

उ. प्र. राजर्षि टण्डन मुक्त विश्वविद्यालय

पाठ्यक्रम

प्रबन्धन डिप्लोमा/प्रमाण पत्र कार्यक्रम



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Presentation :

* Dr. Gyan Prakash Yadav
Lecturer – School of Management Studies.

The School of Management Studies was established with a view of imparting management education to persons of industry and fresh graduates. To achieve this objective following programs are available to the aspirants of management and commerce education.

(A) Post Graduate Degree Programs:

1. Master of Business Administration (MBA):

MBA is a unique course in the sense that it is only for the working / experienced persons who have atleast 2 years of working /supervisory/ management experience in any public/private organization with not less than 50% marks at graduate level. Programme Fee : Rs. 15,000/- per annum (including examination fee for one year) The condition of 3 years experience can be relaxed if the candidate possess a post graduate degree or bachelor degree in any technical / professional stream other than BBA and BCA. The students has to undertake 4 papers in each semester till fifth semester. In the fifth semester any one of the specialization group out of HR, Marketing, production and Finance can be opted and in the sixth semester other than two compulsory courses student has to make a project or any industrial/management problems under a suitable academic /industrial guide.

2. M.Com.:

This course is designed to give expertise knowledge of commerce at postgraduate level, having two years of min. and 4 years of maximum duration to pass the course. The eligibility for this programme is B.Com. The fee of the programme is 4200.00 p.a. and, Now this is offered in English and Hindi both medium.

3. B.B.A. :

The Bachelor of Business Administration is designed and developed to give expertise in Management and other aspects of Business at undergraduate level, having 3 years of minimum and 6 years of maximum duration to pass the course. The eligibility of the course is 10 + 2 and fee is Rs. 6200/- p.a. The course is offered in only English medium.

4. B. Com.:

The course is designed and developed to give expertise in accountancy and finance at Undergraduate level having 3 years of minimum and 6 years of maximum duration to pass the course. The Eligibility of the course is 10 + 2 and the fee is Rs. 1800.00 p.a. This course is offered in English and Hindi medium.

Post-graduate Diploma Programmes:

The school offers some of the PG Diploma courses which are specialized programmes in various functions of management.

5. Post-graduate Diploma in Marketing Management:

This postgraduate diploma course is specially for the marketing aspirants. One of the unique features of this programme is provision of one day training programme, which involves training of the students regarding the practical situations in the market faced by the roles/marketing executives and other personality development issues. The eligibility of the course is Graduation in any discipline. The duration of course is minimum one year and maximum Three years. The medium of course is English.

6. Post-graduate Diploma in Human Resource Development:

This post-graduate diploma course is specially for the HR aspirants. The course acknowledges about the various important dimensions required to groom a HR personnel. The Eligibility of the course is Graduation in any discipline. The Duration of the course is Minimum one year and Maximum three years. The fee of the course is Rs. 4700/- p.a. and medium is English.

7. Post-graduate Diploma in Financial Management:

This post graduate diploma course is specially designed for the Finance aspirants. One of the unique feature of this programme is to throw light on various issues required for effective. Financial decision making. The eligibility of the course is graduation. The duration of the course is minimum one year and maximum three years. The fee of the course is Rs.3600/- p.a. and medium is English.

8. Post-graduate Diploma in Production Management:

This post-graduate diploma course is specially designed for production and operations management aspirants. This programmes covers various issues required for effective decision making in managing the production and operations functions. The eligibility of the course is graduation in any discipline. The course duration is minimum one year and maximum three years. The fee of the course is Rs. 4700/-. The medium of course is English only.

9. Post-graduate Diploma Course on International Marketing and E-Commerce:

This course is also being run under the flagship of the school. The Eligibility of the course is graduation. The duration of the course is

minimum one year and Maximum 2 years. The fee of the course is Rs. 2500/- and medium is English.

Certificate in Taxation and Export – Import Management:

The School offers a certificate programme in Taxation and Export-Import Management, which gives the knowledge for the practical oriented issues of taxation and Export-Import Duration of the course is Minimum 6 months and maximum 1^{1/2} years. The eligibility of the course is 10 + 2 and fee is Rs.1700/-. The medium of the course is Hindi and English.

Projects:

The project is an important component of the Entire program to provide an opportunity to the students for applying knowledge and skills acquired so far in theoretical papers to solve real life problems. These Individual Projects are given a high level importance so that students get full opportunity in identifying the problems, solutions, and their effective implementation.

The topic of the project will be decided by the students themselves with the consent of their respective supervisors and will be intimated to the university through the study centre coordinators within a month of beginning of the semester. The supervisor / guide should be a person with at least master degree holder in management or allied subject. It is essential for a candidate to attach a certificate from the project guide that he/she has guided the student on that topic/ title and the work done by the candidate is original to best of his knowledge and belief.

Similarly a bio-data signed by the guide is to be attached in the project and a self declaration by the student is also to be attached by the candidate while submitting the two copies of project.

Dr. Nagendra Yadav
Reader
School of Management Studies
UPRTOU

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PGDHRD- 01
Managing Men

BLOCK -1

UNIT- 1 Human Resource Development Systems –

The Need and Concept of HRD, HRD Mechanism, HRD as a Total System, Principles Designing in HRD System.

UNIT- 2 Personnel Management Environment in India –

Changing Role of Personnel Management in India, Personnel as a Profession, External Environment for Personnel, Organisational Context

UNIT- 3 Function's and Operation's of a Personnel Office –

Characteristics Objectives, Functions and Operations of Personnel Management, Organisations as a Personnel office, The Personnel Manager, Position of Personnel Department in the Organisations.

UNIT- 4 Manpower Planning –

Meaning, Objective and Process, Projecting Manpower Supply and Demand at Organisational Level, Developing Manpower Strategy

BLOCK -2

UNIT- 5 Recruitment, Selection and Induction –

Definitions, the Process of Recruitment, Selection, Selection tests, Interview, Physical Examination, Reference Checks, Final Decision, Placement, Induction

UNIT- 6 Staff Training and Development –

Defining Training and Development, Training, Management Development, Retraining, Evaluation of Training Programme

UNIT- 7 Career Planning –

Meaning, Need, Responsibility, Process, Advantages, Limitations, Success Factors of Manpower Planning.

BLOCK -3

UNIT- 8 Motivation and Productivity –

Issues in Managing People, Malow's Need Hierarchy, Social Needs and Productivity, Analysis of Self test, Hygienes and Motivators, Creating Proper Motivational Climate

UNIT- 9 Job Description, Analysis and Evaluation –

The Meaning of Job Description, Job Analysis and Evaluation, The Process oof Job Analysis, Lob Description, Job Evaluation

UNIT- 10 Employee Motivation and Job Enrichment –

Meaning, Types and Theories of Motivation, Some Common Assumptions about Motivation, Indications of Motivation and demotivation, Motivation and Morale, Motivation of Employees in Actual Practice, Job Enrichment- Meaning, Nature and Objectives. Characteristics Underlying Job Enrichment

UNIT- 11 Performance, Monitoring and Appraisal –

Meaning of Performance Appraisal, Job Performance and Performance Measurement, The Problems of Validity and Reliability, Methods of Appraisal, Making Performance Appraisal More Effective

BLOCK -4

UNIT- 12 Economic Background and Employee Compensation –

Need for a Rational Wage Policy, Components of Industrial Pay Structure, and Methods of Wage Fixation

UNIT- 13 Law's and Rule's Governing Employee Benefit's and Welfare –

The Concept of Fringe Benefits and Labour Welfare, Statutory Welfare Provisions, Voluntary Welfare

Amenities, Social Security: Concept and Evolution

UNIT- 14 Compensation and Salary Administration –

Aims and Components of Salary Administration, Principles of Salary Formulation, Salary Structures, Salary Progression, Salary Administration Procedures, other Allowances.

BLOCK -5

UNIT- 15 Regulatory Mechanism's Guiding Industrial Relation's –

The Trade Union Act,1926,The Industrial Employment (Standing orders) Act,1946,The Factories Act, 1948, The Industrial Disputes Act, 1947,The Payment of Wages Act,1936, The Minimum Wage Act,1948, The Payment of Bonus Act,1965, The Workmen's Compensation Act,1923, The Employee State Insurance Act 1948, The Employee Provident Fund Act, 1952, The Payment of Gratuity Act,1972, Labour Administration.

UNIT- 16 Employee Discipline –

Meaning, Compliance and Social Order, Indiscipline, Disciplinary Action, Judicial Approach to discipline.

UNIT- 17 Suspension, Dismissal and Retrenchment –

Definitions, Suspension, Dismissal, Retrenchment.

UNIT- 18 Employee Grievance Handling-

Meaning, Need, Effects Discovery and Processing of grievance, Grievance Handling Procedure, Steps in Grievance Handling, Grievance and Industrial Relations.

BLOCK -6

UNIT- 19 Trade Unionism –

The Role of Trade Union, Trade Unions in India, Unionisation, National Level Federations, Trade Union Act, 1926, Goals and Objectives of Unions and Union Leadership, Weakness in Trade Unions, Union

Leadership, The Trade Union Organisation and Management, Trade Unions, Policies and Government, Managerial Unionism.

UNIT- 20 Employer's Associations –

Historical Background, Growth of Employers' Associations, Present Position, Employers' Associations as Trade Unions, Functions and Role of Employers' Associations, Observations of National Commission on Labour.

UNIT- 21 Collective Bargaining –

The Concept, Functions Characteristics and Process of Collective Bargaining, Prerequisites of Collective Bargaining and Agreement, Development of Collective Bargaining, Positions in India, Recommendations of National Commission on Labour.

UNIT- 22 Industrial Conflict Resolution –

Industrial Conflict, Industrial Disputes, – Industrial Relations Machinery, Consultative Machinery, Managing for Good Industrial Relations.

UNIT- 23 Industrial, Democracy and Worker's Participation

Industrial Democracy, Workers' Participation, Workers' Participation in India.

PGDHRD- 02

Organisational Design Development and Change

BLOCK -1 Understanding Organisations

UNIT- 1 Approaches to Understanding Organisations-

The Classical Viewpoint- Bureaucracy, Administrative Theory, Scientific Management, The Neo Classical View point, The Modern Viewpoint

UNIT- 2 Typology of Organisation Structures –

Formal-informal Organisations, Centralisation and Decentralisation, Vertical and Horizontal Structures, Mechanistic and Organic Systems, Product Versus Functional Forms, Matrix Organisations.

BLOCK-2 Organisational Design

UNIT- 3 Some Dimensions of Organisational Design –

Environment, Technology, Size, Ownership, Social Change and Human Aspects

UNIT- 4 Some Basic Organisation Design and Restructuring Strategies –

The Five Basic Parts of an Organisation, Strategy and Structure, The Shape of an Organisation: The Design Process, Restructuring Strategies.

BLOCK- 3 Work Organisation

UNIT- 5 Analysing and Organising Work –

Need for Organising Work, Traditional approaches to the Organisations of Work, Bureaucratic Organisation theory, Scientific Management, Traditional Principles of Organising Work, Problems associated with work Organisation based on Traditional Principles, Implications of Traditional Approach

UNIT- 6 New Forms of Work Organisations –

Emerging Principles of Organising Work, Systems Approaches to Work Design, Alternative forms of work restructuring, Current Attempts at Work

Structuring, Introduction of a New Form of work Organisations, The impact of work Structuring.

UNIT- 7 Quality of Working Life-

The Institution of Work, Need for Change: Socio-cultural conditions, Quality of working Life: Approaches, Quality of working Life in the Indian Context

BLOCK- 4 Organisational Analysis

UNIT- 8 Organisational Diagnosis Tools and Techniques –

Meaning, Organisational analysis as first step in diagnosis, Illustrative list of Organisational subsystems and processes, Purpose of Organisational analysis, Organisational analysis perspectives, Methods of Organisational analysis.

UNIT- 9 Questionnaire Methods of Organisational Diagnosis –

Dimensions Diagnosed Through Questionnaires, Available Questionnaires, How to Construct administer and use Questionnaires

UNIT- 10 Interview as a Diagnostic Tool –

Purpose of Interview, Forms of Interviews, How to Conduct Interviews, How to Analyse and Use Interview data, Group Interviews Variables Studied, An Illustrative Example of a Diagnostic Report form Interview data, List of questions for Interviews

UNIT- 11 Workshops, Task Forces and Other Methods –

Diagnostic Workshop, When to Use Workshops, Task-forces and Internal Teams

UNIT- 12 Organisation Development –

Meaning, Definition Objectives, Characteristic features and Models of OD, OD – Action Research Process, Salient Issues in OD

UNIT- 13 Alternative Interventions-

Difference Between OD interventions and Traditional

Interventions, Classification of OD interventions, Classification by Target and Focus Intervention, Target by Focus Interaction, Classification by Strategy of Intervention, Range of OD Intervention, Life and Career Planning, Role Analysis Technique, Sensitivity Training Laboratory, Transactional analysis, Survey Feedback, Management by Objectives, Grid OD, Third-party Peace –making, Confrontation Meeting, Organisational Mirror, Factors influencing Choice of OD intervention.

UNIT- 14 Change Agents: Skills –

Meaning, the Change Agent, Role of a Change agent, General relations of the client system to the Change Process, Change approaches, Change Process: Types of Decisions, Success of Change, Skill of a Change Agent

UNIT- 15 Consolidation and Follow Up –

Meaning, Process of Change Implementation, Change Implementation: restraining forces and building up inducing forces, Implementation process: stages, Follow up, Consolidation and Standardisation

UNIT -16 Institution Building –

Organisations, Institution and institution Building, Factors influencing institution Building, The process Aspects of institution Building, Two Significant Dimensions of institution Building: Self renewal and Innovation, The Role of Chief executive in institution Building

PGDHRD- 03

Human Resource Development

BLOCK-1

UNIT-1 Human Resource Development –

What is HRD? Why HRD? HRD Mechanisms, Processes and Outcomes, HRD Instruments: Trends, HRD in Other Sectors, HRD Issues, An Overview of HRD practices: Trends

UNIT-2 Human Resource Development Strategies-

Larsen and Toubro Ltd.(L&T), Crompton Greaves Ltd. (CGL), L&T Construction Group (ECC), Jyoti Ltd. TVS Iyenger & Sons, Voltas Ltd. Sundaram Fasteners Ltd. (SFL) ,Bharat Earth Movers Ltd. (BEML), OD in BHEL, Bhopal, Band of Baroda (BOB)State Bank of India .(SBI), State Bank of Patiala (SBP) , Indian Oil Corporation (IOC)Steel Authority of India Ltd. (SAIL),HRD Instruments and Sub-systems

UNIT-3 Human Resource Development Experiences (Cases)-

Human Resources and Development in L&T Ltd. Major HRD Initiatives in SAIL, HRD at C-DOT, HRD for Workmen at Eicher Motors-An Experience, Potential Development through In-Basket exercises: Crompton Greaves Experience, HRD Experience in the SBI

BLOCK-2

UNIT-4 Line Managers and HRD-

An Overview of HRD, The HRD Matrix, The Role of Line Managers in HRD, Line Managers and Appraisal Systems, Line Managers and Career Systems, Line Managers and Training Systems, Line Managers and Cultural Systems, Line Managers and Self – renewal Systems

UNIT-5 Task Analysis-

What is Task analysis? Contextual Analysis, Activity Analysis, Task Delineation, Competency Analysis, Performance Analysis, Discrepancy Analysis, Analysis as a Supervisory Tool, Further Readings

UNIT-6 Motivational Aspects of HRD-PEG:

The Framework of Work Motivation, Motivating Role for PEG Approach and Avoidance Aspects of Motivation, Effective Managerial Behaviour, Promoting Work Motivation, Further Readings

UNIT-7 Developmental Supervision-

The Concept of Developmental Supervision, Supervisory Styles, Using Power and Empowering Employees, Supervisory Control., Building Effective Teams, Managing Dissatisfaction and Frustration, Further Readings

UNIT-8 Counselling and Mentoring –

The Concept, Objectives and Processes, Listening and Asking, Nurturing and Helping, The Process of Counselling, The Process of Mentoring, Further Readings

BLOCK-3

UNIT-9 HRD Overview in Government and Public Systems-

Role of HRD in Government, Contextual Factors, Basic Objectives of HRD in Government Systems, Role Set of Government Administration System, HRD Developments in Government Systems, Current Systems of HRD in Government Administration.

UNIT-10 HRD for Health and Family Welfare-

A Contextual Understanding of Human Resource Management for Population Programme in India, What does Development and Management of Human Resources mean?

UNIT-11 HRD in Other Sectors (Defence, Police, Voluntary Organisations and Panchayati Raj Institutions)-

Contextual Background, HRD in the Defence Services, HRD in Police Administration, HRD in Panchayati Raj Institutions and Rural Development, HRD in Voluntary Organisations.

UNIT-12 HRD in Service Industry-

Nature and Role of the Service Sector, Importance of HRD in the Service Sector, Role of HRD in the Service Sector, HRD in Public Sector Banks, HRD in the LIC, HRD in Education, HRD in the Health Sector.

UNIT-13 Comparative HRD: International Experiences-

National Versus International HRD, International Commonalities and Differences in HRD, HRD in North America, HRD in South Africa, HRD in Western Europe, HRD in Africa, HRD in Asia.

BLOCK-4

UNIT-14 HRD Culture and Climate-

Defining Climate, HRD Climate and Organisational Climate, Elements of HRD Climate, Measurement of HRD Climate, Survey of HRD Climate in India Organisations, What Contributes to HRD Climate?, References, Appendices.

UNIT-15 Human Resource Development for Workers-

Rationale of HRD for Workers, HRD for Workers, HRD Mechanisms for Workers, Role of Trade Unions, Operationalising HRD for Workers.

UNIT-16 HRD/OD Approach to IR-

Defining Industrial Relations, Defining HRD/OD, HRD-OD-IR Linkage, Pressure for Change: Need for Integration of HRD and IR, Development Approach to Industrial Relations, Pre-requisite for a Successful HRD/OD Approach to IR, Development Mechanism for Improving IR

UNIT-17 Organising for HRD-

Various Forms of HRD Organisation, HRD Department and their Tasks, Competencies Required for HRD Staff, Developing HRD Facilitation Competencies, Trade and Issues Relating to the Structuring for the HRD Function in India, Organisations, Suggested Readings

UNIT-18 Emerging Trends and Perspectives-

HRD for large Industrial Organisations, HRD Priorities for Large Organisations: Lessons from the part, HRD for Small Scale Sector, HRD for Service Sectors, Organisational Outcomes of HRD Systems, References and Suggested Readings.

PGDHRD- 04

Union Management Relations

BLOCK -1 Conceptual Framework

UNIT- 1 Union Management Perspective –

Approaches to Industrial Relations, The Nature of Employment Organisations, Manifestations of Union Management Relations and their Implications, The three Determinants of Union Management Relations, Organisational Factors Affecting Union Management Relations, Towards Improving Union Management Relations.

UNIT- 2 Public Policies and Union Management Relations–

Role of State in Union-Management Relations, Constitution and Labour Policies, International Labour Organisations, The Evolution of Labour Policy During Five Year Plans, Tripartite Consultations.

UNIT- 3 Major Events and International Issues –

Democratization, Globalisation, Structural Adjustment and Unemployment, Competitiveness, Privatization, Technological Changes, Human Freedoms/Rights, International Labour Standards and Trade, Quality Standards, Patents and Environmental Issues, Changes Affecting HR/IR Perspectives, Perspectives for India

BLOCK -2 Unions and Unionism

UNIT- 4 Trade union Development and Functions –

Growth of Trade Unions in UK and USA, Development of Trade Unions in India, Present Position, The Trade Unions Act, 1926 - Legal framework for Trade Unions, Functions of Trade Unions, Quality Growth of Trade Unions, Strengthening of Trade Unions.

UNIT- 5 Trade union Structure and Trade union Recognition –

Trade union Structure, Plant or Unit Level Unions and Local Unions, Industrial Unions and Craft Unions, Central Trade union Organisations, Textile Labour Association, Present Position, Recognition of Unions, State Legislation on Trade union Recognition, Voluntary Recognition of Unions Under the Code of discipline, Verification of Trade Union Membership, Recommendation of National Commission on Labour, Present Position.

UNIT- 6 Leadership and Management in the trade Unions –

Trade Union Management, Managing Internal Affairs of the Union, External and Internal Leadership in Unions, aspects of union Activities, Welfare activities..

UNIT- 7 White Collar and Managerial trade Unions –

White–Collar Workers and blue Collar Workers, Growth of White–Collar Unions and Present Position, legal Framework of White–Collar Workers’ unions, Distinguishing Features of White–Collar Unions, Managerial Trade Unions, Nature of Managerial Unionism, Growth and Activities, Statutory Protection.

UNIT- 8 Management and Employer's Association –

Origin and Growth, Aims and Objects of Eos, Legal Status, Amalgamation of Eos, Council of Indian Employers, International Organisation of Employers, Organisation and Management of Eos in India, Future Challenges.

BLOCK -3 Conflict Resolution

UNIT- 9 Dynamics of Conflict and Collaboration –

Process and Types of Conflict, Interpersonal Conflict, Strategies for Interpersonal Conflict Resolution, Inter-group Conflicts, Managing Inter-group Relations and Conflict, Class Conflict, Industrial Conflict Resolution.

- UNIT- 10 Nature and Content of Collective Bargaining-**
 collective Bargaining and its Setting, Bargaining Issues and Types of Bargaining, Emerging Trends and Differing Perceptions, Macro- Economic Context and New Collecting Bargaining, Power as an Unmitigating Factor, Managing Collective Bargaining.
- UNIT- 11 Negotiation Skills-**
 The Prevalence of Negotiation, Alternatives to Negotiation, Negotiation Conflicts, Negotiation process
- UNIT- 12 Issues and Trends in Collective Bargaining –**
 The Context and the Climate of Collecting Bargaining, The Structure of Bargaining, The Substance of Bargaining, Ascendancy in Managerial Prerogatives, Emerging Concerns in Bargaining, Change in Work Practices, Productivity Agreements, Concession Bargaining in Crisis, Integrative Win-Win Agreements, Special Features of Collective Bargaining in Public Sector, Future Scenario.
- UNIT- 13 Role of Labour Administration-Conciliation, Arbitration and Adjudication –**
 Role of State in Industrial Relations, Industrial Disputes Act, 1947, Conciliation, Voluntary Arbitration, Adjudication, Labour Administration.
- BLOCK -4 Worker's Participation in Management**
- UNIT- 14 Evolution, Structure and Processes –**
 Concept of Workers' Participation in Management, Strategy and Practices in Workers' Participation in Management, Behavioural Science input/ Contribution to Workers' Participation in Management, Historical Development of Workers' Participation in Management, Models in Workers' Participation in Management, Sociological Background.
- UNIT- 15 Design and Dynamics of Participative Forums–**
 Rationale for Participation, Structures and Network,

Issues in Participation, Design and Dynamics

UNIT- 16 Strategies and Planning For Implementing Participation –

Strategies for making participation work, Making Participation more effective, Micro and Operational Participation, Evolution of Participation.

BLOCK -5 Trends in Union Management Relations

UNIT- 17 Emerging Trends in Union Management Relations-

Changes in Labour Law and Labour Administration, Weak Tripod; Atrophied Tripartism, Adjustment and Flexibility, Employment Protection and Job Losses, Collective Bargaining, Ascendancy of Managerial Rights, Information Sharing and Employee Participation, Labour Management Cooperation for Technological Change and Productivity Improvement, Times for Introspection: New Roles for Social Partners.

UNIT- 18 Cross Cultural Aspects of union Management Relations –

Culture, Customs and Values, Political Systems, Institutional Framework and Government Role, Recruitment and Compensation, Collective Bargaining, Participation, Industrial Conflict, Political Consideration. Cultural Diversity Within a Nation State.

PGDMM-01

Marketing for Management

BLOCK -1

UNIT- 1 Introduction to Marketing –

Meaning of Marketing, Marketing Mix, and Marketing Strategy

UNIT- 2 Marketing in a Developing Economy –

Marketing at Different levels of Economic Development, Relevance of Marketing in Developing Economy, Areas of Relevance, and The Relevance of Social Marketing.

UNIT- 3 Marketing for Services –

The Concept of Services, Reasons for Growth of the Service Sector, Characteristics of Services, Elements of Marketing Mix in Service Marketing, Product Pricing, Promotion, Distribution, People, Physical Evidence and Process

BLOCK-2

UNIT- 4 Planning Marketing Mix-

The Elements of Marketing Mix, the Place of Marketing Mix in Marketing Planning, The Relationship between Marketing Mix and Marketing Strategy, The Concept of Optimum Marketing Mix

UNIT- 5 Market Segmentation –

The Concept of Market and Segment, Market Segmentation versus Product Differentiation, Benefits and doubts about Segmentation, Forming Segments, Bases for Segmentation and Selection of Segments

UNIT- 6 Marketing Organization –

Principles of Designing an organization, Marketing Organisations – Changing role, Considerations involved and methods of Designing the Marketing Organisations, and Organisations of Corporate

Marketing

UNIT- 7 Marketing Research and its Applications –

The Context of Marketing Decisions, Definition, Purpose and Scope of Marketing Research, Marketing Research procedure, Applications and Problems of Conducting Marketing Research, Marketing Research in India..

BLOCK- 3

UNIT- 8 Determinant's of Consumer Behavior –

Importance of Consumer Behavior, Types of Consumers, Buyer versus User, A model of Consumer Behavior, Factors influencing Consumer Behavior- Psychological, Personal, Social and Cultural Factors.

UNIT- 9 Modeled of Consumed Behavior –

Decision, Levels of Consumer Decisions, Process of Decision- Making, Types of Purchase Decision Behavior, Stages in the Buyer Decision Process, Models of Buyer Behavior.

UNIT- 10 India Consumer Environment –

Demographic Characteristics, Income and consumption Characteristics, Characteristics of Organisational Consumers, Geographical Characteristics, Market Potential, Socio cultural Characteristics

BLOCK- 4

UNIT- 11 Product Decisions and Strategies –

Product and its types, Marketing Strategy for different types of Products, Product Line Decision and Diversification

UNIT- 12 Product Life Cycle and New Product Development

The Product Life Cycle Concept, Marketing Mix at Different Stages, Option in Decline Stage and New Product Development Strategy.

UNIT- 13 Branding and Packaging Decisions –

Brand Name and Trade Mark, Branding Decisions, Advantages and Disadvantages of Branding, Brand Name Selection, Packaging, Packaging Industry, Functions of Packaging and Legal Dimensions of Packaging.

BLOCK- 5

UNIT- 14 Pricing Policy & Practices –

Determinants of Pricing, Role of Costs in Pricing, Pricing Methods, Objectives of Pricing Policy, Consumer Psychology and Pricing, Pricing of Industrial goods, Pricing over the Life- Cycle of the Product, Nature and Use of Pricing Discounts, Product Positioning and Price, Non-price Competition

UNIT- 15 Marketing Communication –

Process, Influence, The Promotion Mix- Determining, The Promotion Budget.

UNIT- 16 Advertising & Publicity –

Meaning, Type, objectives and Role of Advertising, Advertising Expenditure-Indian scene, Advertising Management, Developing Advertising Copy and Message, Selecting and Scheduling Media, Measuring Advertising Effectiveness, Coordinating with Advertising Agency and Publicity

UNIT- 17 Personal Selling & Sales Promotion-

Role of Personal Selling, Types of Selling jobs, The Selling Process, Sales Promotion-Objectives and Methods, Planning Sales Promotion and Promotional Strategy

BLOCK -6

UNIT- 18 Sales Forecasting –

Meaning, Process, Approaches and Methods of Sales Forecasting, Product Sales Determinants, Status of Sales Forecasting Methods Usage, The Evaluation of Forecasts, Computerized Sales Forecasting, Relating

the sales Forecast to the Sales Budget and Profit Planning.

UNIT- 19 Distribution Strategy –

Importance of Channels of Distribution, Alternative Channels of Distribution, role of Middleman in Indian Economy, Selecting an Appropriate Channel, Physical Distribution Tasks, Location of fixed Facilities, Specific Issues Relating to Maintenance of Stock.

UNIT- 20 Managing Sales Personnel –

Selling and Sales Management, Recruitment and Selection of Salesman, Training, Motivating and Controlling of Sales Personnel.

UNIT- 21 Marketing and Public Policy –

Regulatory Role of the Government, Role of government in Marketing Decision-Making Process, Impact of Government Control on Product Decisions, Pricing Decisions, Promotional Decisions and Channel and Distribution Decisions.

Sales Management

BLOCK -1

UNIT- 1 Introduction to Sales Management –

Sales and Distribution Strategy – Role in the Exchange Process, Interdependence of Sales and distribution, Sales Management- Formulation of Sales Strategy, Framework For Joint Decision Making in sales and Distribution Management

UNIT- 2 Personal Selling –

The Growing Importance of Personal Selling, Situations Conducive for Personal Selling, the Changing Role of sales persons, Diversity of selling situations, Qualities of a good Sales Personnel, the scope of Activities in sales Situations

UNIT- 3 Sales Process –

Personal Selling and Marketing Effort- Difference between Advertising and Personal Selling, Significance of Personal Selling, Theories of Selling- AIDAS Theory, Right Set of Circumstances theory , Buying Formula theory, Personal Selling Process- Prospecting, Preparation to Meet Individual Prospects, Making the Sales Presentation, Draw attention, hold interest and build desire, sales resistance, Meeting the sales resistance, Closing the Sales.

UNIT- 4 Computer Systems & Applications in Sales Management –

Role of Sales Management, Organisations as an Information Processing System, Need of Computers, Execution of an Order, Information Sought from Sales Management, Process of obtaining information for a Sales Management System, Working of Computerised System, Uses of Computerised Sales Management System

BLOCK-2

UNIT- 5 Communication Skills –

Working of Communication, Communication Objectives, Communication Media and their Characteristics, Selecting Media options, Non Verbal Communication, Oral Communication, Impersonal Communication, Non Verbal behavior in Interpersonal Interactions, Written Communication, Writing sales Letters and Other Materials.

UNIT- 6 Sales Presentation –

Presentation, Types of Sales Presentation, Typical Structure of s Presentation, Planning the Presentation strategy, Presentation skills, Principles of Effective Presentation.

UNIT- 7 Negotiation Skills –

Meaning of Negotiation, Difference between Selling and Negotiating, The Negotiating Continuum, Steps of Negotiation, Negotiation Strategies, Principles of Sales Negotiations..

UNIT- 8 Retail Communication: Sales Displays –

Objectives of Sale Displays, Principals of Display, Types of Display, Managing Displays Effectively, Training Retailers, Motivating the Retailer.

BLOCK- 3

UNIT- 9 Job Analysis, Recruitment & Selection –

Nature of the Sales Job, Sales Job Analysis, Recruitment, Recruitment Sources, Selection, Selection Tools

UNIT- 10 Training the Sales Force –

Logic of Training, Training Process, Area of Sales Training, Process and Methods of Identifying Training Needs, Learning Styles Designing and Conducting the programme, Trainer's Abilities, Training Follow up

UNIT- 11 Compensation and Motivation of Sales Force –

Types of Compensation (Direct and Indirect), Case Studies on Compensation Schemes, Factors Influencing Design Of Compensation Schemes, Criteria for Designing a Compensation Package, Motivation of Sales force, Motivation and Needs, Sales person and Motivational Technique.

UNIT- 12 Monitoring and Performance Evaluation –

Monitoring-Needs and Objectives, Parameters used to Monitor Sales force, Content of a Sales report, Basic Sales reports and their Analysis, Performance Appraisal Evaluation, Salesmen's Evaluation- Some Basic Issues, Setting Performance With Norms, Comparing Performance With Norms,

BLOCK- 4

UNIT- 13 Sales Planning –

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UNIT- 14 Sale's Organisations –

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UNIT- 15 Sale's Forecasting and Sale's Quota's-

Sales Forecasting, Managing Sales Forecasts, Sales forecast Differentiation, Monitoring the Sales Forecast, Sales Forecasting For New Products, Sales Quota- Meaning and importance, Attributes of a Good Sales Quota Plan.

UNIT- 16 Sale's budgeting and Control –

Meaning and Importance of Sales Budgeting, Purpose of the Sales Budget, Methods of Sales Budgeting, Preparation of Sales Budget, Budget Implementation and Establishment of Feedback Mechanism, Flexibility in Budgeting, Introduction and Purpose of Sales Control. Sales Control System, Methods of Sales Control, Marketing Cost Analysis, Usefulness of Marketing Cost analysis, Sales Management Audit.

BLOCK- 5 Case Studies

- CASE-1** Puripen; Selecting the Communication Mix
- CASE-2** Devox (India) Limited: A Less Expensive But Complaining Customer
- CASE-3** National Electrical Engineer's Limited: Sale's Contest For Sale's Staff Motivation
- CASE-4** The Genuine Charcoal Filter: Sale's Monitoring & Control System
- CASE-5** Asia Pacific Electrical's Limited: Territory Planning and Management
- CASE-6** Rqllimited: Budgeting and Cost Control System's

Management of Marketing Communication and Advertising

BLOCK-1

UNIT – 1 Marketing Communication Process –

The Role of Marketing Communication, Concept of Marketing Communication, The Occurrence of Marketing Communication, The Sources of Misunderstanding in Communication, Elements of the Promotion Mix, Conclusion.

UNIT – 2 Communication- Key Behavioural Concepts –

Consumer Needs and Motivation, Consumer Personality and Psychographics, Consumer Perception, Consumer Learning and Concepts Relevant to Advertising, Consumer Attitudes and Advertising, Group Behaviour and Consumers.

UNIT – 3 Indian Media Scene –

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UNIT – 4 Planning Communication Strategy –

The Concept of Promotional Strategy and Tactics , A Planning Framework of Promotional Strategy , Decision Sequence Analysis for Promotional Planning

UNIT – 5 Advertising Campaign Planning –

Strategic Consideration – Message Design and Positioning, Message Design and Marketing Objectives, Message Presentation, One Sided Vs. Two Sided Messages, Message Development – Meaning and Tools, Size and Shape, Headline, Illustration, Body Copy, Colour, Composition , Messages and Creativity – One Final Word.

UNIT – 6 Advertising Creativity : Campaign Planning and Execution –

Creativity : Concept Defined, Creativity in Advertising, Creative Process, Creative Personality, Creative Ideas, Creative Associations,

UNIT – 7 Advertising Research –

Role and Trends – Kinds of Advertising Research, Measuring Awareness, Measuring Recall, Measuring Attitude, Measuring Brand Usage, Copy Testing, Syndicated and Custom Research Techniques, A Word of Caution When Conducting Research.

UNIT – 8 Measuring Advertising Effectiveness : Definitions & Techniques –

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UNIT – 9 Media Concepts, Characteristics and Issues in Media Planning –

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UNIT – 10 Media Selection, Planning and Scheduling –

The Meaning and Types of Media, Media Planning: a Process, Media Selection : a Process, Media Scheduling, A Final Word on Media Strategy.

UNIT – 11 Internet as an Emerging Advertising Media –

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Advertising

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UNIT – 12 Managing Sales Promotion-

Managing consumer Promotions, Managing Trade Promotions, Managing Sales force Promotions, Managing Sales Promotion in Service Marketing, Measuring the Performance of Sales Promotion

UNIT –13 Direct Marketing –

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UNIT- 14 Publicity and Public Relations-

Meaning and Scope of Public Relations, Public Relations and Management, Public Relations in Marketing

UNIT- 15 Social Marketing Communication-

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UNIT-16 Functions and Structure of Ad Agency –

The Role of an advertising agency, Functions and structure of an advertising agency, The agency-client relationship and productivity, Preparing for the campaign: How the agency should understand the product and market, The Advertising Tasks

UNIT-17 Managing Client Agency Relationships-

Application of Marketing Concept to Agency Set up, Agency Growth: Style and Conduct, Agency Positioning and Strategy, Size of the Client Influencing Strategy, Size of the Agency Influencing Strategy

UNIT-18 Strategies for Account Management –

Planning, Communication and Strategy, Their Inter-Relationship, The Role of Communication in Value creation And delivery, The First 'C' Cooperation: Helping Firm and Industry, The Second 'C' Focussed Concern, The Third 'C': Competitive Response, Strategy, Product life Cycle (PLC)and Implications for Promotion Mix, Trends in Marketing Communication (Promotion) Mix, The Fourth 'C': Competitive Advantage

UNIT-19 Legal and Ethical Issues in Advertising –

Laws and Acts Concerning Advertising, Case Studies,

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Case II : Maggi Ketchup

Case III : KMP Oils

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Case VIII : Cadbury

Case IX : Bacardi

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Case-1 Puripen: Selecting the Communication Mix –

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Case-2 Ray-Ban Sunglasses –

Objectives, Introduction, Agency Brief, The Need Communication Strategy, Discussion Questions.

Case-3 Colour Television-

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Dynamics, Competitive Positioning, CTV Buyer, Buyer Behaviour, Discussion Questions Exhibit: Colour Television Buyer Behaviour

Case-4 Project Clear (A) : The Advertising Brief –

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Case-5 Project Clear (B): Formulation of Advertising Strategy-

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Case-6 Project Clear (C) : Formulating Creative and Media Strategy -

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Case-7 Nishan Jams: Message Strategy and Execution-

Bread Spread Market, Marketing Research, Copy Testing, Selection of Copy Testing, Discussion Questions.

PGDMM-03

STRATEGIC MARKETING MANAGEMENT

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UNIT – 1 Strategic Management –

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UNIT – 2 Environmental Analysis –

Why Environmental Analysis? Types of Environment, General Environment, Sources of Environmental Information, Environment – Strategy Interface,

UNIT – 3 Strategic Management Process -

Identifying the Current Strategy and Objectives , Evaluation of Strategy, Generating Alternatives, Evaluating Alternatives and choosing the strategy, Implementing the chosen strategy, Review of Results for Feedback,

UNIT – 4 Strategy and Structure –

Matching Organisation Structure to Strategy, Determinants of Organisation Structure, Strategy and Structure Proposition, The Stages Model of Structure, Forms of Organisation : Strategy Related Benefits and Limitations, Structure for Development Programmes, Perspectives on Strategy and Structure,

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UNIT – 5 Strategic Management and Leadership –

Role of Leadership, What is Leadership, Process of Leadership, Functions of Leadership, Why Good

Leaders are Scarce,

UNIT – 6 Universal Inner Structure of Effective Leaders–

Selflessness, Character, Courage, Will-Power, Initiative, Knowledge, Handling People, Leadership Styles, Leadership in Indian Context.

UNIT – 7 Strengthening the Universal Inner Structure –

How to Improve Leadership Potential? Self development Diary, How to Sustain Motivation for Self-development to be a Leader, Practical Hints on Handling People,

BLOCK – 3

UNIT – 8 Technology Management –

Technology as the Strategic Element, Technology Life Cycles, Impact of Technology on Mankind, Technology as a Strategic Resource, Management of Technology at the Enterprise Level, Planning for Technology, Technology Forecasting, Key Tasks and Organisational Linkages in Technology Management, Identification of Technology Gaps.

UNIT – 9 In-house Development of Technology –

Integrating R&D into Corporate Strategy, Factors for Successful Management of Innovation Process, Customer Focus, Climate of Change, Committed Style, Combined Operations and Structures, Creative and Communication Skills, Control Systems, R&D Time Horizons and Strategies, Resource Analysis for Strategy and its Elements,

UNIT – 10 Acquisition and Absorption of Technology –

Buyer-Seller Relationship in Technology Transactions, Modes of Technology Transfer, Evaluation of Technology, Terms of Payment, Technology Transfer and Absorption, Monitoring Technology Transfer Benefits, Maximising the Technology Transfer Process, Role of Licensor and Licensee.

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UNIT – 11 Social Responsibility : The Case of Dying Fish

UNIT – 12 **Social Audit –**

What is Social Audit? Why Should Firms Undertake Social Audit? Types (or Frameworks) of Social Audit? Obstacles in Social Auditing, Social Audit in India, Future of Social Auditing,

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CASE – 1 Brooke Bond India Limited (B)

CASE – 2 Technology Development & Absorption

CASE – 3 Eicher Tractors India Limited

CASE – 4 Fruits and Vegetables Canning Project of the Gujarat Agro Industries Corporation Limited

CASE – 5 Indian Iron and Steel Company

CASE – 6 Larsen and Toubro Group

CASE – 7 Wanson India Private Limited

PGDMM-04

Consumer Behaviour

UNIT – 1 CONSUMER BEHAVIOR – NATURE, SCOPE AND APPLICATIONS-

Nature of Consumer Behavior, Meaning of Consumer, Decision Process, scope, Individual Determinants, External Environment, Applications of Consumer Behavior in Marketing.

UNIT – 2 CONSUMER BEHAVIOR AND LIFESTYLE MARKETING-

Demographics, Psychographics and Lifestyle, Characteristics of Lifestyle, Approaches to Lifestyle, Applications to Studies, Lifestyle profiles in Indian Context, VALS system of Classification, Applications of Lifestyle Marketing.

UNIT – 3 ORGANISATIONAL BUYING BEHAVIOR-

ORGANISATIONAL BUYING BEHAVIOR, ORGANISATIONAL BUYING BEHAVIOR: Some Typical Characteristics, Organisational Customers, Organisational Buying Influences, The Organisational Buying Situations, Organisational Buying Behaviour: Some Models, The Selection of a Supplier.

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UNIT-4 Perceptions-

The Concept of Perception, Stages in the Perceptual Process, Sensory System, Sensory Thresholds, Perceptual Selection

UNIT-5 Consumer Motivation and Involvement –

The Concept and Typology of Needs, Motives : The Basis of Motivation, The concept of Motivation, Motivational Conflicts, Consumer Involvement, The Facets of Involvement.

UNIT-6 Attitude and Attitude Change –

Attitude and Consumer Decision-Making, The

constituents of Consumer Attitude, The Functions of Consumer Attitude,

UNIT-7 Learning and Memory –

Concept of Learning, Theories of Learning, The Two Complex Issues of Learning, Memory: Structure and Functioning, Retrieving Information, Measuring Memory for Advertising, Marketing Applications.

UNIT-8 Personality and Self-Concept –

An overview of Personality : Its Nature & Their Application to Consumer Behaviour, The Concept of Personality, Theories of Personality, The Psychoanalytic Theory of Freud, Social-Psychological or Neo-Freudian Theory, Trait Theory of Self-concept, Consumption and Self-concept, Marketing Application of Personality and Self-concept in Jeans Market in India, Application of Psychographics and Self-Images in Marketing : The Charms Example.

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UNIT – 9 Reference Group Influence & Group Dynamics–

The influence of Reference Groups, Types of Reference Groups, Reference Group Influence on Products and Brands, The Role of Opinion Leadership in the Transmission of Information, The Dynamics of the opinion Leadership Process, The Personalities and Motivations of Opinion Leaders, The Concept of Social Class : Its Nature and Meaning, Social Class and Social Stratification, Social Class and Social Influence, Social Class Categorisation, Relationship of Social Class to Lifestyles, Social Class and Buying Behaviour, Social Class and Market Segmentation.

UNIT – 10 Family Buying Influences, Family Life-cycle and Buying Roles –

Family Buying Influences : Nature and Types of Influences, Consumer Socialisation, Inter-generational Influences, Family Decision-Making,

Family Role Structure and Buying Behaviour, The Dynamics of Family Decision-Making : Purchase Influences and Role Specialisation, The Influence of Children, The Family Life Cycle Concept, Implications of Family Decision-Making for Marketing for Marketing Strategy,

UNIT – 11 Cultural And Sub-cultural Influences –

Culture : Meaning and Significance, The Characteristics of Culture, Cultural Values, Cultural Values and Change, The Need for Cross-cultural Understanding of Consumer Behaviour, Subcultures and their Influence,

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UNIT – 12 Problem Recognition & Information Search Behaviour –

Purchase Process & Post-purchase Behaviour – Importance of Problem Recognition, An Overview of Problem Recognition, Threshold level in Problem Recognition, Problem Recognition in the Industrial Buying Process, Information Search,

UNIT – 13 Information Processing –

Concept of Information Processing, Exposure, Attention, Comprehension, Acceptance/Yielding, Retention, The Imaginal Processing The Influencing Factors, Marketing Implications of Information Processing,

UNIT – 14 Alternative Evaluation –

Alternative Evaluation : The Four Components, Formation of Brand Sets for Alternative Evaluation, The Choice-Making Rules, The Basic Choice Heuristics, The Marketing Response to the Choice Heuristics,

UNIT – 15 Purchase Process –

Post Purchase Behaviour – An Overview of Purchase Process, Buying Stage and Situational Influences, Steps to Benefit from Situational Influences, An

Anatomy of Non-store Buying, Routes of Non-store Buying, Developing an Attitude to Post-Purchase Behaviour, Theories of Post Purchase Evaluation Markete3rs Response Strategies.

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UNIT – 16 Early Models –

Economic Models, The Psychological Model (The Pavlovain Learning Model), The Psychoanalytic Model, The Gestalt Model, The Cognitive Dissonance Explanation, Sociological Model, The Cognitive Dissonance Explanation, Sociological Model,.

UNIT – 17 Howard Sheth Model –

Howard Sheth Model – A Background, Input Variables, Hypothetical Constructs, Exogenous Variables and Working Relationships, The choice Process as Explained by the Model, Types of Problem Solving Behaviour, The Evaluative Criteria, Howard Sheth Model – An Assessment.

UNIT – 18 Recent Developments in Modelling Buyer Behaviour –

Classification of Current Modelling Efforts, Some Recent Models, Bettman's Information Processing Model of Consumer Choice, Evaluation of Consumer Behaviour Models.

MARKETING RESEARCH

BLOCK – 1

UNIT – 1 Marketing Research –

Meaning and Importance – Marketing Research – Meaning and Importance, Stages in the Marketing Research Process, Scope of the Marketing Research Function, Self – Assessment Questions, Further Readings.

UNIT – 2 Organisation of Marketing Research in India –

Growing Importance of Marketing Research in India, Expenditure on Marketing Research in India and Major Users, Ways of Conducting Marketing Research in India, Increased Demand for Outside Research Services, Common Applications of Marketing Research, Problems in Conducting Marketing Research in India.

UNIT – 3 Research Design –

Research Design – Meaning and Importance , Causality : The Basis of Classification of Various Types of Research Designs, Exploratory Research Design, Descriptive Research Design, Factors Influencing Experimental Validity, Quasi-Experimental Designs, Experimental Designs, Experimental Designs,

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UNIT – 4 Data Collection –

Data and the Research Process, Secondary Data – Need and Usage, Sources of Secondary Data, Advantages and Limitations of Secondary Data, Sources of Primary Data, Basic Methods of Data Collection, Sources of Error in Primary Data

Collection

UNIT – 5 Sampling –

Sampling – Its Importance and Limitations, Sampling: Basic Concepts, Steps in the Sampling Process, Sampling Designs, Estimation of Sample Size.

UNIT – 6 Questionnaire Design and Development –

Questionnaire: Format and Administration, Steps Involved in Designing a Questionnaire, Constructing a Questionnaire, Management of Field Work, Coding and Tabulation, Ambiguities in the Questionnaire Method.

UNIT – 7 Attitude Measurement &Scaling-

Attitude, Levels of Measurement, Formats of Rating Scales, Single- item vs. Multiple-Items Scales, Criteria for Good Measurement.

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UNIT – 8 Qualitative Research –

Meaning, Differences between ‘Qualitative’ and ‘Quantitative’ Research, Uses of Qualitative Research, Methods of Conducting Qualitative Research, Latest Techniques of Qualitative Research.

UNIT – 9 Data Processing –

Coding, Tabulation And Data Presentation –Editing of data, Coding of Data, Classification of Data, Statistical Series, Tables as Data Presentation Devices, Graphical Presentation of Data.

UNIT – 10 Description and Inference from Sample Data –

Distinction between Description and Inference, Framework for Analysis Measures of Sample Data, Results from Inferential Statistics.

UNIT – 11 Analysis of Association –

Cross- tabulation, Chi-square Test for Analysis of

Association, Strength of Association between two Nominal Variable, Correlation Coefficient, simple Linear Difference, Analysis of Difference.

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UNIT – 12 Regression Analysis, Discriminate analysis and Factor Analysis-

Analysis of Variance, Regression Analysis, Discriminate Analysis, Factor Analysis.

UNIT – 13 Conjoint Analysis –

What is Conjoint Analysis, Steps in the Application of Conjoint Analysis.

UNIT – 14 Cluster Analysis and Multi-

Dimensional Scaling-Inputs for Cluster Analysis, different Approaches to Cluster Analysis, Factors to be considered while using Cluster Analysis Techniques Multi-dimensional Scaling.

UNIT – 15 Application of Marketing Research in India –

Some Case Studies - Illustration on 'Consumer Research', Illustration on 'Demand Forecasting', Illustration on 'Sales Promotion Campaign', Other Potential Applications.

PGDFM – 01

CAPITAL INVESTMENT AND FINANCING DECISIONS

BLOCK – 1

UNIT -1 Nature of Long Term Financial Decisions –

Time Value of Money, Terminal Value, Present Value, Determination of Implied Interest Rates, Determination of the Implied Principal Amount, Determination of Annuities, Financial Markets : The Benchmark, Net Present Value (NPV) Rule, Value Maximization Objective (VMO), Principal – Agent Conflict in Value Maximisation, Other Objectives and VMO, VMO and NPV Rule, Financing Decisions, Dividend Decisions, Investment Decisions, Linkages Between Financing and Investment Decisions

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UNIT – 2 Financing Through Capital Market –

Equity Shares, Features of Equity Shares, Implications for Decision Makers, Managerial Issues, Preference Shares, Features of Preference Shares, Implications for Decision Makers, Managerial Issues, Debentures, Features of Debentures, Implications for Decision Makers, Managerial Issues, Capital Market Financing – Recent Trends.

UNIT – 3 Financing Through Financial Institutions –

Commercial Banks, Development Banks, Investing Institutions, Institutional Financing: Recent Trends.

UNIT – 4 Newer Modes of Financing –

Concept of Leasing, Forms of Lease Financing, Benefits and Costs of Leasing, Economic Evaluation of Lease, An Illustration, Concept of Venture Capital, Nature and Role of Venture Capital, Evolution of

Venture Capital in USA and UK, Present State of Venture Capital in India, Implications for Decision Makers,

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UNIT – 5 Project Evaluation under Risk and Uncertainty–

Types of Project Proposals, Elements of Capital Projects, Dimensions of Project Evaluation, Project Selections Criterion, NPV and Financial Profitability, NPV and Evaluation of Risky Projects, Analysis of Risk and Uncertainty, Integrating Risk in the NPV Criterion, Risk Analysis in Practice, Bower's Model of the Investment Decision making Process,

UNIT – 6 Analysis of Non-Financial Aspects –

Non Financial Considerations, Inadequacy of Financial Evaluation, Economic or Social Evaluation, Social Cost Benefit Analysis

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UNIT – 7 Capital Structure Theories –

Optional Capital Structure : Traditional Position, Risk and Capital Structure, EBIT-EPS Analysis for Capital Structure, EBIT-EPS Approach to Capital Structure – A Graphical Analysis, Modigliani-Miller Analysis of Tax Factor, Choosing the Optimal Capital Structure – An Example, Other Considerations, Relevance of Debt Equity Ratio in Public Enterprises

UNIT – 8 Cost of Capital and Capital Structure –

Risk and Cost of Capital, Concepts of Cost of Capital, The Cost of Specific Sources of Funds, Cost of Long-term Debt, Cost of Preference Capital, Cost of Equity Capital, Cost of Retained Earnings, Choice of Weights, Calculating the Weighted Average Cost of Capital : An example

UNIT – 9 Dividend Decision –

Nature of Dividend Decision, Dividend Payment Procedures, Factor affecting Dividend Decision, Objectives and types of Dividend Policies, Relevance Dividend Policy, Alternatives to Cash Dividend

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UNIT – 10 Attiveri Minor Irrigation Project

UNIT – 11 Reliance Industries Limited -

PGDFM – 02

Management Control System

BLOCK -1 Basic Concepts

UNIT- 1 Management Control System: An Introduction–

General Concept of Control, Organisational Control, Management Control, Management Control and Strategic Planning and Control, Management Control and Operational Control, Characteristics of Management Control Systems, Designing Management Control system, Management Control system and Responsibility Accounting, Informal Management Control

UNIT- 2 Responsibility Centers –

Delegation of Responsibility Centers, The Concept of Responsibility Centers, Organisation Structure and Responsibility Centers, Types of Responsibility Centers, Establishing Responsibility Centers, Performance Evaluation of Responsibility Centers, The Concept of Responsibility Accounting.

BLOCK-2 Management Control Structure

UNIT- 3 Expense Centers –

The concept of Expense Centre, Distinction Between Expense Centre and responsibility centre, Controllability of Expenses, Responsibility Reporting

UNIT- 4 Profit Centers –

The Role of Profit centers in an Organisations Boundary Conditions for Profit centers, Performance Measurement of Profit Centers, Profit Centre as a Motivational tool, performance Related Compensation.

UNIT- 5 Transfer Pricing –

Transfer pricing and corporate Policy, Methods of Transfer Pricing, Decentralization and Performance Evaluation, Transfer Pricing Practices.

- UNIT- 6 Investment Centers –**
Investment Base, Measuring Investment Centre Performance, Measuring the Investment Base, Problems of Financial Control of Investment centre.
- BLOCK- 3 Management Control Process**
- UNIT- 7 Programming and Budgeting –**
Classification, Process of budget Setting, Flexible Budgeting, Manufacturing and Administrative Budgets, Marketing Budgets, Budgeting with Net Work Analysis, Performance Budgeting, Zero base Budgeting
- UNIT- 8 Analysis and Reporting –**
Meaning and Significance of a Report, Different Types of Reports, Report Preparation, Meaning and Implications of MIS, Need for MIS, A Few Myths and MIS, MIS and Computers, Management and Information System, Design and Implementation of MIS, Impact of MIS on Management, A systematic presentation of an integrated Approach, Decision Support system
- UNIT- 9 Performance Evaluation –**
Importance to Management, Impersonal/personal Orientation, Measuring Performance, Multiple Performance Criteria, Designing Performance Evaluation Report, Responsibility Accounting and Managerial Accountability, Divisionalisation, R.O.I. Approach, Interdivisional Pricing, Corporate and Interdivisional Charges, Effective Use of Management Accounting System, Compensation for Divisional Performance, Measuring and Controlling Performance in a MBO Framework.
- BLOCK- 4 Special Applications**
- UNIT- 10 Management Control in Multinational Corporations –**
Definition of Multinational Corporation, Basic Objects and Characteristics of Management Control, Management Control in Multinational Operations,

Managerial Performance, Information System Between Home Country Parent and Host Country Subsidiary, Reporting system in a Large MNC, General dynamics of Subsidiary Operation in Host Country

UNIT- 11 Management Control in Project and Multi Project Organisations –

Project Defined, Project Characteristic and Management Control, A Typical Project Organisation, General Approaches to Designing Project Organisations, Project Planning and Control Techniques, Sub Contracting and Control, Control indicators in Multi Project Organisations, Role of Review Process

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Characteristics of Services, Equipment and People Oriented In Services, Design Considerations in High and Low Contact Services, Management Control in Professional Firms, Management Control system in Hospitals, Management Control in Hotels, Management Control in Banks, Some Trends of Change in Service Industry.

UNIT- 13 Management Control in Non-Profit Organisations–

Service organisations and Non- Profit organisations, Categories of Non- Profit organisations, Profit and Non- Profit organisations: Differential Characteristics, Measuring output, Pricing in Non- Profit organisations, Management Structure in NPOs, Control In NPOs, Accounting In NPOs.

BLOCK- 5 Case Studies

CASE-1 Brooke Bond (India) Ltd. (A)

CASE-2 Dakshin Rasagan Nigam Ltd.

CASE-3 Bengal Steel Ltd.

CASE-4 Jalabhumi Nutritional Programme (A)

CASE-5 Thana District Co-operatine Fisheries Project (B)

CASE-6 Christian Medical College and Hospital, Vellore.

PGDFM – 03

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

BLOCK-1

UNIT-1 Nature and Scope of Investment Decisions –

Nature of Investment Decisions, The Investment Decision Process, The Investment Environment, Financial Instruments, Financial Intermediaries, Financial Markets

UNIT-2 Components of Investment Risk –

Concept of Investment Risk, Evolution of Risk Connotations the interest Rate Risk Factor, The market Risk, Factor, The Inflation Risk Factor, The Default Risk Factor, The Management Risk Factor, The Liquidity Risk Factor

UNIT-3 Valuation of Securities-

The Three-step valuation Process, Economy Influences, Industry Influences, Empirical Support for the Valuation Sequence, The General Valuation Framework, The Basic Valuation Model, Value Price Relationship, The Coonter, Hypothesis, the Dynamic Valuation Process, Valuation of Fixed-in-come Securities, Estimating Returns on Fixed Income Securities, Valuation of Preference Shares, Valuation of Equity Shares, The Present Value of Expected Stream of Benefits from Equity Shares, Dividend Valuation Model, The P/E Approach to equity valuation

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UNIT-4 Organisation and Functioning –

Primary vs. Secondary Markets, Types of Traded Securities, Stock Market in India, Origin and Growth, Role and Functions, Membership, Organisation & Management, Trading System, Stock Market

Information System, Principal Weakness, Directions of Reform, Over the Counter Exchange of India (OTCEI)

UNIT-5 Regulation –

History of Securities Market Regulation, Regulation of Secondary Market, Regulation of Primary Market, Regulation of OTCEI, Securities and Exchange Board of India (SEBI), Origin, Functions, Organisation, Activities, Self- Regulation

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UNIT – 6 Economy and Industry Analyses –

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UNIT- 7 Company Level Analysis –

Estimation of Future Price, Quantitative Analysis, Dividend Discounted Method, Price-Earnings Approach, Forecasting Earnings Per Share, Traditional Methods of Forecasting EPS Trend Analysis, ROI Approach, Market Share Approach, Independent Estimates Approach, Modern Methods of Forecasting EPS, Regressing and Correlation Analyses, Trend Analysis, Decision Tree Analysis, Qualitative Analysis

UNIT – 8 Technical Analysis –

Meaning of Technical Analysis, fundamental Analysis vs. Technical Analysis, Origin and Development of Technical Analysis, Dow Theory and its Basic Tenets,

Classical Technical Analysis, Modern Technical Analysis, Techniques of Technical Analysis, Market Indicators, Limitations of Technical Analysis,

UNIT – 9 Efficient Market Hypothesis –

Definitions of Market Efficiency, Forms of Market Efficiency, Empirical Tests of EMH, Tests of Weak Form, Tests of Semi-Strong Form, Tests of Strong Form, Anomalies in EMH, Indian Studies on Market Efficiency, Implications of EMH for Security Analysis, Implications of EMH for Portfolio Management,

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UNIT – 10 Portfolio Analysis-

Inputs to Portfolio Analysis, Return and Risk Characteristics of Individual Assets, Expected Return and Risk of a Portfolio, Diversification of Risk, Portfolio Analysis and Selection, Portfolio Selection Problem, Selection of Optimal Portfolio

UNIT – 11 Portfolio Selection-

Finding the Efficient Set, Constrained Minimisation Problem, Lag range Multipliers Technique, Tracing the Efficient Frontier, Limitations of Markowitz Approach, Single-Index Model, The Assumptions and the Model, Systematic Risk, Diversifiable (or Residual) Risk and Covariance of Returns, Variance of Portfolio Returns, Estimating Beta and the Diversifiable Risk Component, Other Portfolio Selection Models

UNIT – 12 Capital Market Theory –

Concepts of Risk Free Asset, Risk Free Lending and Risk Free Borrowing, Leveraged Portfolio, Market Portfolio, capital Market Line, The CAPM, Assumptions, Security Market Line, Limitations, Arbitrage Pricing Theory (APT)

UNIT – 13 Portfolio Revision –

Meeting of Portfolio Revision, Need for Portfolio Revision, Portfolio Revision Strategies, Portfolio Revision Practices, Constraints in Portfolio Revision Formula Plans, Basic Assumptions and Ground Rules, Constant- Dollar-Value Plan, Constant-Ratio Plan, Variable-Ratio Plan, Limitations

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UNIT – 14 Performance Evaluation of Managed Portfolio-

Methods of Computing Portfolio Return, Dollar-Weighted Rate of Return, Time-Weighted Rate of Return, Risk Adjusted Return, Components of Investment Performance, Stock Selection, Risk Taking, Market Timing, Problems with Risk Adjusted Measures, Benchmark Portfolio- Concept and Construction

UNIT – 15 Investment Companies-

Investment Companies, Categorisation Based on Capitalisation, Categorisation Based on Investment Objectives, Categorisation Based on Types of Assets Held, Portfolio Management Process, Problems of Portfolio Management, Problems Associated with the Mature of the Financial Markets, Investment Companies in India, Unit Trust of India (UTI) Mutual Funds of Commercial Banks (MFs), Life Insurance Corporation of India (LIC), Regulations/Guidelines Governing Investment Policies of Investment Companies in India, Statutory Regulations Governing UTI Investment , Statutory Regulations Governing lic Investments, Investment Options for Investment Companies in India, Investment Patterns of Investment Companies in India, UTI's Investment Pattern. LIC's Investment Pattern. Private Sector Investment Companies, Problems Faced by Indian Investment Companies, Lack of Proper Databases, Problems Due to Excessive Dependence on Corporate Debentures, Volatility of the Market

UNIT – 16 Mutual Funds-

Concept of Mutual Fund (MF), Advantages of Investing in Mutual Funds Types of Mutual Funds, History of Mutual Funds, Indian Scenario, Types of Mutual Fund Schemes in India, Organisation of Mutual funds, Creation of a Portfolio. Regulatory Environment Relating to Creation of Portfolio of Various Securities, Portfolio Revision, Systems and Controls.

PGDFM – 04

International Financial Management

BLOCK-1

UNIT-1 International economics: Issues and Dimensions–

International Economics, International Finance and International Financial Management, International Economy- The Global Village, National Economy in an International Setting, International Trade Theories, Mercantilists Views, Absolute Advantage Theory, Comparative Advantage Theory, Comparative Cost Theory, Standard Theory of International Trade, Modern Theory of International Trade, Comparative Advantage- Revisited, International Capital Flows Theory, International Labour Migration Theory, Issues in International cooperation, Multinational enterprise as a system of National Units

UNIT-2 Finance Function in Multinational Firm-

Multinational Semantics, Environmental Factors and Finance Function, Theory of Foreign Direct Investment, CTM Approach, Cost of Capital, Competition/Monopoly, Mergers, Joint Ventures, etc. Techniques of Transfer Pricing, Financial Dimensions of Multinational Transfer, Distinguishing Features of International Financial Decision – making, Financial Control over Global Operations, Multinational Headquarters and Subsidiary Units, Synthesis between National and Transnational Interests,

UNIT-3 International Financial Flows: Balance of Payments Framework-

International Financial Flows : Sources and Causes, Trade Flows, Flow of Services, Unilateral Transfer, Direct Investment Abroad, Portfolio Investment Abroad, Short-term Capital flows, Balance of Payments (BOP), Concepts and Conventions, Balance of Payments Accounts, Disequilibrium's in BOP and its Accounts, India's BOP Past Trends,

International Financial Flows : Consequences and Remedial Measures,

UNIT-4 International Financial System and Institutions–

Elements of a Financial System, International Financial System : Unique Elements, International Financial System : Unique Markets, Innovations in Financial Instruments, Benefits of Internationalisation , Evolution of the International Financial System, International Financial Institutions, International Monetary Fund, World Bank, Other International Financial Institutions,

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UNIT – 5 Forex Markets and Rates –

Money Market, Actors in the Money Market, Foreign Exchange Market, Actors in the Foreign Exchange Market, Foreign Exchange Quotations, Reciprocal Rates, Cross Rates, The Chain, Price and Volume Quotations

UNIT – 6 Foreign Exchange Rates : Determination and Forecasting –

Exchange rate, Law of one price, Purchasing Power Parity (PPP), International Monetary System and Foreign Exchange Markets – Revisited, Gold Standard, Gold Exchange Standard, Bretton Wood System, Move to Floating Exchange Rate, Organisation of Foreign Exchange, Market, Spot and Forward Exchange Rates, Relationship between Forward and Sport Exchange Rates, Central Bank Intervention in the Foreign Exchange Market, Indian Exchange Rate System, Current Account Convertibility: Recent Indian Trend, Exchange rate Forecasting

UNIT – 7 Measuring Foreign Exchange Risk –

Concept of Exposure, Accounting Exposure-Translation Methods, Monetary/Non- Monetary Method, Temporal Method, current/Non-Current

Method, Economic (Cash Flow) Exposure, Transaction Exposure, Real Operating exposure

UNIT – 8 Managing Foreign Exchange Risk –

Exposure Management: Basic Consideration, Exposure information System, Exchange Risk Management Strategies and Techniques, Exposure Management: Internal Techniques, Netting, Matching, Leading and Leading, Pricing Policies, Asset and Liability Management, Exposure Management: External Techniques, Forward Exchange Contracts, Short Term Borrowing, Discounting, Factoring, Government Exchange Risk Guarantees

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UNIT –9 Financing Foreign Trade –

Export/Import Finance: Special Problems of Developing Countries, Export Financing, import Financing, Financing Practices or Terms of Payment, Payment in Advance, Open Account, Documentary Bills, Letters of Credit, Shipment on Consignment Basis, Export Financing Techniques or Types of Credit, Pre-shipment Financing, Post-shipment Financing, Institutional Arrangements in India Regarding Foreign Trade Financing, ending Programmes of EXIM Bank, Export Credit Guarantee through ECGC

UNIT –10 International Cash Management-

Short-term Capital Flows, Cash Balance Holdings, Money Marketing and Interest Parity-Revisited, Hedging Against Risks, Foreign Exchange Risks, Inflation Risks, Centralised Cash Management, Liquidity Imperatives

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UNIT –11 Forex Regulation and Control –

Foreign Exchange, Exchange Control, Transactions Subject to Control, Imports, Exports, Export Declaration Forms, Permitted Method of Payment,

Permitted Currencies, Grouping of Countries, Authorised Dealer, Export of Gold etc. Rate of Exchange, Exchange Rate of the Rupee, Bank's Dealings in Foreign Exchange, Exchange Contracts, Foreign Remittances, Foreign Travel, Import/Export Guarantees, Rupee Account of Non-Resident Indians, Rupee Account of Non-Indians, Rupee Accounts of Non-Resident Banks, Acquisition/Disposal of property by Non-Resident Indians/Foreigners, Investments in Shares, Securities etc, by Non-Resident Indians/Foreigners

UNIT –12 International Financing Strategy-

Institutional Structure, Growth of the Eurodollar Market, Instruments and Rates of Interest of the Euro Currency Markets, Euro currency Loan Market International Bond Market, The currency Composition, Special Features of the Eurobond Market, International Equity Markets Foreign Equity Markets, Multinational and US Equity Markets, Some Innovations in International Capital Markets, Innovations in the Eurobond Market, Euronote Market, International Equities, Global Financial Choices : Some Broad Guidelines, Basic Considerations in International Financing Decisions, Managing Risks, Interaction with the Firm's Overall Financial Structure, International Financing Decisions: Some India Experiences

UNIT –13 International Investment Strategy –

Strategies of Direct Investment, Exploiting a Technological Lead, Exploiting a Strong Trade Name, Exploiting the Advantages of Scale, Exploiting a Scanning Capability, Input- Output Strategy, Financial Strategy, Environmental and Organisational Strategy, Strategies of Portfolio Investment, Diversification or Safety-first Strategy, Income Maximisation Strategy, Wealth Maximisation Strategy, Tax Minimisation Strategy, Reinvestment and Repatriation.

PGDFM – 05

MANAGEMENT OF FINANCIAL SERVICES

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UNIT – 1 Financial System and Financial Markets –

Financial System, Financial Markets : An Introduction, Role of Financial Markets, Functions of Financial Markets, Classification of Financial Markets, Securities Markets, Globalisation of Financial Markets, Classification of Global Financial Markets,

UNIT – 2 Participants in Financial Markets –

Participants in Money Markets, Central Bank, Commercial Banks, Indigenous Financial Agencies, Discount House, Acceptance Houses, Participants in Capital Markets, Banking Institutions, Non-Banking Financial Institutions

UNIT – 3 Financial Services : An Introduction –

Concept and Importance, Salient Features, Constituents, Evolution Financial Services : A Case of GE Capital Services, Some Policy Issues, Financial Services and Problems, Future Scenario,

UNIT – 4 Management of Risk in Financial Services –

Trading in Risk, External and Internal Risk, Sources of External Risk, Sources of Internal Risk, Types of Risk,

UNIT – 5 Regulatory Framework for Financial Services –

Types of Regulations, Regulatory Framework, Regulations on Banking and Financing Services, Regulations on Insurance Services, Regulations on Investment Services, Regulations on Merchant Banking and Other Intermediaries

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UNIT – 6 Stock Exchange : Functions and Organisations–

Meaning and Nature of Stock Exchanges, Economic

Functions of Stock Exchanges, Development of Indian Stock Market, Forms of Organisation of Indian Stock Exchanges, Regulation of Stock Exchanges in India, Organisational Structure of Stock Exchanges in India, Recent Developments in Indian Stock Market Structure,

UNIT – 7 Broking and Trading in Equity –

Listing of Securities in an Exchange, Intermediaries in an Exchange Execution of Trades in an Exchange, Settlement of Trades, Settlement Guarantee Mechanism, Transfer of Ownership of Securities, Globalisation and International Trends

UNIT – 8 Broking and Trading in Debt –

Different Debt Instruments in the Market, Debt Trading in India, Listing of Debt Instruments in an Exchange, Intermediaries in an Exchange, Intermediaries in Debt Trading, Execution of Trades in an Exchange, Settlement of Trades, Transfer of ownership of securities, Initiatives Needed for a Vibrant Debt Market,

UNIT – 9 Mutual Funds –

Why Mutual Funds? Products of Mutual Funds, Emergence of Mutual Funds, Constitution of Mutual Funds, Functions of AMC, Working Mechanism of AMC, Managing a mutual Fund, Portfolio Management Process, Operational Efficiency of Mutual Funds, Performance Measures of Mutual Funds, Money Market Mutual Funds, Off-Shore Mutual Funds, Mutual Funds in India

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UNIT – 10 Merchant Banking : An Introduction –

Origin of Merchant Banking, Services Provided by Merchant Bankers, Regulation on Merchant Bankers, Code of Conduct for Merchant Bankers, Merchant Banking in India,

UNIT – 11 Issue Management –

Types of Issues, Who can be an Issue Manager? Roles of Issue Manager, Project Appraisal, Capital Structure, Public Issue Management, Marketing the Issue, Selecting Public Issue Proposal, Pricing of Issues, Regulatory Environment, Recent Trends in India,

UNIT – 12 Corporate Restructuring and Mergers –

Mergers and Acquisition, Motives for Mergers, Types of Mergers, Factors Affecting the Takeover or Merger Decision, Steps Involved in the Mergers, Legal Framework, Financial Framework

UNIT – 13 Project Financing –

Sources of Project Financing, New Financial Instruments for Project Financing, Planning the Optional Means of Financing, Norms and Policies for Financial Institutions, Example

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UNIT – 14 Leasing and Hire Purchase –

Leasing : Some Basic Concepts, Types of Lease Arrangements, Reasons for Leasing, Effects on Financial Statements, Legal Aspects of Leasing, Essential Features of Leasing, Standard Clauses in a Lease Agreement, Evaluation of Lease, Financial Consideration Affecting the Buy or Lease Decision, Lessor's Point of View, Lessor's Perspective, Hire Purchase, Choice Between Leasing and Hire Purchase

UNIT – 15 Debt Securitisation –

What is Securitisation? Assets which can be Securitised, Origin of Securitisation Done, Mechanism of Securitisation, Role of Special Purpose Vehicle, Instruments of Securitisation , Pricing of Securitisation Instruments, Benefits of Securitisation, Criteria for Investment, Securitisation in Indian Context, Future Prospects

UNIT – 16 Housing Finance –

Institutional Framework, Housing Finance Schemes, Home Loan Account Scheme of NHB, HDFC's Schemes for Individuals Finance, Schemes of LIC Housing Finance Ltd. Schemes of GIC Housing Finance Ltd., Schemes of Canfin Homes Ltd. Schemes of Canfin Homes Ltd, Schemes of SBI Housing Finance, Schemes of Commercial Banks, Schemes of Housing and Urban Development Corporation, Schemes of State Housing Finance Societies, Role of National Housing Banks in Housing Finance

UNIT – 17 Credit Rating –

Concept of Credit Rating , Origin of Credit Rating, Scope and Need for Credit Rating, Importance of Credit Rating, Typology of Credit Rating, Factors Contributing to Success, Credit Rating Process, Credit Rating : The Indian Scenario, Credit Rating : Some Recent Developments,

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UNIT – 18 Credit Cards –

History of Credit Cards, Types of Credit Cards, Additional Facilities and Services, Credit Card Business Cycle, Benefits of Credit Cards, Indian Scenario, Comparison of Credit Cards, Modern Trends in Payment Business

UNIT – 19 Financial Services by Banks and Insurance Companies –

Financial Services on Offer, Merchant Banking Services, Leasing, Mutual Funds, Factoring , Credit Cards, Credit Rating, Commercial Papers, Housing Finance, Venture Capital , New Vistas in Financial Services, Emerging Dimensions

UNIT – 20 Venture Capital –

Main Characteristics of Venture Capital, Growth of Venture Capital, Origin of Venture Capital in India,

Differences Between Venture Capital and Other Funds, Stages of Venture Capital Financing, Instruments of Finance, Organisation of Venture Capital Industry, Sources of Venture Capital Funds, Exit Alternatives, Regulatory Framework, Operation of Venture Capital Funds,

UNIT – 21 Factoring, Forfeiting and Bill Discounting –

Factoring : An Introduction, Types of Factoring, Terms and conditions of Factoring Contract, Advantages of Factoring, Disadvantages of Factoring, Mechanism of Factoring, Main Characteristics of Factoring, RBI Guidelines for Factoring, Factoring in India, Forfeiting : An Introduction, Differences between Factoring and Forfeiting, Condition for the Success, Forfeiting in India, Advantages of Forfeiting, Bill Discounting : An Introduction, Evaluation of Bill Discounting Scheme in India, Salient Feature of the Bill Discounting Scheme, Re-vitalising the Bill Markets in India, Discount and Finance House of India Limited,

PGDPM-01

Operations Research for Managerial Application

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UNIT – 1 Operation Research – An Overview –

History, Approach, Techniques and Tools, Relationship between O. R. Specialist and Manager, Typical Applications of O.R, Phases and Processes of O.R.Study, Limitations of Operations Research ,

UNIT – 2 Review of Probability and Statistics –

Random Experiment and Probability, Random Variable : Discrete v/s Continuous, Probability Distribution and Summary Statistics, Some Important Discrete Probability Distributions, Some Important Continuous Probability Distributions

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UNIT – 3 Linear Programming –

Graphical Method – Formulation of a Linear Programming Problem, Formulation with Different Types of Constraints, Graphical Analysis, Graphical Solution, Multiple, Unbounded Solution and Infeasible Problems, Application of Linear Programming in Business and Industry

UNIT – 4 Linear Programming –

Simplex Method – Principle of Simplex Method, Computational aspect of Simplex Method, Simplex Method with several Decision Variables, Two Phase and M-method, Multiple Solution, Unbounded Solution and Infeasible Problem, Sensitivity Analysis, Dual Lineal Programming Problem,

UNIT – 5 Transportation Problem –

Basic Feasible Solution of a Transportation Problem, Modified Distribution Method, Stepping Stone Method, Unbalanced Transportation Problem, Degenerate Transportation Problem, Transshipment Problem,

Maximisation in a Transportation Problem,

UNIT – 6 Assignment Problem –

Solution of the Assignment Problem, Unbalanced Assignment Problem, Problem with Some Infeasible Assignments Maximisation in an Assignment Problem, Crew Assignment Problem.

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UNIT – 7 Concepts of goal programming,

Goal programming model formulation, Graphical method of goal programming, The simplex method of goal programming, Application areas of goal programming, Application areas of goal programming,

UNIT – 8 Some Integer Programming

Formulation Techniques, Unimodularity, Cutting Plane Method, Branch and Bound Method,

UNIT – 9 Dynamic Programming Methodology:

An Example, Definitions and Notations, Dynamic Programming Applications,

UNIT – 10 Solution of a Non-linear Programming

Problem, Convex and Concave Functions, Kuhn-Tucker Conditions for Constrained Optimisation, Quadratic Programming, Separable Programming

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UNIT – 11 Inventory Control – Deterministic Models –

Inventory : An Essential Requirement, Objectives of Inventory, Functions of Inventory, Classifications of Inventory, factors Affecting, Inventory Modelling, Deterministic Single Item Inventory Models, Deterministic Multi-Item Inventory Models

UNIT – 12 Inventory Control –

Probabilistic Models – Inventory Models with Probabilistic Demand, Single Period Probabilistic Models, Inventory control Systems, Fixed Order

Quantity System, Periodic Review System, Other Variants of Probabilistic Models.

UNIT – 13 Queueing Models –

Characteristics of a queueing model, Notations and Symbols, Statistical methods in queueing, The M/M/I System, The M/M/C System, The M/Mk/I System, Decision problems in queueing.

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UNIT – 14 Competitive Situations: Game Theory –

Definitions and explanation of some important terms, Saddle points, Dominance, Mixed strategies: Games without saddle points, 2xn games, Exploiting an opponent's mistakes.

UNIT – 15 Simulation –

Reasons for using simulation, Limitations of simulation, Steps in the simulation process, Some practical applications of simulation, Two typical examples of hand-computed simulation Computer Simulation

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CASE-1 Insulator India Limited

CASE-2 Use of Operations Research Techniques: A Case Study of ECS Corporation

PGDPM-02

Project Management

BLOCK -1 Project Formulation and Appraisal

UNIT- 1 Project management: An Overview –

Project Management Its Role & Scope, History of PERT/CPM, Need for Project Management, Some Major Project Management Concepts, Tools and Techniques in Project Management, Success factors in Project Management

UNIT- 2 Feasibility and Technical Analysis –

Nature of Project Decision, The Project Development Cycle, Opportunity Studies, Pre-Feasibility and Feasibility Studies, Technical Analysis.

UNIT- 3 Market and Demand Analysis –

Forecast Verses Prediction, Time Horizon of Demand Forecasting, Need for Demand Forecasting, Uncertainties in Demand Forecasting, Levels of Demand Forecasting, Determinants of Demand for Capital Goods, Criteria for a Good Forecasting Method, Methods of Forecasting Demands, Errors in Demand Forecasting.

UNIT- 4 Economic and Financial Analysis –

Financial Analysis of Projects, Return on Investment, Pay Back Period, Discounted Cash Flow Techniques, Net Present Value, Internal Rate of Return, Profitability Projections, Economic Analysis of Projects.

UNIT- 5 Formulation of Detailed Project Reports –

Planning as an Essence of Design Phase, Market Planning, Equipment and Process Technology, Location of the Project, Layout of the Project, Material Balance of the Project, Specification of Main Plant and Equipment, Environment impact Assessment, Operations, Commercial Aspects, Financial Aspects, Socio-Economic Aspects, Doubled Project Report.

BLOCK -2 Project Planning and Scheduling

UNIT- 6 Planning Time Scale Network Analysis –

Network Diagramming of Projects Diagrams, Time - Analysis of Networks, Probabilistic Durations, Project Scheduling. Importance of Materials and Equipment, Network –Based Materials Management, Sectionalizing Planning of Materials, Longest Delivery term and Project Duration, Beating the Critical; Path, Combating Inflation, Construction Equipment and Materials, Supporting Services for Construction Equipment and Materials.

UNIT- 7 Materials and Equipment –

Importance of Materials and Equipment, Network-based Materials Management, Sectionalising Planning of Materials, Longest Delivery Item and Project Duration, Beating the Critical Path, Combating inflation, Construction Equipment and material, Supporting Services for Construction Equipment and Materials.

UNIT- 8 Human Resources –

Project Goals, Planning and Scheduling, Human Being as a Human Resource, Balancing Human Resources, Types of Problems in Balancing Human Resources, Conceptual Resource Leveling, Methods of resource Profile, Methods of Resource Allocation, Harnessing Potential of Human Resources.

UNIT- 9 Project Costing and Financing –

Costing of Projects, Costing and Pricing of Projects, types of cost Estimates in Projects, Project Scoping Project Financing, Sources of Long Term Funds, Rupee Loans and Free Exchange, Sources of Short term Rupee Funds.

UNIT- 10 Organisation Structures in Projects –

Types of Organisations Structures, Hierarchical Organisations Structures, Integrating Projects in Fundamental Organisations, Evolution of

Organisations Structures in projects, Matrix Organisations, Complexities of Matrix Organisations Structure, Advantages of Matrix Organisations Structures, Fitting Matrix Structure into the Organisations, Types of Matrix Organisations Structure, Organisations Structure in Twenty –Fist Century.

BLOCK -3 Implementation and Control

UNIT- 11 Project Management Information System –

Objective of Project Management Information System, Planning by Network Analysis, Cost Control Systems, Integrated Project Management Information System, Project Monitoring and Reporting, System automation and Computerisation

UNIT- 12 Material and Equipment –

Importance of Material and Equipment in Project Implementation and Control, Financial aspects of Materials and Equipment, Contracting of Materials and Equipment, Fail-Safe management of Material and Equipment

UNIT- 13 Human Resources –

Schematic of Planning and Control, Project Implementation, Concept of Project Driver, Directing Individuals and Teams, Reinforcement of Commitment and Excitement, Informing Everyone on the Project, Vitalizing Project Teams, Empowering Project Personnel, Risk Taking and Creativity, Feed forward Project Control.

UNIT- 14 Financial Aspects-

Accounting System, Implementing the Financing Plan, Authorisation of Expenditure, The Concept of Control, Factors Affecting Control of Project Cost, The PERT-COST System, Project Control Curves, Variance Analysis Approach to Cost Control, The performance Analysis Approach, Integrated Cost/ Schedule Graph.

BLOCK -4 Project Completion and Evaluation

UNIT- 15 Integrated Project Management Control System –

Computer Applications, Computer Softwares, Project Management Software Packages, and Computer Applications in Project Appraisal

UNIT- 16 Managing Transition From Project to Operation–

Objective of Commissioning, Organisations Matrix for Commissioning, Planning for Commissioning, Forecasting Requirements of Commissioning, Quality Assurance during Manufacturing, Quality Checks of Equipment on Arrival at site, Concept of Total Quality Management in Projects, Handing Over/ Taking Over Procedures, Proofing Runs & Trial Production, Costing and Capitalisation of Assets.

UNIT- 17 Project Completion and Evaluation-

Project Review – Invisibility Of Planning & Control in Projects, Importance of Project Review, Project Co-ordination Procedures, Elements of Control in Projects, Concept of Cybernetics, Project Planning Procedures, Project Reporting, Monitoring and Motivation, Teamwork in Projects

PGDPM-03

Management of Machines and Materials

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UNIT- 1 Operations Management- An Overview –

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UNIT- 2 Product Selection –

The Product Selection Process, Selection of the products, Product Development, Product Design.

UNIT- 3 Process Selection –

Forms of Transformation Process, The Project form, Intermittent and Continuous Flow Process, Processing Industries, Selection of the Process

UNIT- 4 Facilities Location –

Meaning, Location Decision, Steps in the Facility Location Study, Subjective, Qualitative and Semi-Quantitative Techniques, Location Break–Even Analysis, And Quantitative Models for Facility Location

UNIT- 5 Facilities Layout and Material Handling –

Basic Layout of Plant Layouts, Plant Layout Factors, Layout Design Procedure, Flow and Activity Analysis, Space determination and Area Allocation, Computerized Layout Planning, Evaluation, Specification, Presentation and Implementation, Materials Handlings Systems, Material Handling Equipment

UNIT- 6 Capacity Planning –

Meaning, Process for Capacity Planning, Predicting Future Capacity Requirements, Generation of Capacity Plans, Evaluation of Alternate Capacity Plans

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UNIT- 7 Work Design –

Introduction to Work Design, The Work study Approach: An Overview, Method Study, Work Measurement, Work Study application.

UNIT- 8 Job Design –

Introduction To Job Design, Design Factors, Environmental and organizational Factors, Behavior Dimensions of job Design, Socio- technical Approach to Job Design

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UNIT- 9 Planning and Control for Mass Production –

Mass Production, Features of Mass Production System, Notion of a Assembly Lines and Fabrication Lines, Design of an Assembly Line, Line Balancing Methods, Problems and Prospects of Mass Production, Modular Production and Group Technology, Automation and Robotics.

UNIT- 10 Planning and Control for Batch Production –

Features of Batch Production, Determining Optimum Batch Size, Aggregate Production Planning, Material Requirements Planning, The Line of Balance for Production Control and Monitoring, Problems and prospects of Batch Production.

UNIT- 11 Planning and Control for Job shop Production–

Variety of Problems in Job Production, n Jobs One Machine Case, n Jobs two Machine case, Two jobs m Machine case, Scheduling Rules for job Shops, Problems and Prospects of Job Production.

UNIT- 12 Planning and Control of Projects -

Projects, Network Representation of Projects, Time Management of the Projects, critical path Method, Programme Evaluation and Review Technique, Time Cost Relationship and Project Crashing, Resource Allocation, Project Updating and Monitoring

UNIT- 13 Maintenance Management –

Introduction to Maintenance Management, Tero-Technology, Objectives of Maintenance, Objectives of Maintenance, Failure Analysis. Types of Maintenance Systems, Preparation, Operation and Progression of Maintenance planning and Control, Maintenance Costing and Budgeting, Maintenance Performance Indices

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UNIT- 14 Value Engineering –

Basic Concepts in Value Engineering, Historical Perspectives, Functions and Value, Value Engineering Plan, Fast Diagram as Value Engineering Tool, Behavioral and Organisational aspects of Value Engineering, Benefits of Value Engineering and Concluding Remarks.

UNIT- 15 Quality Assurance –

Concept of Quality, Cost of Quality, Quality Management, Quality Organisations, Acceptance Sampling, Process control, Use of Computers in Quality Control

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UNIT- 16 Purpose System and Procedure-

Role of Purchasing Function, Inputs, Restraints and Factors, Purchasing Decision, Purchasing Organisations, Procedures, Forms, Records and Reports, Evaluation of Departmental Procedures, Vendor Evaluation and Rating, Computerised Purchasing Systems, Purchasing in Government Organisations.

UNIT- 17 Inventory Management –

Introduction to Inventory Systems, Functions of Inventory, Classification of Inventory systems, Selective Inventory Management, Exchange Curve and Aggregate Inventory Planning, Deterministic Inventory Models, Probabilistic Inventory Models, Inventory Control of Slow Moving Items, Recent Developments in Inventory Management

UNIT- 18 Stores Management –

Stores Functions, Stores Organisations, Stores Systems and Procedures, Stores Accounting and Verification Systems, Stores Address Systems, Store Location and Layout, Store Equipment, Automated Storage/Retrieval.

UNIT- 19 Standardization, Codification and Variety Redefine–

Classification of Materials, Codification, Standardization and Variety Reduction

UNIT- 20 Waste Management –

Introduction, Complementarity of Waste Management and Resource Management, Taxonomy of Wastes, Definition of Wastivity: Gross and Net Wastivity, The Functional Classification of Waste Management, Outline of I-O-W(input–output-Waste) Model, Treatment of Waste in Cost accounts.

PGDPM-04

Management of New and Small Enterprises

BLOCK -1

UNIT- 1 Entrepreneurship and Small Scale Enterprises-

Role in Economic Development – Definition of Small Scale, Characteristics and Relevance of Small scale enterprises, Relation of Small to Large, Employment Creation, Regional Balance and Rural Development, Role of Entrepreneurship in SSE and Economic Development, A Conceptual Model, Problems and Support Needs of SSEs, Role of Government In SSE Development

UNIT- 2 Entrepreneurial Competencies –

Entrepreneurial Competencies- Meaning, Major Entrepreneurial Competencies- A Research Study, Developing Entrepreneurial Competencies

UNIT- 3 Institutional Interface for Small Scale Enterprises-

Industrial interface-The Concept, Government Policy - Industrial Policy Resolutions, The Administrative and Institutional Set up.

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UNIT- 4 Opportunity Scanning and Identification-

Understanding Entrepreneurship, Alternative Fields of self-employment, Identification of an Opportunity, The Zeroing in Process- Final stage, An Attempt at integration

UNIT- 5 Market Assessment For SSE –

Market Orientation, Need for Market Assessment, Market demand Analysis, Analysing Competitive situation, Understanding Trade Practices

UNIT- 6 Choice of Technology and Selection of SITE –

Product/service Design, Technology Determination, Selection of Site.

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UNIT- 7 Financing the New/Small Enterprises –

Financial Planning- Assessing the Financing Requirements, Providing Bank Finance- The Indian Perspective, Financial Institutions Which Provide Assistance to Small Enterprises, Types of Loans, Institutions and their Role, Self-Employment scheme for Educated Unemployed Youth.

UNIT- 8 Preparation of the Business Plan –

Project report – Significance and Scope, Executive Summary of the Plan, Product Description, Location Criteria and Checklist, Plant and Machinery – Space consideration, Technical Feasibility and Know –how, Raw Materials, Working Capital Computation- A Checklist, Project Cost Components, Cost of Production and Profitability Projection, Case Flow Statement, Break-even Analysis, Drawing up an Implementation Schedule, Common Errors in Business Plan Formulations.

UNIT- 9 Ownership Structure's and Organisational Framework –

Forms of Business Organisations, Proprietorship, Partnership, Company, Forms of Ownership- Advantages and Disadvantages, Taxation and Legal Forms of Organisations, Zeroing in – Making the selection

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UNIT- 10 Financial Management Issue's in SSE-

Business Success or Failure, Evaluating Performance Principle of Conservatism, Asset Management, growth Strategy –the Financial Implication, Managing Liabilities, and Maintaining Accounts

UNIT- 11 Operational Management Issue's in Small Scale Enterprise –

Product/products Selection, Development and

Design, Development of Prototype and Selection of Process and Plant and Machinery, Plant Location, Plant Layout, Industrial Engineering, Production Planning and Control, work services and Their Management, Quality Control.

UNIT- 12 Marketing Management Issue's in SSE –

Market Segmentation, Marketing Mix, Product, Pricing, Promotion and Place

UNIT- 13 Organisational Relation's in SSE –

Human Factor in Small Industry, HRM in Small Industry, Human Resource Planning, Recruitment, Selection, Training and Development, Remuneration and Benefits, Working Conditions and Personal Relations, Relationship with Employees, Improving Personnel Relations.

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UNIT- 14 Management Performance Assessment and Control –

A Total Performance Index, Short term Measures: Control of Cash Flow, Measures of Marketing Performance, Production Schedule as a Evaluation and Control Tool, Asset <Measures of Performance: Some Financial Ratios, A Comprehensive Check List to Rate Yourself.

UNIT- 15 Strategies for Stabilisation and Growth-

Stages of Growth, Stabilisation Strategies, Growth Strategies, Strategy Structure and Systems, Changing Management Demands

UNIT- 16 Managing Family Enterprises –

Family Business in India, Family Business Defined, Family Control, Viability of Family Business, Family Management Practices, Issues and Problems in Family Business, Coping Strategies

PGDPM-05

Production/Operations Management

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UNIT-1 **Production and Operations Management: An Overview-**

Scope and Significance, Systemic View of Operations Management, Factors of Production, Productive Use of Resources, Environmental Concerns of Operations, Social Concerns of Operations, Multidisciplinary Nature of Operations, Whither Operations Management in India

UNIT-2 **Production System: Issues and Environment –**

Role of Production Management, Production/Operations Management: A System View Point, Production System Design, Productivity Improvement, Upcoming Issues of Production System, Production Systems and Information Technology

UNIT-3 **Total Quality Management (TQM)-**

TQM : a Historical Perspective, Quality Terminology, Understanding and Improving the Process, Employee Involvement and Empowerment, ISO 9000: The International Quality System Standard

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UNIT-4 **Need and Importance of Forecasting –**

Concept of Forecast, Need of Forecast in Production/Operations Management, General Steps in the Forecasting Process, Importance and Application of Forecast in Production/Operation Management

UNIT-5 **Qualitative Methods of Forecasting –**

Judgmental Forecasting, The Delphi Technique, Opinion-Capture Technique, The Operational Details, The Forecasting Delphi, The Decision-Analysis Delphi, Delphi as a Group Process, Guidelines for Conducting a Delphi Study, Guidelines for Selecting the Delphi Panelists, Advantages, Common Pitfalls of Delphi, variants of Delphi, Final Remarks on Delphi and its Variants, Forecasting Based on Cross –Impact

Analysis, History of Development, The Basis Concepts of a Cross-Impact Matrix, The Cross-Impact Theory based on Bayesian Rules, Deterministic Dynamic Simulation based upon Cross-Impact (kane,1972).

UNIT-6 Quantitative Methods of Forecasting –

Forecasting, Application to Different Functional Areas, Forecasting in Operations Management, Specific Forecasting Methods, Main Classes of Quantitative Models Time Series Models, Causal Models, Forecast Error, Selecting a Suitable Forecasting Method

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UNIT-7 Capacity Planning –

Aspect of Capacity Planning, Determination of Capacity Requirement, Capacity Planning for a Single-stage System, Capacity Planning for a Multiple-stage system, Evaluation of Alternative Plant Size, Traditional Economic Requirements for a Single Production Stage, Determination of the Stage Efficiency Sage E

UNIT-8 Facilities Planning –

What is Facility Planning? Need for Facility Planning, Facility Planning-Objectives, Types of Layouts, Product on Live Layout, Fixed Position Layout, /combination Layout, Combinational Approach for Developing Process Layout,

UNIT-9 Work System Design –

Job Design Job design Techniques, Work Measurement, Work Measurement Techniques, Compensation

UNIT-10 Management Information for Production System-

The Information-Oriented Costly and Corporate Activities, Need for the System, Cross Functions System and Operational Planning, Need of Production Management and Work Organisation, Information Need the Business Appraisal Objectives of the Appraisal, Potential Benefits in Improving Management Information System, Information, Common Information Systems/ Databases, Quality, Development of Production- Material Information

System.

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UNIT-11 Aggregate Production Planning –

Linkage Between Long Term and Short Term Planning, The Purpose of Aggregate Planning, Steps in Aggregate Planning, Dimension of Production Capacity, Managerial Importance of Aggregate Planning

UNIT-12 Just-in-Time (JIT)-

Stock Points in a Production- Distribution, Just-In-Time, Characteristics of Just-In-Time Systems, The Just-In-Time Manufacturing Philosophy, Prerequisite for JIT manufacturing, Elements of Manufacturing, Eliminating Waste, Enforced Problem Solving and Continuous Improvements, Benefits of JIT Manufacturing, JIT Purchasing, The Implementation in Industries

UNIT-13 Scheduling & Sequencing –

Situations Requiring Scheduling, Classifying Production Systems, Scheduling Mass Production Systems, Scheduling Batch Production Systems, Scheduling Jobshop Production Systems, General Principles of Scheduling,

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UNIT – 14 Issues in Materials Management –

The Concept of Materials, Importance of Materials, Need for Materials, Management, Issues in Materials Management

UNIT – 15 Independent Demand Inventory Systems –

Models with Uncertain Demand, Selective Control of Inventory,

UNIT – 16 Dependent Demand Inventory Systems –

What is MRP? , Material Requirement Planning (MRP), MRP versus Order-Point Systems, Some Important elements of MRP, Manufacturing Resource Planning (MRP II), MRP Computations, MRP Implementation, Some Misconception About MRP, Comparison with JTT.

PGDIMB-01

INTERNATIONAL MARKETING

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UNIT-1 Scope and Size of international Markets –

Definitions, Reasons and Motivations Underlying International Trade and International Business, Exchange Rate and Balance of Payments, Basic Modes for Entry, Nature of International Marketing, Role of Government in Foreign Trade, India's Foreign Trade, Regional Economic Groupings

UNIT-2 Conceptual Framework –

Global and Domestic Marketing, Global Marketing: A Conceptual Framework, Some Concepts

UNIT-3 Institutional Framework –

Institutional Set-up, Consultative and Deliberative Bodies, Commodity Organisations, Service Institutions, Government Participation in Foreign Trade

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UNIT-4 Cultural Environment of International Business–

Definition of Culture, Elements of Culture, Culture Analysis

UNIT-5 Political and Legal Environment for International Marketing-

Political Risk: A Definition, Assessing and Managing Political Risks, Management of Political Risk, International Marketing and the Legal Environment, The Development and Scope of International Law, Legal issues in International Marketing, Legal Environment in India: An Export Perspective, General Agreement on Tariffs and Trade (GATT)

UNIT-6 Trade, Monetary and Financial Environment –

Underlying Rationale, World Trade- A Temporal

Analysis, Trade Patterns: An Analysis, The Debt Problem, Major Developments in the International Economy, Developments in International Monetary System, Financial Environment, IMF and World Bank

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UNIT-7 Import- Export Policy of India –

Main Features, Imports, Exports, Export Promotion Capital Goods Scheme, Duty Exemption Scheme, Export Houses, Trading Houses & Star Trading Houses, Export oriented units & Units in Export Processing Zones

UNIT-8 Import- Export Documentations –

Need, Kinds of Documents, Commercial Invoice, Proforma Invoice, Packing List, Marine Insurance Policy/Certificate, Bill of Exchange, Letter of Credit, Bill of Lading, Air Way Bill (AWB) Air Consignment Note, Combined Transport Document (CTD), Export Inspection Certificate, Certificate of origin, Consular Invoice, Shipment Advice, GR/PP/VPP/COD Forms, ar4/ar4 a Form, GPI/GPII Form, Shipping Bill, Auxiliary Document, Shipping Instruction Form , Application for Export Inspection, Shipping Order, Mate Receipt, Dock Challan, Documents in Import Trade, Bill of Entry, Export Documentation and Procedures – Step by Step, Simplified Export Document, Some useful tips,

BLOCK – 4

UNIT – 9 International Product Policy and Planning –

International Product Life-cycle, International Product Policy, Planning the International Product Mix, Branding, Labeling, Packaging and Organisation of Product Warranties and Service, International Marketing of Services,

UNIT – 10 International Advertising –

International Advertising strategy, Elements of Advertising Strategy, Media Strategy, Advertising Agency, International Advertising Scene,

UNIT – 11 International Pricing Policy –

Components of Price, The Process of Price Setting, Pricing in International Market, Information for Pricing Decisions, Sources of Price Information, Issues in International Pricing

UNIT – 12 International Distribution and Sales Policy –

International Distribution Channels, International Distribution Policy, Selecting Distribution Channels and Channel Members, International Physical Distribution Management

PGDIMB-02

International Business Environment

BLOCK -1

UNIT- 1 Introduction –

International Business- Concept, Nature and Importance, Growth of International Business and FDI, Dimensions of International Business, Central Actors in International Business, Differences Between Domestic and International Business, Trades in Goods and Services, State Trading in International Business, International Trading Houses, International Business in World Economy, Globalisation of Business, World's Largest Multinationals

UNIT- 2 International Business Theories –

Foundations of International Business, International Trade Theories- Theory of Mercantilism, Absolute Cost Advantage and Comparative Cost Advantage. Heckscher-Ohlin Model, Leonief Paradox, FDI Theories - Market Imperfections, Product Life Cycle and Transaction Cost Approach, The Eclectic Paradigm

UNIT- 3 International Investment Process and Finance–

Introduction, Internationalisation of Firms, Corporate Life Cycle Theory, Alternate Methods of Entry- Licensing, Franchising, International Joint Ventures, Subsidiaries and Acquisitions, Strategic Alliances. Models for Making Entry Mode Choice, Determinants of International Investment Decisions- FDI as a Response to risks, Factors Influencing Foreign Investment Decisions, Choice of Locations for FDI- Interface between strategy and choice of Location, Transfer Pricing.

BLOCK-2

UNIT- 4 Structural Design of MNEs –

introduction, Pattern of Evolution, Managerial

attitudes and Structure, American MNEs, Japanese MNEs, European MNEs, Organisations of ASEA BROWN BOVERI Designing Appropriate Structure.

UNIT- 5 Strategic Planning in MNEs –

Introduction, Types of MNEs, Planning Needs, Planning Focus, Planning Modes, MNEs Planning in Practice, Subsidiary Development Path, Pitfalls in Planning, Environmental Volatility and Scanning, scanning Mode, Comparability

UNIT- 6 Strategic Considerations –

introduction, Ownership Strategy, Choice of Strategy, Strategic Alliances, Integration and Responsiveness, Managing a Multifocal Strategy, Building New Perspectives, Maintaining a Dynamic Balance, Flexible Coordination, Commitment

BLOCK- 3

UNIT- 7 Control and Information in International Business-

Introduction, Objectives of Control in Multinationals, Approaches to Control, National Cultural Traits, Decision Making authority, Ownership and Control, Control and Organisational structure, The Control Process, Reporting and Information System, Control through Communication, Accounting Aspects of Multinational Control system, Controlling Joint ventures.

UNIT- 8 Performance Measurement and Evaluation –

introduction, Basic Concepts, Variables of Performance, Mechanics and Modalities, Tools and Technique, comparative and Historical Analysis, Productivity, Project performance Evaluation, socio-Economic Performance, Performance Evaluation of International Trading, Evaluation Systems, Performance evaluator, Perquisites and Precautions, Performance of Transnational in India

UNIT- 9 Multinational Corporate Culture and Host Countries –

MNCs :Nature and Characteristics, Decision-Making, Infra-firm Trade and transfer Pricing, Technology Transfer, Employment and Labour Relations in Host Country, Management Practices of MNCs, MNCs and Host Countries' Government Policies, Forms of Government Collaboration.

BLOCK- 4

UNIT- 10 Human Resource management in MNEs –

introduction, Approaches to Nationality Problem, Cross-Cultural Perspectives, Recruitment :Sources and stages, Selection Criteria and Techniques, Management Development and Training, Cross-National Transfers and Promotions, Compensation Policy, Managing Managers of foreign Subsidiaries, Managing Labour Force in Subsidiaries, Human Resource Management Practices

UNIT- 11 Production Management and Logistics-

introduction, The Nature of Production System, Sourcing and Procurement : Centrilsed Vs Decentrilsed Approach, Source Market Matrix, Sourcing Policies and Practices, Make or Buy Decisions, Location of Production Facilities: Comparative Advantage A Critique of Comparative Advantage :international Competitiveness, Other Locational Determinants, Plant Location Decision, Evidence on Locational Advantage, International Logistics, The Nature of Production Facilities-Technology, Design and Size, New Production Techniques- Just in Time, Total Quality Management, and Flexible Manufacturing System

UNIT- 12 Negotiation's in International Business-

introduction, Negotiations and Communication, Cross Cultural Negotiation Process, Planning and Preparation for Negotiations, Managing Negotiations, Negotiating Skills, Re- Negotiation, Arbitration of Disputes, Comparative Negotiating styles

BLOCK- 5

UNIT- 13 International business and Developing Countries–

Introduction, Motivations for MNE Operations in LDCs, FDIs in LDCs, MNEs and New International Economic Order, Determinants of FDIs, Impact of FDIs on LDCs, FDIs from LDCs.

UNIT- 14 Regional Trade Grouping's and Cooperation –

Dynamics of Regional Trade Groupings, Regional Groupings: Developed and Developing Countries, Experience During the 1980s, Latin America, Asean, APEC and EAEC, SAARC.

UNIT- 15 International Intervention and International Business –

international intervention- needs and Type, World Bank Affiliates and Promotion of International Business, UN Commission on Transnational Corporations, UNCTAD, Technology Transfer and RBPs, ILO Tripartite Declaration, OECD Guidelines, GATT and international Business

UNIT- 16 Multilateral Negotiations –

control of Transnational Corporations over Global Economy, Framework of Negotiations, Basis of Negotiations, Negotiations as the Code of Conduct on Transnational Corporations, issues and Objectives of Negotiations, Structure of the Draft Code, Negotiations on Code of Conduct, Negotiations on Code of Conduct on Transfer of Technology, Origin of Code Negotiations, Role and Relevance of the Code, Structure of the Draft Code and its Major Features, Major Features of the Code, Comments on the Outcome of Negotiations on Code of Conduct on Technology.

E-COMMERCE

PGDIMB- 03

UNIT-1 INTRODUCTION-

Information Technology and Business, E- Commerce: Electronic Data interchange, Types of E-commerce at International Scenario, Internet Connectivity, Cases, E-governance Cases. PCs and Networking: Computers, Networking, Communication Media, E-mail- Computer Communication System, ISO's Open System , Interconnection Model, Electronic Mail, The X.400 Message Handling System, Internet Addresses, Multipurpose Internet Mail Extension, E-mail Security, E-Mail User Agent Internet: Internet Communication Protocols, Internet services and Resources, Internet mail, Internet search, Various Issues of Concern, HTML, Java, Internet 2, Intranet: Intranet Services, Intranet Implementation, Web master.

UNIT-2 ELECTRONIC COMMUNICATION AND E-COMMERCE-

Electronic Data Interchange : Introduction, Costs and Benefits for Components, of EDI System, EDI Implementation Issues, UN / EIFACT Standards: introduction, EDIFACT message, Interchange structure, UN / EIFACT message Directions, Internet and Intranets: Commerce and Internet, Commerce and Intranet, Storage area Network, Identification and Tracking Tools: EAN System, EANCOM, Article Numbering, Barloading, The Serial Shipping container code and EAN label, EAN Location NUMBERS, Warehousing Example, RFID.

UNIT-3 CONCERN FOR E COMMERCE GROWTH-

Business Process Reengineering: Introduction approaches too BPR, Strategic Alignment Model, BPR Methodology, Legal Issues: Introduction, Risks, Paper Document, Various Electronic Documents, Technology for Authenticating Electronic Documents,

Laws for E commerce, EDI Interchange Agreement, Legal Issues for internet Commerce, Cyber Security: Introduction, cyber attacks, Hacking, Firewalls, IDS, Secure Socket layer Authentication and assurance of Data Integrity, Cryptography based solutions, Digital Signature, PKCS, Protocols for Security messaging, Key Management, Public Key Certificate, Authentication Mechanisms, Guidelines for Cryptography Policy, VPN, Developing a Security, Policy, CERT –IN.

UNIT-4 ELECTRONIC ENVIRONMENT

Information Technology Act 2000: Trust in the Electronic Environment, Electronic Authentication, Paper vs Electronic World, The IT Act 2000, Cyber Crimes Under IT Act, Adjudication Act, and Public Key Infrastructure: PKI and Certifying Autorotation, PKI in India. Electronic Payment Systems and Internet Banking: Payment Gateway, Internet Banking, S.E.T. Protocol, Electronic Cash, Electronic Cheque, Elements of Electronic Payments.

UNIT-4 CASE STUDIES OF E-COMMERCE IN INDIA

PGDIMB-04

MARKETING RESEARCH

BLOCK – 1

UNIT – 1 Marketing Research –

Meaning and Importance – Marketing Research – Meaning and Importance, Stages in the Marketing Research Process, Scope of the Marketing Research Function, Self – Assessment Questions, Further Readings

UNIT – 2 Organisation of Marketing Research in India –

Growing Importance of Marketing Research in India, Expenditure on Marketing Research in India and Major Users, Ways of Conducting Marketing Research in India , Increased Demand for Outside Research Services, Common Applications of Marketing Research, Problems in Conducting Marketing Research in India

UNIT – 3 Research Design –

Research Design – Meaning and Importance , Causality : The Basis of Classification of Various Types of Research Designs, Exploratory Research Design, Descriptive Research Design , Factors Influencing Experimental Validity, Quasi-Experimental Designs, Experimental Designs, Experimental Designs,

BLOCK – 2

UNIT – 4 Data Collection –

Data and the Research Process, Secondary Data – Need and Usage, Sources of Secondary Data, Advantages and Limitations of Secondary Data, Sources of Primary Data, Basic Methods of Data Collection, Sources of Error in Primary Data Collection

UNIT – 5 Sampling –Sampling –

Its Importance and Limitations, Sampling: Basic Concepts, Steps in the Sampling Process, Sampling Designs, Estimation of Sample Size

UNIT – 6 Questionnaire Design and Development –

Questionnaire: Format and Administration, Steps Involved in Designing a Questionnaire, Constructing a Questionnaire, Management of Field Work, Coding and Tabulation, Ambiguities in the Questionnaire Method.

UNIT – 7 Attitude Measurement & Scaling-

Attitude, Levels of Measurement, Formats of Rating Scales, Single- item vs. Multiple-Items Scales, Criteria for Good Measurement

BLOCK-3

UNIT – 8 Qualitative Research –

What is Qualitative Research? Differences between 'Qualitative' and 'Quantitative' Research, Uses of Qualitative Research, Methods of Conducting Qualitative Research, Latest Techniques of Qualitative Research

UNIT – 9 Data Processing –

Coding, Tabulation And Data Presentation –Editing of data, Coding of Data, Classification of Data, Statistical Series, Tables as Data Presentation Devices, Graphical Presentation of Data

UNIT – 10 Description and Inference from Sample Data –

Distinction between Description and Inference, Framework for Analysis Measures of Sample Data, Results from Inferential Statistics

UNIT – 11 Analysis of Association –

Cross- tabulation, Chi-square Test for Analysis of Association, Strength of Association between two Nominal Variable, Correlation Coefficient, simple Linear Difference, Analysis of Difference

BLOCK-4

UNIT – 12 Regression Analysis, Discriminate analysis and Factor Analysis-

Analysis of Variance, Regression Analysis, Discriminate Analysis, Factor Analysis

UNIT – 13 Conjoint Analysis –

What is Conjoint Analysis, Steps in the Application of Conjoint Analysis.

UNIT – 14 Cluster Analysis and Multi-

Dimensional Scaling-Inputs for Cluster Analysis, different Approaches to Cluster Analysis, Factors to be considered while using Cluster Analysis Techniques Multi-dimensional Scaling.

UNIT – 15 Application of Marketing Research in India –

Some Case Studies - Illustration on 'Consumer Research', Illustration on 'Demand Forecasting', Illustration on 'Sales Promotion Campaign', Other Potential Applications.

PGDIMB-05

Sales Management

BLOCK -1

UNIT- 1 Introduction to Sales Management –

Sales and Distribution Strategy – Role in the Exchange Process, Interdependence of Sales and distribution, Sales Management- Formulation of Sales Strategy, Framework For Joint Decision Making in sales and Distribution Management.

UNIT- 2 Personal Selling –

The Growing Importance of Personal Selling, Situations Conducive for Personal Selling, the Changing Role of sales persons, Diversity of selling situations, Qualities of a good Sales Personnel, the scope of Activities in sales Situations

UNIT- 3 Sales Process –

Personal Selling and Marketing Effort- Difference between Advertising and Personal Selling, Significance of Personal Selling, Theories of Selling- AIDAS Theory, Right Set of Circumstances theory, Buying Formula theory, Personal Selling Process- Prospecting, Preparation to Meet Individual Prospects, Making the Sales Presentation, Draw attention, hold interest and build desire, sales resistance, Meeting the sales resistance, Closing the Sales .

UNIT- 4 Computer Systems & Applications in Sales Management –

Role of Sales Management, Organisations as an Information Processing System, Need of Computers, Execution of an Order, Information Sought from Sales Management, Process of obtaining information for a Sales Management System, Working of Computerised System, Uses of Computerised Sales Management System.

BLOCK-2

UNIT- 5 Communication Skills –

Working of Communication, Communication Objectives, Communication Media and their Characteristics, Selecting Media options, Non Verbal Communication, Oral Communication, Impersonal Communication, Non Verbal behavior in Interpersonal Interactions, Written Communication, Writing sales Letters and Other Materials.

UNIT- 6 Sales Presentation –

Presentation, Types of Sales Presentation, Typical Structure of Sales Presentation, Planning the Presentation strategy, Presentation skills, Principles of Effective Presentation

UNIT- 7 Negotiation Skills –

Meaning of Negotiation, Difference between Selling and Negotiating, The Negotiating Continuum, Steps of Negotiation, Negotiation Strategies, Principles of Sales Negotiations

UNIT- 8 Retail Communication: Sales Displays –

Objectives of Sale Displays, Principals of Display, Types of Display, Managing Displays Effectively, Training Retailers, Motivating the Retailer

BLOCK- 3

UNIT- 9 Job Analysis, Recruitment & Selection –

Nature of the Sales Job, Sales Job Analysis, Recruitment, Recruitment Sources, Selection, Selection Tools

UNIT- 10 Training the Sales Force –

Logic of Training, Training Process, Area of Sales Training, Process and Methods of Identifying Training Needs, Learning Styles Designing and Conducting the programme, Trainer's Abilities, Training Follow up.

UNIT- 11 Compensation and Motivation of Sales Force –

Types of Compensation (Direct and Indirect), Case Studies on Compensation Schemes, Factors Influencing Design Of Compensation Schemes, Criteria for Designing a Compensation Package, Motivation of Sales force, Motivation and Needs, Sales person and Motivational Technique

UNIT- 12 Monitoring and Performance Evaluation –

Monitoring-Needs and Objectives, Parameters used to Monitor Sales force, Content of a Sales report, Basic Sales reports and their Analysis, Performance Appraisal Evaluation, Salesmen's Evaluation- Some Basic Issues, Setting Performance With Norms, Comparing Performance With Norms,

BLOCK- 4

UNIT- 13 Sales Planning –

Product wise Sales Planning, Territory Management Meaning, Reason of Sales Territories, Steps in Territory Planning, Approaches to Territory Design, Territory Coverage Planning, Territory Expense Planning, Control Systems, Improving Territory Productivity, Sales programme Planning

UNIT- 14 Sale's Organisations –

Need for sales Organisation, Developing a sales Organisation, Centralisation and Decentralisation in Sales Organisation, Basic Types of Organisational Structure, Developing Territories, Field sales Organisations, Specialisation in a Field Sales Organisations, Role of the Sales Executive

UNIT- 15 Sale's Forecasting and Sale's Quota's-

Sales Forecasting, Managing Sales Forecasts, Sales forecast Differentiation, Monitoring the Sales Forecast, Sales Forecasting For New Products, Sales Quota- Meaning and importance, Attributes of a Good Sales Quota Plan

UNIT- 16 Sale's budgeting and Control –

Meaning and Importance of Sales Budgeting, Purpose of the Sales Budget, Methods of Sales Budgeting, Preparation of Sales Budget, Budget Implementation and Establishment of Feedback Mechanism, Flexibility in Budgeting, Introduction and Purpose of Sales Control. Sales Control System, Methods of Sales Control, Marketing Cost Analysis, Usefulness of Marketing Cost analysis, Sales Management Audit.

BLOCK- 5 Case Studies

- CASE-1** Puripen; Selecting the Communication Mix
- CASE-2** Devox (India) Limited: A Less Expensive But Complaining Customer
- CASE-3** National Electrical Engineer's Limited: Sale's Contest For Sale's Staff Motivation
- CASE-4** The Genuine Charcoal Filter: Sale's Monitoring & Control System
- CASE-5** Asia Pacific Electrical's Limited: Territory Planning and Management
- CASE-6** Rqllimited: Budgeting and Cost Control System's

CTEIM -01

DIRECT TAX MANAGEMENT

Block-01 : Basic of direct taxes.

Unit-01: Preliminary :

Definitions (assessee, Person, Previous Year, Assessment Year, Books of Accounts, Income, Agricultural Income). Rates of taxes, Marginal Relief, Tax Planning,

Unit -02 Residential Status of an Assessee

Individual, Hindu undivided family, Firm, AOP and every other person, Company, Scope of total income, Income deemed to accrue or arise in India.

Unit -03: Exempted Incomes

Income totally exempted, MPs and MLAs, Awards and Rewards, Pension and Family Pension in Certain cases, Former Rulers, Local Authority, Research Institution, New Agency, Professional Institutions, According to Sec. 10(23C), Exemption is granted in respect of any income received by any person on behalf of – Trade Unions, Scheduled Tribes/ Caste, Dividends, Income from UTI, Transfer of Listed Securities, Transfer of Units US 64, Exempted for charitable trust and institutions, Political Parties – Sect. 13A.

Block -2 Heads of Income

Unit -04 Income under the Head of Salary:

Meaning of salary, Sec. 19(5) – Value of travel concession or assistance (Sec. 10(10), Gratuity, sec. 10(10A), Commuted Pension Sec. 10(10AA) leave salary, sec. 10 (10B), Retrenchment compensation, Sec. 10(10C), Voluntary retirement, Sec. 10(11) Statutory / Public Provident Fund, House rent allowance Sec. 10(13A), Special allowances Perquisites, sec. 17(2), Medical facilities, Rent free accommodation sec. 17(2)(1), Value of any benefit or amenity [Sec. 17(2)], Deductions (Sec. 16).

- Unit -05 Income from house property:**
Chargeability, Deemed owner (Sec. 27), Municipal Taxes, Deduction (Sec. 24), Computations for self occupied property (Sec. 23 (2), Deemed let out property (Sec. 23(4)), Unrealized rent received [Sec. (25 AA)]. Arrears of rent received (Sec. 25B), Co-ownership (Sec. 26),
- Unit -06: Profits and gains from business and profession:**
Definitions Technique of Accounting, Chargeability (Sec.28), Speculative Transaction, Admissible deductions (Sec. 30, Sec. 31, Sec. 32, Sec. 35AB, Sec. 35D, U/s 36(1), Sec. 37(1)). Disallowances (Sec. 40a, 40b, 40ba, 40A(2), 40S(3), 40A(7), 40A(a), 43 (B), Sec. 41, 44AA, 44AB),
- Unit -07; Capital Gains**
Fair Market value sec. 2 (22B), Long term Capital asset sec. 2 (29A), Transfer Sec. 2 (47), Transaction which are not consider as transfer sec. 47, Computation of Capital Gain Sec. 48, Cost of Acquisition, Cost of Improvement Sec. 55, Indexation, Special provision for non-residents, Sec. 50, Computations of Capital Gains of depreciable assets, Tax on Long Term capital Gains sec. 112, Exemptions available in Computation of capital gains (Sec. 54, 54B, 54D, 54F, 54G, 54EC, 54ED, 54).
- Unit -08: Income from other sources**
Sec. 56, charging section, Dividend, Winning from Lottery etc. sec. 115BB, Deductible expenses sec. 57, Inadmissible expenses sec. 58, Technique of accounting sec. 145.
- Unit -09: Clubbing of income**
Income arising form asset not transferred, Income arising to spouse, son's wife, minor, child and HUF to be clubbed sec. 64, Spouse and son's wife, Income of minor child sec. 64 (1A), Income of HUF Sec. 64(2),
- Unit -10 Set off or carry forward of loss:**
Deemed income, set off of Losses (sec. 70, sec. 71, Carry forward of losses).

CTEIM -02
INDIRECT TAX MANAGEMENT

Block-01 : Central Excise & Salt Act 1944.

Unit-01: Basic of Excise Duty:

Excise duty , Meaning , Definitions [Manufacture sec. 2(f), Excisable goods sec. 2(d), Factory sec. 2(e), Whole sale dealer Sec. 2(k), Sale and purchase sec. 2(h), Broker or Commission agent sec. 2 (aaa), Appellate Tribunal Sec. (2aa), Adjudicating Authority Sec. 2(a), Central Excise Officer sec. 2 (b), Levy of duty of Excise , Goods, Manufacture.

Unit -02: Basis of Valuation of Exciseable Goods

Specific duty, duty based on value, valuation under section 4, valuation Rules 2000, Valuation under different circumstances, Maximum Retail Price (MRP) based valuation (Section 4A).

Unit -03: Cenvat Credit rules 2001

Basic Understanding and Need for Cenvat credit rules, Definitions, Rule (3-8).

Unit -04: Administrative and Allied Matters of Excise Act

Procedure to remove the excisable goods on payment of duty under self removal procedure, scrutiny of assessment, Provisional Assessment, Due dates for the payment of duty liability, withdrawal of facility of payment on installment (fortnightly/quarterly), Registration, Records, Invoice, Monthly/Quarterly Return, Goods return for re-made, refined, re-conditioned, Personal Ledger Account (PLA), Procedure for deposit of Central Excise duties during

bank strikes, natural calamities etc., samples, Powers of Central Excise Officers, Export procedures, Bonds, Re-entry of the goods cleared for Export under Bond But not Actually Exported, in the factory of Manufacture, Issue of Duty Demand Notice, Interest, Scheme of Offence under Excise Law, Refund.

Block – 2 Custom Act, 1962 & Provisions of Service Tax

Unit -05 Basic Understanding of Custom Act

Definitions (Assessment [Sec. 2(2)], Conveyance, Dutiable goods, Export, Foreign going vessel or aircraft, Goods, Import, Imported goods, Importer, India, Person In-charge, Stores, Tariff value), Levy of tax liability import process, Assessment, Rate of duty, Remission of duty due to pilferage, Abatement of duty of the goods damaged or deteriorated, Remission of duty in case of goods lost or destroyed or abandoned by importer. Types of duty.

Unit -06: Valuation under the Customs Act, 1962

Charging of duty, section 14(i) Related with valuation, Rule (5-10).

Unit -07: Administrative and other aspects of Custom Act

Import, Rules of Import, Export [Section 2(18)], Goods imported or Exported by post, stores, Baggage, ware housing, ware house, Demand and Appeals, Interest, Refund, Doctrine of unjust Enrichment, Duty Drawback, Drawback on Imported Materials used in the Manufacture of Export Goods, Prohibition, Prohibited Goods, Penalties.

Unit -08: Service Tax Law

Basis of Service Tax, Registration, Payment of Tax, Returns, Records, Penal consequences.

Block – 3 Central Sales Tax Act 1956 & U.P. Trade Tax Act 1948.

Unit -09: (a) Central Sales Tax Act 1956

Objective of CST Act, Provisions of Central Sales Tax Act, Definitions {Sec. 2(b), Registered Dealer, 2 (aa), 2(g), 2(d), 2(c), 2(j), 2(h), 2(a), 2(dd), 2(1), 2(k)}. Some of the features of Central Sales tax Law, Sec. 3, Sec. 3b, section 4, Section 5, Section (69(1), 1A), Section 6(2), Registration, Section 9(2), Sec. 9 (2B), Sec. 9(3), sec. 9B, Sec. 8(1), and 8 (2), Sec. 8(5), Sec. 8(1) (a), Rates; Sec. [8(6), 7 & (8)], Section 8A, section (10, 10A), Sec. (14, 15), Sec. (19).

(b) U.P. Trade Tax Act 1948:

CTEIM -03
(EXPORT - IMPORT MANAGEMENT)

Block-01 : Introduction to Export-Import Scenario-

Unit-01: Scope and Size of International Markets:

Reasons and Motivations Underlying International Trade and International Business, Exchange Rate and Balance of Payments, Basic Modes for Entry, Nature of International Marketing, Role of Government in Foreign Trade, India's Foreign Trade Regional Economic Groupings, Global and Domestic Marketing.

Unit -02: Conceptual Framework:

Global Marketing: A conceptual Framework, Some concepts.

Unit -03: Institutional Framework:

Institutional Set-up, Consultative and deliberative Bodies, Commodity Organisations, Service Institutions, Government Participation in foreign Trade.

Block – 2: Export-Import : Role and Process

Unit -01: Concept of International business, Nature and Importance of International business, Growth of International business and FDI, Dimensions of International business, Central factors in international business, Differences between Domestic and International business, Trade in Goods and Services, State trading in International business, International trading house, International Business in world Economy, Globalisation of business (spread of Global Competition), world's largest Multinationals.

Unit -02: International business theories

Foundations of International Business, International trade theories, FDI theories.

Unit -03: International investment process and finance:

Internationalisation of Firms, Corporate life cycle theory, Alternate Methods of Entry, Models for Making entry mode choice, Determinants of International investment decisions, choice of locations for FDI, Transfer Pricing.

Block -3: Export-Import Policy frame work and Procedural Aspects:

Unit -07: Import-Export Policy of India

Imports-Exports, Export promotion capital goods scheme, Duty Exemption scheme, Export House, Trading House and Star Trading Houses, Export Oriented units and units in Export processing zones.

Unit -08: Import Export documentation:

Need, Kinds of documents, Principal Export Documents, Bill of exchange, Auxiliary Documents, Documents in Import Trade, Export Documentation and Procedures Step-by-step, simplified Export Documents.

Block -4: Multilateral Arrangements

Unit -09: International business and developing countries

Motivations for MNC Operations in LDCs, FDI in LDCs, MNEs and New International Economic Order Determinants of FDI, Impact of FDI on LDCs, FDI from LDCs.

Unit -10: Regional trade Groupings and cooperations:

Dynamics of Regional Trade Groupings, Regional Grouping : Developed and Developing countries, Experience During the 1980's, Latin America, Asean, APEC and EAEC, SAARC.

Unit -11: International intervention and international business

Need for International Intervention Types of International Intervention, world bank affiliates and promotion of International business, U.N. Commission on Transnational Corporations, UNCTAD, Technology transfer and RBPs, ILO Tripartite Declaration, OECD Guidelines, Gatt and International business.

Unit -12: Multilateral Negotiations:

Control of Transnational Corporations over Global economy, framework of Negotiations, Basis for Negotiations, Negotiations on the code of conduct on Transnational Corporations, Major issues on Negotiations, Structure of Draft code Negotiations on code of conduct: An Evaluation, Negotiations on code of conduct on Transfer of Technology, Origin of Code Negotiations, Role and Relevance of the Code, Structure of the Draft code and its Major features, Major features of the code, Comments on the outcome of Negotiations on code of conduct on Technology transfer.