

PARUL INSTITUTE OF MANAGEMENT

2 YEARS FULL TIME PROGRAMME

(Approved by AICTE, Ministry of HRD)

POST GRADUATE DIPLOMA IN MANAGEMENT



SYLLABUS

PGDM III Semester

P.O. LIMDA, Tal. Waghodia, Dist. Vadodara, Gujarat
Contact: 02668-260301; website: www.parul.ac.in; mail: pim.pgdm@paruluniversity.ac.in

LEGAL ASPECTS OF BUSINESS
SUBJECT CODE: 06500201

Objectives:

- (a) To provide the foundation in understanding of various business and mercantile laws
- (b) In practical course of business what are the possible rules, provisions and obligations under various governance would affect to an individual that would be studied under this subject.

Contents:

Module Number	Module Content
1	The Indian Contract Act
2	The Sale of Goods Act
3	The Negotiable Instruments Act
4	The Companies Act

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	N D Kapoor	Elements of Mercantile Law	Sultan Chand & Sons, 13th

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	K R Bulchandani	Business Laws For Management	Himalya Publications House, Latest

PROJECT MANAGEMENT

SUBJECT CODE: 06500202

Objectives:

- (a) To make students aware that projects are major undertakings that have a limited duration (i.e. finite completion point).
- (b) They require a unique approach to management and administration.
- (c) Management of projects differs from the management of ongoing operations
- (d) To cover some of the basic issues related to and tools used for managing projects in organizations and provide the opportunity for a real-world application of the tools and concepts comprising project management.

Contents:

Module Number	Module Content
1	<p>Introduction to Project Management Capital investments: Importance & Difficulties, Types of Capital Investments, Phases of Capital Budgeting, Levels of Decision Making, Objective of Capital Budgeting, Common weaknesses in Capital Budgeting</p> <p>Introduction to Project Management Capital investments: Importance & Difficulties, Types of Capital Investments, Phases of Capital Budgeting, Levels of Decision Making, Objective of Capital Budgeting, Common weaknesses in Capital Budgeting</p>
2	<p>Generation & Screening of Project Ideas Generation of ideas, Monitoring the environment, Corporate Appraisal, Tools for identifying investment opportunities, Scouting for Project ideas, Preliminary Screening, Project Rating Index, Sources of positive Net Present Value, On being an Entrepreneur</p> <p>Technical Analysis Manufacturing process/technology, Technical arrangements, Material inputs and utilities, Plant Capacity, Location and Site, Machineries and Equipments, Structures and Civil works, Projects Charts and Layouts</p>
3	<p>Financial Estimates & Projections Cost of Project & Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirement and its Financing, Projected Cash Flow Statements and Balance Sheet (With Numericals), Multi-year Projections (With Numericals)</p> <p>Project Risk Analysis Sources, Measures and Perspective in Risk (With Numericals), Sensitivity Analysis (With Numericals), Scenario Analysis (With Numericals), Break-Even Analysis (With Numericals), Hiller Model (With Numericals), Decision Tree Analysis (With Numericals), Managing Risk</p> <p>Judgmental, Behavioural, Strategic & Organizational Considerations Factors that influence managerial judgment, How a different types of informational asymmetries create disorders, Reverse Financial Engineering, Why a gulf exist between strategic planning and capital budgeting? The earning impact of investment proposals</p>

4	<p>Financing of Projects Difference between investment decisions and financial decisions, The key factors that have bearing on the debt-equity ratio for a project, The features of various domestic sources of finance and their pros and cons, Compare the various methods of raising the funds, Distinguish between full recourse structure and a limited recourse structure, Specify the kind of information lenders want for appraising term loan requests, How financial institutions appraise a project</p> <p>Venture Capital & Private Equity Distinguish between VC financing and conventional financing. Discuss how the VC assess the business management, VC and Private Equity Comparison, Regulation of VC industry in India, How to approach a VC Fund</p> <p>Project Management Forms of Project Organization, Project Planning, Project Control (With Numericals), Human Aspects of Project Management, Pre-Requisites for successful Project Implementation</p>
----------	---

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Prasanna Chandra	Projects: Planning, Analysis, Selection, Financing, Implementation and Review	Tata Mcgraw Hill, 7th

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	David I. Cleveland	Project Management	Tata Mcgraw Hill, Latest
2	David H. Holt	Entrepreneurship: New Venture Creation	Prentice Hall of India, Latest

ORGANISATION DEVELOPMENT & DYNAMICS

SUBJECT CODE: 06500203

Objectives:

- (a) Organization development is aimed at improving organizational effectiveness by increasing organizational effectiveness by increasing human resources.
- (b) The goals of OD are to make an organization more effective and to enhance the opportunity for the individual to develop their potential.
- (c) OD is also about managing in a changing world.

Contents:

Module Number	Module Content
1	Organizational Change: An Overview, Types Of Changes, Internal And External Forces Of Changes. Organization Change : Effective Change Management Models of Change 1. Systems of Model of change 2. Lewin's Force field Analysis 3. Continuous Change Process model. 4. Change and transition management 5. Organizational Growth Model
2	Change and its Impact: Individual and Organizational resistance to change, Overcoming Resistance To Change Organizational Culture And Change: Corporate Culture And Organizational Culture & Dealing With Change, Power and politics: Types of Power Organization Development: definitions, characteristics of OD, OD Assumptions of Individuals, Group and Organization. Action Research and process of diagnosis and diagnostic methods
3	OD intervention: Definition and its classification Personal And Interpersonal Intervention 1. Laboratory Training 2. Career Planning 3. Managerial Grid 4. Stress Management 5. Johari Window 6. Transactional Analysis Team Development Intervention & Intergroup Development Interventions 1. Role Negotiation Techniques 2. Role Analysis Techniques 3. Grid OD Program, 4. Self Managed Work Teams 5. Process Consultation 6. Third Party Consultation 7. TQM

4	<p>Structural Intervention</p> <ol style="list-style-type: none"> 1. Job Design 2. Quality Of Work Life 3. Quality Circles 4. MBO –Appraisal 5. Socio-Technical Organisation <p>Comprehensive Interventions</p> <ol style="list-style-type: none"> 1. Confrontation Meetings 2. Survey Feedback 3. Learning Organisation 4. Re-Engineering
----------	---

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Kavita Singh.	Organizational Change and Development	Excel publications, 2nd
2	Palmer,Dunford,Akin	Managing Organisational Change	

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	French And Bell	Organizational Development	Himalya Publications House, Latest
2	Donald R. Brown & Don Harvey	An Experiential Approach To Organization Development	Pearson Education, 7th

THEORY OF INTERNATIONAL BUSINESS

SUBJECT CODE: 06501201

Objectives:

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that international business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resource Management in an international perspective is essential to international business.

Contents:

Module Number	Module Content
1	Globalization and International Business. The cultural environments facing business. The Political and Legal Environment facing business. The Economic Environment facing Business.
2	Government influence on Trade. Cross-national cooperation and agreements. Global foreign exchange markets. The Determination of Exchange Rates.
3	The Strategy of International Business. Country Evaluation and Selection. Export and Import Strategies. The Organization of International Business.
4	Marketing Globally. Global manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Daniels, Radebaugh, Sullivan and Salwan	International Business–Elements and Operations	Pearson Education
2	Justin Paul	International Business	Prentice-Hall

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
	Mike W. Peng and Deepak K Srivastava	Global Business	Cengage Learning
	Charles Hill and Arun Jain	International Business	Tata McGraw Hill

INTERNATIONAL PRODN & LOGISTICS MGMT
SUBJECT CODE: 06501202

Objectives:

Course Objectives:

- Understand the role of the operations management (OM) function in the functioning of an organization
- Offer a broad survey of the concepts and tools used in operations management
- To understand the strategies used by various companies to manage international supply chain management through theoretical framework, case studies and practical/ application module.

Module No.	Module Content
I	SCM: Overview
	Role of Logistic in Supply Chain <ul style="list-style-type: none"> • Value added role • Logistic activities and scope of the activities • Logistic in the economy –Macro Perspective • Logistic in the firm- Micro dimensions • Techniques of logistic • Approaches to analyze the Logistic system
II	Global Dimension of Supply Chain <ul style="list-style-type: none"> • Global Economy • Global Market Strategy • Supply chain Technology • Ports • NAFTA AGREEMENTS • ASIAN Agreements • Global Transportation Option <ul style="list-style-type: none"> • Ocean • Air • Rail • Road
	Supply Chain Relationship <ul style="list-style-type: none"> • Types • Intensity • Models • 3PL • Customer Value Framework
III	Transportation – Managing the flow of the supply chain
	<ul style="list-style-type: none"> • Role of Transportation in SCM • Modes OF TRANSPORTATION

	<ul style="list-style-type: none"> • Transportation Planning • Execution and Control • Transportation Technology
IV	<p>Distribution – Managing the fulfillment Operation</p> <ul style="list-style-type: none"> • Role of Distribution in SCM • Distribution Strategy and Planning • Distribution Execution • Distribution Metrics

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	John J. Coyle	A logistic Approach to Supply Chain Management	Cengage Learning
2	Agrawal	Logistic and SCM	MACMILLAN

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Raghuram and Rangraj	Logistic and SCM	MACMILLAN
2	S.K. Bhattacharya	Logistic Management	Sultan Chand

FOREIGN DIRECT INVESTMENT
SUBJECT CODE: 06501203

Objectives:

- (a) To provide the foundation in understanding of various business and mercantile laws
(b) In practical course of business what are the possible rules, provisions and obligations under various governance would affect to an individual that would be studied under this subject.

Contents:

Module Number	Module Content
1	Introduction to FDI and its curriculum The Open Economy, Issues and requirement of International Trade The Balance of Payment and Components of Balance of Payments Implications of current account surplus deficit in BOP of a country: Analysis on India's BOP from 1990 to 2010
2	Role of Various International Financial institutions at a glance Assignment and discussion on Components of Government Expenditures and imbalances Analysis and presentation. Discussion on Temporal study by Dr Sapna Hooda in Research Thesis on "FDI and Economy" Discussion on Temporal study by Dr Sapna Hooda in Research Thesis on "FDI and Economy"
3	Foreign Direct Investment :FDI strategies and Greenfield Investment, Theories & Concept FDI & Developing Countries, Trends in FDI, benefits & Determinants of FDI Law, rules and regulations governing FDI Case of IFFCO Entry Routes and Entry strategies for FDI in India
4	Country evaluation and selection – 4 Index Economic reforms, FDI, Cross country comparison and conclusion Case study on Info Beans Global Market Entry Strategies Study of Ranbaxy's Global Market Entry Strategies

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Justin Paul	International Business	Prentice-Hall
2	R.R.Beedu	Foreign Direct Invest	Jain Publication

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1		Macro Economics by ICFAI University	ICFAI University

FOREIGN TRADE PROCEDURES
SUBJECT CODE: 06501204

Objectives:

The objective of this subject is to acquaint the student with the subject knowledge in understanding policies, procedures and documentation for Export – Import of goods and services between India and various countries. The course also aims at developing skills on how to export and import from India

Contents:

Module Number	Module Content
1	Introduction of subject, course content and project details Preliminaries for Exports: Meaning, Classification, Methods, Direct & Indirect Export Export Marketing organizations Export and Trading House
2	Registration Formalities- IEC Export License, E application and EDI Export Pricing: Meaning, factors, Importance and Strategies INCOTERMS or Export Price Quotations: FOB,CIF and difference
3	Realization of Export Payment, Method of Payments Mechanism of letter of credit: Types, advantage and Documents Case analysis on Export Contract Export Procedures: Pre- shipment and Post shipment
4	FOB and CIF contract Export Documents: Formats, authority and importance Import Procedures Import Documents

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Khushpat S Jain	Export Import Procedures & Documentation	Himalaya Publication
2	Kumar Aseem	Export and Import management	Excel books

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Mahajan M. I.	Export policy, procedures and documentation	Snow White Publications
2	Paul Justin and Aserkar Rajiv	Export Import management	Oxford

MANAGEMENT CONTROL SYSTEM
SUBJECT CODE: 06502201

Objectives:

- Management control systems are designed in order to implement these strategies successfully. The process of implementation of the strategies and the dilemma faced by managers are the main focus of this course.
- It envisages strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/ responsibility centre allocation.
- To equip the students with the skills for effective implementation of strategies and resolving the attendant problems.

Contents:

Module Number	Module Content
1	<p>The Nature of MCS Basic concept, Elements of control process, Examples of control system, Boundaries of Management Control: Strategy, Formulation v/s Management Control V/s Task Control, Benefits of Internet on Management Control Behavior in organization Concept of Goal Congruence, Informal and Formal Factors affecting the Goal, Congruence, The Formal Control System, Types of Organizational Structure, Functions of Controller Responsibility centers: Revenue and Expense Concept of responsibility centers, Nature of responsibility centers, Types of responsibility centers, Revenue responsibility centers, Expense responsibility centers Engineered Expense responsibility centers, Discretionary Expense responsibility centers</p>
2	<p>Profit Centre Concept of profit center, Advantages of Profit Centre, Difficulties with Profit Centre Types of profitability measures Transfer Pricing Concept of Transfer Pricing, Objectives of Transfer Pricing, Fundamental Principle of Transfer Pricing, Types of Transfer Pricing Method, Ideal situation for Market based Transfer Pricing, Types Cost Based Transfer Pricing, Negotiated Transfer Pricing</p>
3	<p>Investment centre Concept of Investment Center, Concept of ROI, Concept of EVA, EVA V/S ROI, How EVA is better than ROI, How ROI is better than EVA, Use of EVA in Planning and Control Budget Preparation Nature of Budget, Strategic Planning v/s Budgeting v/s Forecasting, Use of Budget Types of Budget, Budget Preparation process Analyzing Financial Performance (Theory Only) Concept of Variance Analysis, Types of Variance, Revenue and Expense Variance Benefits and limitations of Variance analysis Performance Measurement Concept of Performance Measurement, Balance score card as Performance Measurement tool, Concept of Balance score card, Advantages and disadvantages of</p>

	Balance score Card, Four perspective of Balance score card, Balance score card measurements
4	Management Compensation Concept Characteristics of Compensation plans, Two Philosophy of incentive compensation, Incentive Plans for Executive, Short term Incentive Plan, Long term Incentive Plan, Incentive Compensation Design Options for Business Unit Managers MCS in Service Organization MCS in MNC MCS in Projects

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Robert Anthony and Vijay Govindarajan	Management Control System	
2	Pradip Kumar Sinha	Management Control System	

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	N. Ghosh	Management Control System	

INDIAN FINANCIAL SYSTEM
SUBJECT CODE: 06502202

Objectives:

The importance of understanding financial system in holistic manners is utmost priority in light of the recent development on economic and financial fronts. Indian economy has been witnessing turbulent for various foreign and domestic factors.

The objectives of this subject are:

- To give insight of the structure of the Indian Financial System
- To make the students understand the structure of the Financial Market, Capital Market – Primary and Secondary.
- To give insight into financing of debt market.
- To develop an understanding about various financial Service.

Contents:

Module Number	Module Content
1	<p>1. The Financial System : An Introduction</p> <p>2. The Money Market Meaning, Characteristics, Function, Benefits of Money Market ,Different Money Market Instrument, Tools for Managing Liquidity in the Money Market, Money Market Derivatives</p> <p>3. The Capital Market Meaning, Features, Functions, FDI & FII (Brief),Capital Market Scams</p> <p>4. The Primary Market Introduction ,Book Building Mechanism, Green Shoe Option, Online IPOs, Various ways of Primary Issue (Brief) ,IDR, ADR, GDR, ECBs, FCCBs, FCEBs (Brief)</p>
2	<p>The Secondary Market Meaning and Functions ,Demutualization of Stock Exchanges ,Listing of Securities ,Central Listing Authority ,Risk Management ,Dematerialization of Securities, Internet Trading ,Methodologies for Calculating the Index ,Major Indices in India as well as Global Indices</p> <p>New Financial Instruments</p> <p>Banking and Non-Banking Financial Institutions Banking Institutions Functions ,Schedule Commercial Banks ,The Basel Capital Accord ,Cooperative Banking Introduction only</p>
3	<p>Mutual Funds Meaning & Benefits ,Mutual Fund Concepts ,Mutual Fund Investors And Organization of Mutual Funds ,Types of Mutual Fund Schemes ,AMFI</p> <p>Depositories (R1) Meaning and benefits ,Depository process ,NSDL, CDSL – A Brief Introduction Custodians - Meaning</p> <p>Credit Rating Meaning and Importance ,Rating Methodology and Rating Symbols ,Credit rating agencies in India – CARE, CRISIL, ICRA , Fitch – An introduction ,Limitations of Credit rating</p>
4	<p>Factoring and Forfeiting</p>

	<ul style="list-style-type: none"> a. Factoring- Meaning, Types, Mechanism, Charges, Advantages b. International Factoring – Meaning, Mechanism, Charges, Advantages c. Forfeiting – Meaning, Characteristics, Benefits, Mechanism d. Difference between Factoring and Forfeiting <p>12. Leasing and Hire Purchase</p> <ul style="list-style-type: none"> a. Meaning and Structure of Lease b. Rights, Obligations and Responsibilities of Lessor and Lessee c. Leasing – Types, Advantages and Disadvantages d. Hire Purchase – Meaning and Characteristics e. Difference between Leasing and Hire Purchase <p>13. Microfinance</p> <ul style="list-style-type: none"> a. Meaning and benefits of Micro –finance b. Micro finance delivery mechanism c. Micro-finance Development Fund d. Limitations
--	---

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Bharati V. Pathak	Indian Financial System	Pearson Education India

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition

INVESTMENT & PORTFOLIO MANAGEMENT
SUBJECT CODE: 06502203

Objectives:

1. To understand all the investment alternatives & financial instruments prevailing in the market.
2. To become aware of securities Market, Its constitution, Rules & Provisions
3. To get knowledge relating to valuation of various securities & instruments.
4. To be able to undertake various analysis relating to company, Securities including technical analysis.

Contents:

Module Number	Module Content
1	Overview of an Investment Management & Its Decisions, Investment alternatives & Various Financial Instruments, Fundamental Analysis- Economics Analysis, Fundamental Analysis- Industry Analysis, Fundamental Analysis- Company Analysis.
2	Technical Analysis, Risk and Return Valuation, Introduction to Portfolio Management- Markowitz Model, Capital Asset Pricing Model
3	Arbitrage Pricing Theory, Index Model and Multi factor model, Efficient Market Hypothesis
4	Bond Valuation, Portfolio with bond and equity, Portfolio Evaluation, Revision & Presentations.

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Prasanna Chandra	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT”	Tata McGraw Hill
2	Fischer and Jordon,	Security analysis and Portfolio Management	Pearson

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Bodie, Kane, Marcus and Mohanty	Investments	Tata McGraw Hill publication
2	Reilly and Brown	Investment Analysis And Portfolio Management	Cengage Learning Publications

KNOWLEDGE MANAGEMENT
SUBJECT CODE: 06503201

Objectives:

1. This course aims to provide an understanding of the fundamentals of knowledge management in the context of organizations and their environments.
2. This course also provides application of knowledge management in the organizations.

Contents:

Module Number	Module Content
1	The Knowledge Management : definition ,scope and significance, types of KM- Tacit and Explicit, advantages and Disadvantages of Tacit and Explicit, 12 Guiding Principles of KM, The Industrial Economy, Knowledge Economy and Knowledge context: Tangible and intangible assets. Model of KM process and Techniques of KM
2	Drivers of KM- Four pillars of KM, Intellectual Capital, Human Capital Grid, Critical success factors for KM implementation, Knowledge Workers, Chief Knowledge officer attributes and qualities, Communities Of Practice The Knowledge Leader- Attributes Of Knowledge Leaders, and Knowledge Leader's Role: 3 Key Contributors
3	Developing And Sustaining A Knowledge Culture – Culture, Knowledge Culture, Knowledge Culture Enablers, Knowledge foundations – <ul style="list-style-type: none"> • HRM Functions and KM • Coaching an effective methodology for KM, • KM through NLP (Neuro Linguistic Programming) • Strategies for Human Capital and Talent Management.
4	Knowledge applications- Implementation, <ul style="list-style-type: none"> • ITC e- COUPAL , • Learning Organization. Peter Senge's Five Disciplines • RICE MODEL, • Balance Score Card Technology and KM – <ul style="list-style-type: none"> • CRM, • E-commerce, • TQM • Benchmarking: Definition, Types And Importance, Process

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	<i>Dr. B. Rathan Reddy</i>	<i>Knowledge Management (Tool for Business Development)</i>	Himalaya Publication

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Shelda Debowski	Knowledge Management	Wiley

COMPENSATION MANAGEMENT
SUBJECT CODE: 06503203

Objectives:

1. The course aims to provide strong foundation in understanding meaning and concept of compensation management, various components of compensation and factors affecting compensation.
2. The course will also help students to know about various trends in compensation management and designing compensation plans and processes based on corporate policies and competitive strategy.

Contents:

Module Number	Module Content
1	Introduction and concept of compensation – direct and indirect compensation Components, dimensions and designing reward system. Role of compensation, Functions and Responsibilities. Various factors affecting / influencing compensation, Theories of wages Macro- Micro , behavioral theories.
2	Wage Policy- Economic, Social objectives. Wage concepts ,Legal considerations in determining compensation institutional, mechanism for wage determination, ,collective bargaining, pay commissions, wage boards
3	Compensation strategy at micro (company) level. Job Analysis and Job evaluation, procedure, methods of job evaluation. Pay surveys: why to conduct a survey?, data collection, external survey methods. Designing pay ranges and bands. Designing base pay structure, Compensation Structure OR Pay structure in India, Competency based pay and compensation trends, Incentives: types of incentives plans/ schemes. Wage incentive plans
4	Forms and types of performance linked reward scheme, Benefits and services: definition of fringe benefits, objectives. Classification of employee benefits or types of benefits. Managerial compensation: elements of managerial compensation, Unique features of managerial compensation.

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	B. D. SINGH.	COMPENSATION AND REWARD MANAGEMENT	Excel Publication

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Dipak Kumar Bhattacharyya	Compensation Management	Excel Publication
2	Mousumi Bhattacharyya And Nilanjan Sengupta	Compensation Management	Excel Publication

MANAGEMENT OF INDUSTRIAL RELATIONS
SUBJECT CODE: 06503202

Objectives:

The prime objective to undergo in detail of this subject Management in Industrial relations is to develop clear understanding of Industrial Relation and Human Resource Management. This subject plays a vital role for Human Resource trainees to understand the role-play of IR in managing HR. The following topics are widely covered under this syllabus: The Evolutions of IR in India, Approaches of IR, Role of trade Union, Effective conflict handling strategies i.e. Collective bargaining, Negotiation, Conflict Resolution and Principals of Natural Justice. It also covers White collar and Blue collar workers, their role and difference. Role of Lok-Adalats, Labour Legislations and their applications. International Labour Legislation, its influence on Indian Legislation, Welfare Labour laws , Social Security Laws, Protective legislations(Factories Act), Industrial Dispute Act, Wage Legislations & Miscellaneous Legislations under the guidance of case studies available.

Contents:

Module Number	Module Content
1	Industrial Relations:- Background and Evolution in India ;Approaches and Forms of IR White –Collar and Blue Collar Workers Employers’ Associations ,Collective Bargaining , Conflict Resolution
2	Negotiation for Win-Win dispute Management of Discipline+ Strike and lock out ,Principals of Natural justice Lok Adalat , Indian Constitution & Labour ,Legislation ILO & It’s influence on Labour Legislation in India , Objectives of ILO & Labour legislation , It’s Classification , International Labour Standard & It’s , influence on Indian Labour , legislation
3	Trade Union Act – 1926 Registration Cancellation Dissolution Penalties Obligation of Trade Unions Incorporation of Registered Trade Union (Sec 13) Rights and Liabilities of RTU The Industrial Dispute Act, 1947 Conciliation Arbitration Lay-off Retrenchment Adjudication Protective Legislation(The factories act ,1948)
4	Wage legislations Minimum wages Act, 1948 Payment of Wages Act, 1936 Equal Remuneration Act, 1976 Payment of Bonus Act, 1965 Social Security Legislation The Employees’ Provident funds and Miscellaneous Provisions Act, 1952

<p>Workmen Compensation Act, 1923 Worker's participation in Management The Maternity Benefit Act, 1961 Payment of Gratuity Act, 1972 Miscellaneous Legislations Sexual Harassment- A legal Perspective Child Labour and Contract Labour Act 1986</p>
--

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	B. D. SINGH.	Industrial Relations & Labour Laws	Excel Publication

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	P. R.N Sinha; Indu Bala Sinha; Seema Priyadarshani ShekhaRr,	Industrial Relations, Trade Unions and Labour Legislation	Pearson Education
2	S C Srivastava	Industrial Relations and Labour Laws	Vikas Publishing house
3	C B Memoria	Dynamics of Industrial Relations	Himalaya publication

STRATEGIC HUMAN RESOURCE MANAGEMENT

SUBJECT CODE: 06503204

Objectives:

The Strategic Human Resource Management is a wide subject to understand the strategic role to be played by HR for effective outcomes and achieving desired goals of an organization. The subject introduces the reader with What is Strategic Management and goals to design strategic path to success. Models of HRM guide the reader on changes taken gradually. Different roles of HR is identified such as HRP, HRA, Job Specification, Job description, Strategic role of HR, Challenges of HR, Difference between Traditional HR and Strategic HR, changing perspective of human resource, designing of work system, solving disciplinary issues, implementation strategies and 360 degree feedback. The practices to be followed by human resources, formulating strategic HR policies, global challenges for Strategic Human Resource are also discussed in detail. With the help of small cases in the prescribed text book, HR professional is getting ideas of strategies to be applied for Training & Development, Quality management strategies, strategies for retention & recruitment, for reward and compensation, for performance appraisal & feedback procedures, for employment law and organization structure.

Contents:

Module Number	Module Content
1	An Investment perspective of HRM Reading 1.2 and 2.2, Models of HRM,
2	Strategic Role of HRM , Strategic Management: , Models of Strategy; Reading 3.2 Evolving /Strategic Role of HRM
3	Human Resource Planning, Design & Redesign of work Systems, Employment Law
4	Implementation of Strategic Human Resource Management , Recruitment, Selection; Retention+ Employee , Separation management , Compensation , Training and Development , Performance Management and Feedback, Labour Relations ,Global HRM, Readings 14.2; 13.1;10.3

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Jeffrey Mellow	Strategic HRM	Cenage Learning, Indian edition

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Das, Pullak	Strategic Human Resource Management	Cenage Laerning
2	Sanjay Mohapatra:	Case Studies in Strategic Management- A practical approach	Excel Publication
3	Michael Armstron	Strategic Human Resources Management A Guide to Action	Kogan Page

CONSUMER BEHAVIOUR
SUBJECT CODE: 06504201

Objectives:

- Familiarize the students with the behavioral aspects of consumers.
- To understand the internal forces, external influences and processes that go on to affect consumer behavior, the challenges generated for the marketers and the strategies which could be implemented.

Contents:

Module Number	Module Content
1	Why We Study Consumer Behavior, Why the Field of Consumer Behavior Developed., History of Consumer Research, The Consumer Research Process, Conducting a Research Study, What Is Market Segmentation? , Bases for Segmentation, Criteria for Effective Targeting of Market Segments, Implementing Segmentation Strategies, What is Motivation? The Dynamic Nature of Motivation, Types and Systems of Needs, The Measurement of Motives, Motivational Research.
2	What is Personality? Theories of Personality. Personality and understanding Consumer Diversity, Self and Self-Image What is Perception? The Dynamics of Perception, Consumer Imagery, Perceived Risk What is Learning? Behavioral Learning Theories, Cognitive Learning Theory, Brand Loyalty
3	What Are Attitudes? Structural Models of Attitudes Attitude Formation, Attitude Change The Communications Process Designing Persuasive Communications What is a Group? , Reference Groups, Applications of the Reference Group Concept, Discussion Questions
4	Functions of the Family, Family Decision Making, The family Life Cycle What is Social Class? Social Class Mobility, The Affluent Consumer, Selected Consumer Behavior Applications of Social Class What is Culture? The Measurement of Culture, Core Values

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Schiffman Leon G. & Leslie Lazer Kanuk	CONSUMER BEHAVIOR	Prentice Hall of India Ltd

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Blackwell Roger D., Paul W. Miniard and Jaames F. Engel	CONSUMER BEHAVIOR	Thomson Asia
2	Loudon David L, and Albert J. Della Bitta	CONSUMER BEHAVIOR – CONCEPTS AND APPLICATIONS”,	Tata McGraw Hill
3	Peter J. Paul and Jerry C. Olson	CONSUMER BEHAVIOR AND MARKETING STRATEGY	Tata McGraw Hill

SALES MANAGEMENT AND SALESMANSHIP
SUBJECT CODE: 06504202

Objectives:

The objective of this course is to help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.

Contents:

Module Number	Module Content
1	Nature and scope Of management, Personal selling - Preparation and process, Planning and sales forecasting,
2	Management of Sales , Territories and Quotas, Organizing and Staffing the Sales force, Distribution Management & The Marketing Mix.
3	Channel Management, Market logistics and Supply Chain Management, International sales and distribution management.
4	Channel institutions- wholesaling, Sales department Relations

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Still And Cundiff	Sales Management	Prentice Hall of India Ltd

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Krishna K. Havaladar, Vasant M. Cavale	Sales & Distribution Management	Tata McGraw Hill
2	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni	Sales Management : Decisions, Strategies & Cases	Pearson

RETAIL MANAGEMENT
SUBJECT CODE: 06504203

Objectives:

The course will help students to know about changes that have taken place in the Indian Retail era since 1989. About the current and future outlook of the retail business environment in India and Abroad.

Contents:

Module Number	Module Content
1	What is retail, Role of retailer, function of retailer, rise of retailer theories of retail development. Understanding retail formats Factors influencing retail shopper, the customer decision making process, market research- toll for understanding retail markets & consumers,
2	Meaning of strategy, concept of business model, strategy- retail perspective Types of retail location, types of shopping centers, store selection process,
3	The concept of franchising, evolution of franchising, types of franchising, advantages and disadvantages of franchising, franchising in India-legal issues in franchising. Sources of supply, process of merchandise procurement
4	Elements of retail price, the pricing strategies of a retailer The concept of store design, principles of store design, elements of store design ,exterior store design, interior design, visual merchandising, tools used for visual merchandising.

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Sapana Pradhan	Retail Management	Tata McGraw Hill

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Ogden and ogden	Retail Management	Tata McGraw Hill

MARKETING RESEARCH
SUBJECT CODE: 06504204

Objectives:

The course familiarize the students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

Contents:

Module Number	Module Content
1	Introduction to marketing research, Management definition and Marketing Research Problem, Research Design, Types of Research Design, Secondary Data, Qualitative Data, Focus Group, Depth Interview, Projective Techniques
2	Survey Methods, Personal, Telephonic, Electronic; Observation Methods, Causality, Validity in Experimentation, Types of Causal Design
3	Primary Scales : Nominal, Ordinal, Interval, Ratio; Comparative Scales like Paired Comparison, Rank Order, Constant Sum, Q-sort; Non-Comparative Scaling like Itemized Rating Scales, Multi-Item Scale, Questionnaire Design Process, Questionnaire Wording, Order of Questions, Form and Layout
4	Sampling Techniques – Probability and Non- Probability, Data Coding, Editing, Data Reduction, Frequency Distribution, Charts, Cross-Tabulation, Hypothesis Tests, Overview of special tests like Discriminate Analysis, Factor Analysis etc., Report Preparation

Recommended Text Books:

Sr. No.	Author	Name of the text book	Publisher, Edition
1	Naresh Malhotra and Satyabhusan Dash	Marketing Research	Person

Recommended Reference Books:

Sr. No.	Author	Name of the reference book	Publisher, Edition
1	Zikmund Willium	Business Research Methods	Thomson