards Charges

**UNIT XVII:** Audit And Dividends, Directors' Responsibility Statement, Auditors and Audit, Appointment of Auditors, Remuneration of Auditors, Qualification of Auditors, Powers and Duties or Obligations of Auditors, Branch Audit, Special Audit, Cost Audit, Dividends.

**UNIT XVIII:** Management Of A Company, Directors and their Legal Position, Legal Provisions as Regards directors, Managing Director, Manager, Compensation to Directors for Loss of Office, Meetings of Directors, Powers of he Board of Directors, Duties of Directors, Liabilities of Directors, Audit Committee, The Company Secretary.

**UNIT XIX:** Miscellaneous Provisions, Inspection and Investigation, Inspection of Books of Account etc. of companies, Investigation, Discretionary Powers of the Central Government, Mandatory Powers, Powers of the Inspectors, Inspector's Report (S. IIIVI), Investigation of Ownership of a Company (Ss. IIIVII-IIIVIII), Inter-Corporate Loans nd Investments, Prevention of Oppression and Mismanagement, Rule of Majority, Powers of Company Law Board for Prevention of Mismanagement and Oppression (Ss. IIIXVII-III XIX and IV0II), Powers of Central Government to Prevent Oppression or Mismanagement, Investigation, Compromise and Arrangement, Meaning, Compromise and Arrangement for Reconstruction, Statutory Provisions regarding Compromise or Arrangement, Powers of Court, Information as to Compromise or Arrangement, Legal Provisions regarding Reconstruction and Amalgamation, Amalgamation of Companies in National Interest (S. III XVI), Preservation of Books and Papers of Amalgamated Company.

**UNIT XX:** Winding Up Of Companies, Modes of Winding up, Winding up by the Court, Voluntary Winding up, Types of Voluntary Winding up, Members' Voluntary Winding up, Creditors' Voluntary Winding up, Distinction between Members' Voluntary Winding up and Creditor's Voluntary Winding up, Voluntary Winding up under Supervision of the Court, Liquidators, Dissolution of Companies.

#### **Reference Books:**

1. Business Law: Text and Cases (West's Business Law) by Kenneth W. Clarkson, Roger LeRoy Miller
2. Business Law (VIIth Edition) by Henry R. Cheeseman

#### **PGDBM109 --- Financial Management**

**UNIT I:** Meaning of financial management, Importance of Financial Management, Inter-relation among Financial Decisions, Nature of Financial management, Functional Areas of Modern, Financial Management, Organization of The Finance Functions, objectives of Financial Management.

**UNIT II:** Concept of Time Value of Money, Factors Contributing to the Time Value of Money, Valuation Concepts or Techniques, Compound Value Concept, Discounting or present value concept, Present Value of a Series of Cash flows.

**UNIT III:** Valuation of Bonds or Debentures, Present Value of a Redeemable Bond or Debenture, Present Value of a Perpetual or Irredeemable Bond or Debenture, Valuation of Preference shares, Valuation of Equity shares, Calculation of the Compound, Growth Rate, Doubling Period, Effective Rate of Interest in Case of Doubling Period, Effective vs Nominal Rate, Sinking Fund Factor, Loan Amortisation.

**UNIT IV:** Aims and objectives, Introduction, Meaning and Definition, Features of Capital Budgeting Decisions, Significance of Capital Budgeting.

**UNIT V:** Obstacles for Capital Budgeting, Process/Steps of Capital Budgeting, Principles of Capital Budgeting, Ranking of Capital Budgeting, Proposals or Classification of, Investment Proposals, Mutually Exclusive Investment Proposals, Contingent Investment Proposals, Independent Investment Proposals, Replacement, Capital Budgeting Appraisal Methods, Pay Back Period, Accounting Rate of Return/Average Rate of Return (ARR).

**UNIT VI:** Types of Investment Risk, Measurement of Risk, Volatility, Standard Deviation, Probability Distributions, Beta.

**UNIT VII:** Risk and Expected Return, Determinants of the rate of return, Risk-Return Relationship, Portfolio And Security Returns, Return and Risk of Portfolio, Return of Portfolio (Two Assets), Risk of Portfolio (Two Assets), Risk and Return of Portfolio (Three Assets), Optimal Portfolio (Two Assets), Portfolio Diversification and Risk, Utility Function and Risk Taking.

**UNIT VIII:** Cost of Capital – Concept, Basic aspects on the Concept of, Cost Of Capital, Importance/Significance of, Cost of Capital, Classification of Cost, Computation of Specific Cost of Capital, Cost of Equity, Cost of Preference Shares, Cost of Debentures/Debt/Public Deposits.

**UNIT IX:** weighted average cost of capital (wacc), Steps involved in Computation of WACC, Marginal Cost of Capital Factors Affecting Wacc.

**UNIT X:** Leverages, Types of Leverages, Operating Leverage, Financial Leverage, Combined Leverage, long-Term Financial Issues, Internal Financing Sources, Retained Earnings/Ploughing Back of Profits, Depreciation Charges, External Financing Sources, (Share Capital), Equity Shares, Features of Equity Stock, Advantages/Merits of Equity Shares, Disadvantages/Demerits of Equity Shares, Types of Equity Shares, Preference Share Capital, Features of Preference Shares, Advantages/Merits of Preference Shares, Disadvantages/Demerits of reference Shares Classification of Preference Shares, creditors hip securities, debentures/bonds, Meaning of Debenture, Features of Debentures, Types of Debentures, Advantages/Merits of Debentures/Bonds, Disadvantages/Demerits of Debentures/Bonds, Distinguish between Equity Shares and Debentures, Banking norms for financing, working capital, Rbi Directives for Lending Working Capitals by Banks, Working Capital Assessment, Banking Norms.

**UNIT XI:** Dividend Policy, Management of Profits, Dividend Policy, Types of Dividend Policies, Advantages of Stable Dividend Policy, Limitations of Stable Dividend Policy, Factors Influencing Dividend Policy, Forms of Dividends, Reasons or Objectives for Issuing The, Stock Dividend, Advantages of Issue of Bonus Share, Disadvantages of Stock Dividend/, Bonus Share, Stock Dividend (Bonus Share) and, Stock Splits (Shares), Comparison between Bonus Issue (Stock Dividend) and Stock Split, Reasons for Stock Split, Reverse Split, Dividend Policy and Valuation of the Firm, relevant Theory, Walter's Modl (Relevant), Gordon's Model, Modigliani-Miller Model, Criteria for Delusion in Eps, Dividend Policy-Stability, Stable Dividend Payout Ratio, Stable Dividends/Steadily Changing Dividends, Practical Aspects of Dividend Policy, Employee Stock Option Plan (Esop), Earned Value Analysis (Eva), Shares Buyback.

**UNIT XII:** Financial Ratio Analysis, Meaning of Ratio, Advantages/Importance/Significance of Ratio analysis, Importance of Ratio Analysis, Advantages of Ratio Analysis for Shareholders and, Prospective Investors, Limitations of Ratio Analysis, Factors affecting the efficacy of Ratios, Detailed analysis of different, Financial ratio, liquidity Ratios, Capital Structure Ratios and Leverage Ratio, Asset Management Ratio or Turnover Ratio or performance, Ratio or Activity Ratio, Profitability Ratios.

**UNIT XIII:** Market Based Ratios, Earnings Per Share (EPS), Price Earnings Ratio (P/E Ratio), Market Price to Book Value Ratio (P/BV Ratio), Cash Earnings Per Share Ratio, dividend Payout Ratio, Book Value Ratio, Dividend Yield Ratio, Du Pont Analysis, Advantages/Uses or Plus Point of Du Pont Analysis or Chart.

**UNIT XIV:** principles Of Working Capital Management, concepts of working capital, Gross Working Capital Concept, Net Working Capital Concept, Kinds Of Working Capital, Permanent Working capital, temporary Working Capital, Distinction between Permanent and Temporary Working Capital, components of working capital, importance of working capital, aspects of working capital management, objectives of working capital management, operating cycle and cash cycle, Cash Conversion Cycle, need to maintain balanced working capital, Dangers of Excessive Working Capital, Dangers of adequate Working Capital, factors influencing working capital, determination of required working capital.

**UNIT XV:** Receivable Management characteristics of receivables, Meaning Of Accounts Receivables management, Objectives Of Accounts Receivables Management, Costs Of Accounts Receivables Management, Benefits of accounts Receivables Management, Modes Of Payment, Cash Mode, Bill of Exchange, Letter of Credit, Consignment, Factors influencing the size of, Investment in receivables, Credit policy, Lenient Credit Policy, Stringent credit Policy, Credit Policy Variables, Credit evaluation of individual accounts, Monitoring accounts receivables.

**UNIT XVI:** Inventory Management, Meaning and definition of inventory, Components of inventory, Inventory management motives, Inventory management – objectives, Need for balanced investment in inventory, Costs of holding I inventories, Risks of holding inventory, Benefits of holding inventory, Tools and techniques of inventory management/control.

**UNIT XVII:** ABC Analysis, Economic Order Quantity (EOQ), Order Point Problem, Two-Bin technique, VED Classification, HML Classification, SDE Classification, FSN Classification, Order Cycling System, Just in Time (JIT).

**UNIT XVIII:** Cash Management, Nature of cash, Motives for holding cash, Transaction Motive, Precautionary motive, Speculative Motive, Objectives Of Cash Management, To Meet Cash Payments, To Maintain Minimum Cash balance (Reserve), Aspects of cash management, Factors determining cash needs, Cash planning or cash budget, Cash forecasting and Budgeting, Purpose of Cash Budget, Preparation of Cash Budget or Elements of Cash Budget.

**UNIT XIX:** Managing cash Flows, Accelerating Cash Collections, Slowing Down Cash Payments, Computation Of Optimum Cash Balance, Baumol Model, Miller and Orr Model, Investment Of Surplus Funds, Selecting Investing (Avenues) Securities, Money market Instruments or Marketable Securities

**UNIT XX:** Working Capital Finance, Approaches For Financing Current Assets, Matching or Hedging approach, Conservative Approach, Aggressive Approach, Trade-off between profitability, risk and liquidity.

#### **Reference Books:**

1. Financial Management: Theory & by Eugene F. Brigham and Michael C. Ehrhardt (Hardcover - Mar III, XXX)
2. Fundamentals of Financial Management by Eugene F. Brigham and Joel F. Houston

## **PGDBM110 --- Marketing Management**

**UNIT I:** Defining Marketing, Needs, Wants and Demand, Concept of Exchange, Customer Value and Satisfaction, Marketing Tasks, Philip Kotler and Sidney J. Levy's Eight Demands Model, Evolution of Marketing Concept, Production Concept, Selling Concept, Marketing Concept, Societal Marketing Concept, Holistic Marketing Approach, Marketing Mix.

**UNIT II:** Market Potential, Company Potential, Company Sales Forecast, Forecasting Methods, Qualitative Methods, Quantitative Methods.

**UNIT III:** Marketing Implementation, Relationship between Strategy and its Implementation, McKinsey's VII-S Framework, Components of Implementation, Internal Marketing, Quality Control Management, Organising Marketing Department, Role of Marketing in Structuring.

**UNIT IV:** Alternatives to Organising Marketing Department, Organising by Functions, Organising by Products, Organising by Customer Groups, Organising by Regions.

**UNIT V:** Implementation of Marketing Programmes, Marketing Personnel Motivating, Communication within Marketing Department, Coordination of Marketing Programmes, Establishing a Time Frame for Each Activity, Mechanisms to Control Marketing Implementation, Setting Performance Standards, Measuring Actual Performance against Set Standards, Taking Corrective and Timely Actions, Performance Evaluation Methods, Sales Analysis, Marketing Cost Analysis, Marketing Audit.

**UNIT VI:** Scanning and Analysing Environment, Demographic Environment, Economic Environment, Competitive Environment, Socio-cultural Environment, Political - Legal Environment, Technological Environment.

**UNIT VII:** Information about Factors that Affect Marketing, Marketing Information Systems (MIS), Databases, Internal Records, External Sources, Computer Networks and Internet, Data Mining and Data Warehousing, Marketing Intelligence Systems, Marketing Research Process, Defining Marketing Research.

**UNIT VIII:** Define the Marketing Problem and Set Objectives, Design Research Project, Data Collection Approach, Secondary Data, Primary Data.

**UNIT IX:** Qualitative Research, Depth Interviews, Focus Groups, Projective Techniques, Quantitative Research, Observation, Experimentation, Survey, Sampling Plan, Random Probability Sampling, Analyse the Information, Present the Findings.

**UNIT X:** Market Segmentation, Requirements for Effective Segmentation, How Segmentation Helps, Bases for Segmentation, Geographic Segmentation, Geo-demographic Segmentation, Demographic Segmentation, Psychographics Segmentation, Behaviorist Segmentation, Benefit Segmentation, Demographic-psychographics Segmentation (Hybrid Approach), Targeting Market Segments, Product Positioning, Process of Determining the Positioning Strategy.

**UNIT XI:** consumer behaviour - personal and organisational, Consumer Behaviour, Social Factors, Culture and Subculture, Roles and Family, Social Class, Reference Groups, Psychological Factors, Motivation, Perception, Learning, Attitudes, Personality, Personal Factors, Demographic Factors, Life style, Situational Factors, Involvement Level, Consumer Decision-making Process, Problem Recognition, Information Search, Alternatives' valuation, Store Selection and Purchase Decision, Post-purchase Action, Organisational Consumer, Organisational user Characteristics, Decision Approach and Purchase Patterns, Types of Decision Situations, Organisational Buyer Decision Process.

**UNIT XII:** Product concepts, Concept of Product, Product Classification, Consumer Products, Organisational products, Product Line and Product Mix, Product Line Decisions, Product Mix Decisions.

**UNIT XIII:** branding, packaging and labelling, Concepts of Branding, Brand Identity, Brand Equity, Five Dimensions of Customer-based Equity, Brand Image, Image of Provider, Image of Product, Image of the User, Types of Brand, Brand Name Selection, Company Name, Individual Names, Separate Brand Family Names, Combination of Company Name and Product Name (also called umbrella or endorsement brand names), Desirable Qualities of Brand Names, Branding Strategies, Product Branding Strategy, Line Branding Strategy, Range Branding Strategy, Umbrella Branding Strategy, Double Branding Strategy, Endorsement Branding Strategy, Factors Influencing Branding Strategies, Competitive Situation, Company Resources, Product Newness, Innovativeness and Technology, Packaging, Labelling.

**UNIT XIV:** new product development and adoption process, Developing New Products, Connotations of the Term 'New Product', Organising for New Product Development, Idea Generation, Idea Screening, Concept Testing, Business Analysis, Product Development, Test Marketing, Commercialisation, New Product Adoption Process, Adoption Decision, Factors Affecting New Product Adoption Rate, Time Factor and Diffusion Process, Innovators, Early Adopters, Early Majority, Late Majority.

**UNIT XV:** product life cycle, Product Life Cycle, Whether to be a Pioneer or Follower?, Introduction Stage, Growth Stage, Maturity Stage, Marketing Mix Changes During Maturity Stage, Decline Stage, Implications and imitations of Product Life Cycle Concept.

**UNIT XVI:** Developing pricing strategies and pricing methods, Pricing Concept, Price Competition, Non-price Competition, Pricing Objectives, Survival, Profit, Return on Investment (Roi), Market Share, Product Quality, Factors Affecting Pricing Decisions, Competitive Structure, Price Setting Procedure, Development of Pricing Objectives, Determination of Demand, Estimation of Costs, Examining Competitors Costs, Prices and Offers, Selecting a Pricing Strategy, Selection of a Pricing Method, Final Price Decision.

**UNIT XVII:** Managing marketing channel ad physical distribution, Marketing Channels, channel Functions, Types of Channels, Factors Affecting Selection of Marketing Channel System, Channel Objectives, Intensity of Market Coverage, I Intensive Distribution, Selective Distribution, Exclusive Distribution, Channel Terms and Conditions, Evaluation of Channel Alternatives, Channel Selection and Training, Motivating Intermediaries, performance Evaluation of Intermediaries, Channel Modification, Vertical, Horizontal and Multichannel Marketing systems, Vertical Marketing System (VMS), Horizontal Marketing Systems, Multichannel Marketing System, Channel conflicts and Cooperation, Types of Conflict, Causes of Conflict, Intensity of Conflict, Managing the Channel Conflict, physical Distribution, Meeting Customer Service Requirements, Minimising Total Distribution Costs, Curtailing Time-cycle, Order Processing, Managing Inventory, Handling Materials, Warehousing, Outsourcing Physical Distribution, transportation, Railways, Roadways, Waterways, Airways, Pipelines, Sales Promotion, Reasons for Sales Promotion growth, Sales Promotion Tools, Promotions that Blur the Line, Sales Promotion Planning Guidelines, Sales Promotion objectives, Important Considerations in Sales Promotion Decisions.

**UNIT XVIII:** Managing Marketing Communication, Marketing Communications, What is communication?, External Flow, Internal Flow, Communications Process, Barriers to Communication, Barriers at the source, Barriers in Encoding, Barriers in Transmission, Barriers in Decoding, Communications Objectives (Marketing communication Models), Hierarchy Models, Hierarchy-of-effects Model, Innovation-adoption Model, Information processing Model, Implications for Managers, Persuasive Communication, Message Design, Message Appeals, Message structure, Message Source, Communications Media, Types of Communications Systems, Budget Allocation to Marketing communications, Arbitrary Allocation, Percentage of Sales Method, Competitive Parity Method, Objective and Task method, Experimental Approach, Marketing Communications Mix,

Advertising, Sales Promotion, Personal Selling, public relations and Publicity, Direct Marketing, Selection of Promotional Mix, Product Characteristics, Market Characteristics, full and Push Strategies, Integrated Marketing Communications, Communications Feedback.

**UNIT XIX:** Changing Trends In Marketing Mix, Relationship Marketing, Differences between transaction and Relationship Marketing, Consumer Products, Increasing Importance of Relationship Marketing to consumer Products, Service Aspects of Consumer Products, Financial Accountability, Loyalty and Customer Value management, Sharing Knowledge through BP's Virtual Team Network, Retailers and Systematic Relationships, Relationship Marketing in Organizational Markets: From Competition to Cooperation.

**UNIT XX:** E-Marketing, Fundamental Concept of Web Marketing, Role of Internet in a Marketing Setting, internet, WWW, E-marketing, E-commerce, Why the Internet is a Valuable Tool in Marketing?, Benefits of a Company using the Internet in Marketing, Developing an Internet Marketing Strategy, Enumerating the Objectives, Selecting the target Audience, Determining the Website Attributes, Taking Internet-based Marketing-mix Decisions, Implementing the internet Marketing Strategy, Current Challenges and Future Prospects for E-marketing, Challenges of Using the Internet in Marketing, Future of E-marketing.

#### **Reference Books:**

1. Marketing Management (XIIIth Edition) by Philip Kotler and Kevin Keller
2. MARKETING MANAGEMENT by J. Paul Peter and Jr, James Donnelly

#### **PGDBM111 --- Human Asset Management**

**UNIT I:** Concept of Human Resource Management, Features of HRM, Objectives of HRM, Importance of HRM, HRM Policies, Types of Human Resource Policies, HRM Policies and their Relationship with other Fields. Case: Bench Management.

**UNIT II:** Global Human Resource Management, Implementing a Global HR System, Staffing the Global Organisation, Human Resource Planning, Forecasting Human Resources, Selection.

**UNIT III:** Challenges of Managing Expatriates, Cross-cultural Issues, Family Considerations, Health and Safety, Remuneration Case: Organisational Culture at Shell Chemicals.

**UNIT IV:** Recent Trends In Hrm, E-Human Resource Management, Levels of E-HRM, Objectives of E-HRM, Recent trends in HRM, Impact of Technology in HRM, Case: Nothing should be Accepted as a 'Given', Economic Challenges, Workforce Diversity.

**UNIT V:** Labour Legislation in India, Classification of Labour Legislations, Regulative Labour Legislation, Protective Labour Legislations, Wage-related Labour Legislations, Social Security Labour Legislations, Welfare Labour Legislations, Miscellaneous Labour Legislation. Equal Employment Opportunity Case: It's Time to Go!, Diversity Management, Diversity Management and Affirmative Action Programmes, Strategic Human Resource Development, Strategic Human Resource Management, Strategic HRM Environment, Organisation and HR as Distinctive Competitive Advantage Case: Strategic Human Resource Management at JCP.

**UNIT VI:** Job Analysis, Uses of Job Analysis, Process of Job Analysis, Job Design and Redesign, Job Description, Problems with Job Descriptions, Writing Clear and Specific Job Descriptions Case: Job Description of an Assistant.

**UNIT VII:** Team Design and Analysis, Team Designing, Members, Rewards, Leaders, Building Trust Case: The Sales Girls, Job Carving and De-jobbing, Flexible Job Environment.

**UNIT VIII:** Human Resource Planning, Objectives of HRP, Importance of HRP, Process of Human Resource Planning, Forecasting the Demand for Human Resources.

**UNIT IX:** Preparing Manpower Inventory, Determining Manpower Gaps, Formulating HR Plans Case: HR Plan for Trading Assistants, Rightsizing the Enterprise, Outplacement.

**UNIT X:** Recruitment, Recruitment and Selection Process, Planning and Forecasting Case: Which is More Important — Recruiting or Retaining? Sources of Recruitment, Internal Sources, External Sources, Recruiting More Diverse Work Force.

**UNIT XI:** Selection, Selection: Basic Testing Work, Standards for Selection Tests, Work Sample and Simulation Process, Interview, Types of Interview, Common Errors, Case: "You Call this Selection Interview"!

**UNIT XII:** Employee Outsourcing, Induction And Placement Employee Outsourcing, Pros and Cons of Employee Outsourcing Case: Offshore Outsourcing India, Employee Induction and Placement, Importance, Challenges.

**UNIT XIII:** Training And Development, Training and Development, Training Process, Identification of Objectives, Determining Training Needs, Identify Training Objectives, Determining Content and Schedule of Training, Coordination of Training Programme, Evaluating the Training Programme, Case: Remedial Training, Training Methods, Job Instruction Training (JIT), Coaching, Mentoring, Job Rotation, Apprenticeship Training, Committee Assignments, Off-the-Job methods, Behaviourally Experienced Training, Case: Poor Sanjay!, Evaluating the Training Effort, Methods of Evaluation, Managing Organisational Change And Development, Organisational Change, Process of Organisational Change, Organisational Development, Forces for Change, Internal Forces, External Forces, Managing Organisational Change and Development, Identify the Need for Change, Diagnose the Problem, Plan the Change, Implement the Change, Follow-up and Feedback, Resistance to Change, Economic Reasons.

**UNIT XIV:** performance Management System, Performance Management System, Performance Planning, Performance Monitoring, Appraisal and Counselling, Case: Policies and Performance Appraisal, Potential Appraisal, Steps to be Followed while Introducing a Good Potential Appraisal System, Assessment.

**UNIT XV:** Compensation, Strategic Pay Plans, Objectives of Strategic Pay Plans, Pay Plans: Strategic Decisions, Pay for Performance, Guidelines for Effective Performance based Pay System, Employees Benefits and Services, Need for employees Benefit and Services, Types of Benefits, Challenges of Remuneration, Case: Compensation Crises.

**UNIT XVI:** developing Human Resources, Concept of Human Resource Development, Objectives of HRD, Need of Human Resource Development, Scope of HRD, HRD Practices in Indian Organisation, Case: HRD Scheme: A one of Contention.

**UNIT XVII:** Management Development, Concept of Management Development, Definition of Management Development, Importance of Management Development, Techniques of Management Development, Decision-making Skills, Interpersonal Skills, Job Knowledge, Organisational Knowledge, General Knowledge, Specific Individual Needs, Other Off-the-Job Methods, Case: Unwanted Promotion, Training and Development for International Assignment.

**UNIT XVIII:** career Planning, Career Planning, Need for Career Planning, Objectives, Process of Career Planning, Case: Managing a Global Career with SLB.people, Succession Planning, Replacement Charts, Career Planning s uccession Planning, Steps in Career Development System.

**UNIT XIX:** Employment Relations, Labour Relation and Collective Bargaining, Collective Bargaining, Features, Objectives, Process of Collective Bargaining, Case: Acquire Skills to Jump Out?, Approaches to Industrial Relations, Trade Union, Objectives of Trade Union, Functions of Trade Unions, Case: Balbir — The Union Man, Industrial Conflict, forms of Industrial Dispute, Causes of Industrial Disputes, Case: Workmen's Compensation.

**UNIT XX:** Safety And Health, Work Place: Safety and Health, Measure to Promote Employee Health at Workplace, Employee Safety at Workplace, Industrial Health, Legal Provisions regarding Health, Industrial Safety, Legal Provisions regarding Safety (Sec. IIIV to IV0), Case: TB Surveillance Programme at AngloGold.

#### **Reference Books:**

1. Human Resource Management by Robert L. Mathis and John H. Jackson
2. Human Resource Management by ANTHONY

#### **PGDBM112 --- Executive Communication and Research**

**UNIT I:** Introduction, Defining Communication, Nature of Communication, Classification of Communication, Objectives/Purpose of Communication, Scope of Communication.

**UNIT II:** Importance And Functions Of Communication, Evaluation Of Communication Effectiveness.

**UNIT III:** Organizational Communication, Information to be Communicated in an Organisation, Importance of Communication in Management.

**UNIT IV:** Conventional Modes Electronic Modes, Media of Mass Communication, Newspapers and Magazines, Notice Board, Hoardings and Bill Boards, Radio, Television, Film.

**UNIT V:** Categorisation Of Barriers, Semantic Barriers, Organizational Barriers, Interpersonal Barriers (Relating to Superior-subordinate), Individual / Psycho-sociological Barriers, Cross-Cultural/ Geographic Barriers, Physical Barriers/ Channel and Media Barriers.

**UNIT VI:** Technical Aspects In Communication Barriers, Overcoming The Barriers In Communication Measures to Overcome Barriers in Communication.

**UNIT VII:** Seven C's Of Effective Communication, Courtesy/Consideration, Clarity, Correctness, Concreteness, Credibility, Completeness and Consistency, Conciseness.

**UNIT VIII:** Four S's Of Communication, Shortness, Simplicity, Strength, Sincerity.

**UNIT IX:** Different Types Of Letters, Essentials Of A Commercial Letter, Clarity, Impact, Relevant Information, Brief, Simplicity, Timeliness, Language.

**UNIT X:** Vocabulary or Word Power, Appeal, Style, Striving for Excellence, Knowing What Is A Bad Letter.

**UNIT XI:** The Lay Out Of A Business Letters, Appearance of a Business Letter, stationery, Parts of a Letter, Style of Layout.

**UNIT XII:** Enquiries, Complaints And Sales Promotion Letters, Categories of letters of enquiries, Writing enquiry letters, Replies to enquiries, Request for help or advice from business acquaintances, Quotations, Asking for Quotations, Sending Quotations: Reply to Request for Quotation, Firm Offer, Offering a Substitute, Withholding Quotation, Bargaining letters, Getting back lost customers, Complaints, Sales promotion letters, Sample letters.

**UNIT XIII:** Report Writing, Significance, Types of reports, Long and Short Reports, Formal and Informal reports, Business Reports and Research Reports, Five w's and one h of report writing, Report planning, Report writing process, Outline of a report, Guidelines for writing report, Technicalities of report writing, Nature of Headings, Point Formulation, Divisions, Numbering, Norms For Including Visual Aids In Reports, Exhibits: Tables, Flow Chart and Organisation Charts, Appendices, Criteria Used For Judging The Effectiveness Of A Report .

**UNIT XIV:** Research Reports, difference between research and technical reports, Guidelines for writing a research report, Objective, Topic of the Research/Academic Project Report, Research Report Guides, Research PROPOSAL: SYNOPSIS, norms for the research report, components of the research report, Research Report RESENTATION, Long and Short Reports, formal reports and informal reports, Outline for the Informal Report, Preparing Formal Reports.

**UNIT XV:** non-Verbal Communication, Characteristics of non-verbal communication, relationship of non-verbal message with verbal message, classification of non-verbal communication, Kinesics or Body Language, Proxemics or Space Language & Surroundings, Time Language, Para Language, Sign Language.

**UNIT XVI:** Dyadic Communication And Telephonic Conversation, Dyadic Communication: Salient Features, Need For Learning Oral Communication Skills, Useful Tips To Make Dyadic Communication More Effective, Telephone As A Medium Of Conversation, Tips For Effective Telephonic Conversation.

**UNIT XVII:** conducting Meetings, Seminars And Conferences, Meetings: Meaning And Importance, Purposes And Golden Rules Of Meetings, Conducting Meetings, Preparation For A Meeting, Steps In Conduct Of Meetings, Role Of The Chairperson, Attending Meetings, Participants' Role During The Meeting, Conferences And Seminars, Important Guidelines For Conducting Seminars And Conferences, Written Documents Related To Meeting: Notice, Agenda And Minutes, Notice Of Meeting, Agenda, Minutes, Resolution.

**UNIT XVIII:** speech - Oral Presentation, Determining The Purpose: Selection Of The Topic, Audience Analysis, Preliminary Analysis, Analysis During Presentation, Researching The Topic, Planning And Drafting The Speech, Introduction, Body, Conclusion, Draft Of Debatable Topics, Organizing The Speech, Organizing The Speaking Aids, Presenting The Speech, Ways Of Delivering The Speech.

**UNIT XIX:** Other Important Aspects Related To resentation Of Speech, Developing Confidence And Overcoming Fear, Strategies To Overcome Stage Fear, Important Qualities To Be Possessed By A Speaker, Handling Questions, Terms Used In A Debate Speech.

**UNIT XX:** Group Discussions, Technique Of Group Discussions, Qualities Needed For Group Discussions, Strategies For Group Discussions: Do's And Don'ts, Discussion Techniques, Listening In Group Discussions.

#### **Reference Books:**

1. Qualitative Communication Research Methods by Thomas (Tom) R. Lindlof and Bryan Copeland Taylor
2. The Basics of Communication Research by Leslie A. Baxter and Earl R. Babbie

\*\*\*\*\*