

KNS World Management College Gurgaon (Haryana)

About the Programme

The Post – Graduate Diploma in Management (PGDM) is a two year Programme approved by All India Council for Technical Education (AICTE) vide its letter no. F. No. 6250/AIB-MS/XI/2000 dated 21st Feb. 2006.

The curriculum is spread over 6 terms comprising core and elective courses and Project Dissertation. Students are permitted to specialize in two areas.

About the Grading System

- WCTM follows a system of relative grading.
- Distribution of marks is given below

Mid Term Examination	-	20
Attendance	-	05
Case Study	-	05
Discipline	-	05
Quizzes/ Tests	-	05
Class participation	-	05
Assignment	-	05
Final Terminal Exam.	-	50
Total	-	100

- Marks for various components of evaluation namely, quizzes, assignments, mid- term examination, project and end- term examination is used to assess the performance of a student. Each component is assigned a weight- age. At the end of the course, a weighted cumulative mark is computed and a letter grade on a 10-points scale is awarded to the students in each course. Following is a description of these letter grades:

A+	10	Exceptional	B+	7	Very Good	C+	4	Satisfactory	D	1	Very Poor
A	9	Excellent	B	6	Good	C	3	Pass	F	0	Fail
A-	8	Proficient	B-	5	Fair	C-	2	Poor	I	-	Incomplete

- For computing the term's Grade Point Average (GPA) and the Cumulative Grade point Average (CGPA), the numerical letter grade obtained in the course has been used.
- The student must satisfy the following conditions at the end of the third term of the first year to be eligible for promotion to the second year.
 - (a) A minimum CGPA of 4 in the 1st year.

encourage interaction of the students with educationists, industrialists and policy makers. The aim is to increase awareness and knowledge about the current scenario of both domestic and international state of affairs.

(b) Industrial Trips: Industrial Trips provides much needed exposure to the students and a chance to interact with industry as well as corporate experts. This also provides an opportunity to synthesize their theoretical concepts with the practical aspects of the industry making their knowledge more relevant. In the past, the students have visited many organizations.

(c) Group Discussions and Personality Development Workshop: The College will organize group discussions to improve communication skills and instill confidence in students. Personality development workshops are organized to help students understand themselves better create a space for themselves in society and develop a positive attitude towards life and a respect for human values. Professionals in the field are also invited to impart proper guidance for the same.

(d) Mock Interviews: The College conducts mock interviews for the students to help them in overcoming their shortcomings in real life interviews. The professionals also provide guidance on resume writing code of conduct and important points to be observed in the interviews. The students are given their assessment sheets listing down their strengths and weaknesses. This written feedback helps in identifying the areas of improvements.

(e) Placements: To gain knowledge and sharpen skills, students are encouraged to undertake industrial training after the second year examinations. The college also endeavors to prepare the second year students for final placements. Leading organizations offer placements to students in marketing, finance, research, etc. Campus interviews are arranged for this purpose. Students may be absorbed by the organization where they have successfully completed their summer training.

**KNS World Management College
Gurgaon (Haryana)**

PGDM course structure

3 Months

Trimester 1

- | | |
|--|--------------------|
| 1. Principles of Management | (PGDM- 101) |
| 2. Fundamental of Economics | (PGDM-102) |
| 3. Quantitative Techniques & SPSS | (PGDM-103) |
| 4. Accounting Principles | (PGDM-104) |
| 5. Business Communication | (PGDM-105) |
| 6. Marketing Management | (PGDM-106) |
| 7. Organization Behavior | (PGDM-107) |

Principles of Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: This course presents a thorough and systematic coverage of Management theory and practice. It focuses on the basic roles, skills and functions of management with special attention to managerial responsibility for effective and efficient achievement of goals. Special attention is given to social responsibility, importance of organizations structure.

S. No.	Topics
1	Meaning and Nature of Management
2	Principles and Inter-relationship of Managerial Functions
3	Management of Organization Structure
4	Nature and Function of Personnel Management
5	Promotion and Training- Objectives and Types
6	Production Management
7	Basic of Material Management and Inventory Control
8	Marketing Management
9	Motivation
10	Introduction to Financial Management
11	Control Tools and Technique
12	Social Responsibility of Organization

Reference:

Organization and Management – Aggarwal R. D.

Management – Harold, Koontz and Cyrilo Donell (Mc Graw Hill)

Principles and Practice of Management – R.S. Gupta, B.D. Sharma, N. S. Bhalla (Kalyani publishers)

Management – James A. F. Stoner & Edwar Freeman, PHI

Principles and Practice of Management – Prasad L.M. (Sultan Chand & Sons)

Fundamentals of Economics

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The objective of this subject is to examine economic and managerial decisions under various macro-economic and market conditions.

The course adopts a comparative perspective in order to highlight how different economic systems influence macro-economic performance, market structure and thus corporate strategies. It is designed to help executive to make use of the insights of economic theory and explores how economic methods and techniques can be used to improve the understanding of economy-wide business conditions and the quality of managerial decision-making.

S. No.	Topics
1	Meaning, Nature, Scope, Role and responsibility of managerial economics of Managerial Economics.
2	Micro & Macro Economics
3	Theory of Demand
4	Demand and Supply Relation
5	Economic Forecasting
6	Utility & Indifference Curve
7	Theory of Production
8	Theory of Cost
9	Market Structure
10	National Income
11	Inflation
12	Business/ Trade Cycles

Reference:

Pindyck R.S. and Rudinfeld D.L. Microeconomics, Prentice- Hall

With Hornby, Bob Gammie, Sturat Wall (2001) Business Economics

Joseph Nellies, Dabid Parker (1997)), The essence of Business Economics

Satya P Das (2007) Microeconomics for Business

Quantitative Techniques & SPSS

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: To make students learn how to use statistical techniques for solving business problems.

S. No.	Topics
1	Central Tendency
2	Probability Theory
3	Probability Distribution
4	Statistical Decision Theory
5	Sample Techniques and Sample Distribution
6	Testing of Hypothesis
7	Non Parametric Test
8	Regression and Correlation
9	Time Series
10	Statistical Quality Control (SQC)
11	Use of SPSS

Reference:

Sharma, JK. Business Statistics.

Levin Richard, I, Rubin David. S. Statistics for Management.

Sinich, Terry, Business Static's by Example, Prentice Hall

Myerson, Roger B. Game Theory- Analysis of Conflict, Harvard University Press.

Accounting Principles

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The objective of this subject is to introduce accounting at the foundation level as a tool for management decision- making, planning and control level from managerial perspective in relation to activity changes. The use of accounting information for short- term managerial decision-making is analyzed and explored in the context of recent development.

S. No.	Topics
1	Accounting Terms, Concepts and Conventions
2	Accounting Rules and Journal entries
3	Understanding and preparing Financial Statement, Balance Sheet
4	Depreciation Inventory Control and Management
5	Fund Flow and Cash Flow
6	Budgetary Control
7	Marginal Costing
8	Standard Costing
9	Ratio Analysis
10	Activity Based Costing

Reference:

Singhal, A.K. and Ghosh Roy, H.J. Accounting for Managers, JB Publishers and Distributors, New Delhi

Pandey, I.M. Management Accounting, Vikas Publication House, New Delhi

Horngren, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi

Maheshwari S.N. Advanced Accounting Volume1, Sultan Chand & Sons

Hansen & Mowen, Cost Management, Thomson Learning

Mittal, S.N. Management Accounting and Financial Management, shree Mahavir Book Depot New Delhi

Jain S.P. and Narang K.L. Advanced Cost Accounting Kalyani Publishers Ludhiana

Khan M.Y. and Jain P.K. Management Accounting THM, N. Delhi

Business Communication

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: To acquaint the students with fundamentals of communication, help them have oral, written and non-verbal communication skills and to enhance their communication abilities.

S. No.	Topics
1	Meaning, Role and Importance of Business Communication
2	Basic Communication Process, Types and Purpose of Business Communication
3	Classification of Business Communication
4	Barriers of Business Communication and Steps to overcome these Barriers
5	7 C's of Business Communication
6	Business Writing: Letters, Memo's and Report, Memorandum & Minutes
7	Business Meeting: Chairing and Participating
8	Making Business Presentation's and Press Release
9	Application, C.V. and Writing Proposals
10	Email and other communication strategies

Reference:

R. Babcock and B. Du-Babock. 2001 The journal of Business Communication.

Herta.P. Murphy, Effective Business communication

Sharma, R.C. & Mohan Business Report Writing and Correspondence

Marlow A.J. Technical Documentation, Blackwell, 1995

Other Resources

Journal Communication Research Journal of Business & Technical Communication
Management Quarterly

Marketing Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: Marketing Management is the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value. Marketing management seeks to meet organizational objectives by effective processes and marketing principles.

S. No.	Topics
1	Basic Concept of Marketing and Selling
2	Basic Market Research
3	Marketing Environment & Customer Behavior Analysis (B2B & B2C)
4	Segmentation of customer's and selection of market segment
5	Competitors , Market and Company Analysis
6	Developing Competitive market Strategy
7	Developing value propositioning Strategy
8	Segmentation, Targeting and Positioning
9	Product Management and New Product Development process
10	Methods and Strategy of costing and pricing
11	Distribution Channels
12	Sales Management, selling process and Marketing Communication
13	Promotion Mix
14	Marketing Audit and Control
15	Tendering in Govt./ PSU
16	Introduction to Branding

Reference:

Philip Kotler: Marketing Management, Prentice Hall of India Pvt. Ltd., New Delhi

William J: Fundamentals of Marketing, McGraw Hill Ltd. New Delhi

Kotler/ Armstrong: Principles of Marketing

Stanton- Fundamentals of Marketing

Raja Gopal: marketing Management, Vikas

Gupta S.L. Principles of Marketing

Gupta S. L. Sales and Distribution Management
ICFAI Case Study on marketing Management

Organization Behavior

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: To enhance understanding of the dynamics of interaction between the individual and the organization and facilitate the development of a perspective to diagnose and effectively deal with issues of human behavior in organization.

S. No.	Topics
1	Overview of Organization Behavior
2	Individuals Behavior, Individual Decision making and Problem Solving
3	Perception and Attribution
4	Personality and Value System
5	Motivation- Conflict and its Application
6	Organization power and politics
7	Organization Conflicts and its Diminutions
8	Organization Structure and Design
9	Leadership- Approaches and Styles
10	Stress and Stress Management
11	Quality of Work Life

Reference:

Pareck Rao P.V. Udai, Behavioral Processes in Organization, Oxford & IBH

Robbins Stephen P, Organization Behavior, Ninth Edition

Laurie, J. Mullins, Management and Organization Behavior, 2nd Edition

Harold Koontz, Cyril O'Donnell and Heinz Weihrich, Management, Mc Graw-Hill

McFarland, Dalton E. Management Foundations and Practices, the Macmillian co.

**KNS World Management College
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PGDM course structure

3 Months

Trimester 2

- | | |
|--|--------------------|
| 1. Business Law
(IPR, IT Act 2000, Companies Act) | (PGDM- 201) |
| 2. Product & Brand Management | (PGDM-202) |
| 3. LIGB (Leveraging IT in Global Business) | (PGDM-203) |
| 4. Business Research Methodology | (PGDM-204) |
| 5. Financial Management | (PGDM-205) |
| 6. Production and Operation Mgmt. | (PGDM-206) |
| 7. Human Resource Management | (PGDM-207) |

Business Law

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: This subject give exposure to students about Indian Legal process and legal provisions with reference to corporate functioning. It will help students in understanding and analyzing the complexity of business environment.

S. No.	Topics
1	Basics of Indian Legal System (Civil & Criminal Law)
2	Law of Contract
3	Sale of Goods Act
4	Company Law Registration of Companies
5	Consumer Protection Act and Rights of Consumer
6	Intellectual Property Right Law (Trade Mark, Copy Right, Patents)
7	Negotiable Instruments Act
8	IT Act 2000

Reference:

Taxmann, Year Book of SEBI & Corporate Laws.

Maheswari and Maheswari, Company Law

Majumdar A.K. or Kapoor G.K. Taxmann's Students Guide to Co. Law 2000.

Datey V.S. Studentd Guide to Corporate Laws.

Shah S.M. & Kantawala R.M. Lecturers on Company Law.

Product & Brand Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: To make students understand role, task, technique and tools of Product and Brand Management. This will give the students exposure to complexity of a company's market offer need of Product and Brand Management.

S. No.	Topics
1	Introduction to the role of Product and Brand Management
2	Strategy for Product and Marketing Mix
3	Process of Product Development
4	Life Cycle of Product
5	Nature and Power of Brands
6	Category Management
7	Brand Building
8	Strategy for Brand Building
9	Brand Crafting
10	Brand Management through Time
11	E-Branding

Reference:

Brand Positioning: Sengupta: Tata McGraw –Hill

Lehmann: Product Management, Tata McGraw-Hill International

Kumar S. Ramesh: amaging Indian Brands, Vikas Publication House

Kapferer, Jean Noël: Strategic Brand Management, Kogan Page

Other Reference:

Business World

Brand Equity- Economics Times

Brand Line- Business Line

LIGB (Leveraging IT in Global Business)

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Concept and importance of Information Technology, Hardware, Software, System software, Computer Architecture, Microprocessors, Networking- LAN, MAN, WAN, Internet. Introduction to computer application MS Office, MS Excel, MS Power Point. Importance of Data, Information and file system, Data Security and Data backup, Fraud and computer crime.
2	Data bases, Data Mining, Data Warehousing, Data Management, File management Databases and BDMS, creating DBMS, Data Mining, MS Access, Web based Data Management System.
3	E-commerce and E-business Overview of E-business, E-commerce, B2C application, B2B application. Case study of Dell, Amazon, Trade India.com
4	Knowledge management Introduction to Knowledge management system. IT in Knowledge management
5	Understanding Enterprise System. Introduction to supply chain Introduction to SAP Economics of Information Technology Evaluating IT investments, Benefits, costs issues. Methods for evaluating and justifying IT investments. Economic aspects of IT and Web based systems.

Reference:

Information Technology for Management Wiley. India E. Turban, E-Mdean, J. Welherice

ICFAI Case Study on Information Technology

Microsoft Website

SAP Website

Business Research Methodology

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: Making the students understand the importance of research and process of conducting research. Expanding the different methods of research for solving business problems.

S. No.	Topics
1	Business Research- Introduction and Process
2	Defining Problem and the Research Proposal
3	Research Design
4	Sample Design and Procedure of Sampling
5	Concept of Measurement and Scaling
6	Method of collecting Data- Primary & Secondary, Observation Survey and Experimental Research
7	Field Work- Interviewing
8	Attitude Measurement
9	Data Analysis- Descriptive, Univariate, Bivariate, Statistics, Test of Difference, Measurement of Association
10	Multivariate Analysis
11	Editing and Coding
12	Role of Computers in Research
13	Communicating
14	Public sources of Authentic Data- Economic Survey, DGCIS, FIEU, Industry Association

Reference:

Kothari, C.R. Research Methods and Techniques.

Zikumund, William G., Business Research Methods, Dryen press.

Burns, Robert. B (2000) Introduction to Research Methodology.

Financial Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The course develops the student's ability to evaluate business decisions. The financial Management is structured round the decision making in the three interrelated areas: Investment- long term as well as current asset; financing; and dividend policy.

S. No.	Topics
1	Introduction to Financial Management
2	Time Value of Money
3	Preparation of Financial Statement
4	Capital Budgeting
5	Capital Budgeting under Risk and Uncertainty, Capital Rationing
6	Leverages- Operating, Financial and Combined Leverages
7	Cost of Capital
8	Capital Structure
9	Dividend Decision
10	Working Capital Management (SBI, PNB, HDFC Bank, ICICI Bank)
11	Sources of Finance for Term Loan- IDBI, IFCI, SIDBI

Reference:

Pandey, I.M. Financial Management, Vikas Pub.

Prasanna Chandra, Financial Management, Tata McGraw Hill.

Brealey, R. A. and Stewart C Myres, Principles of Corporate Finance, McGraw Hill.

Case Study from ICFAI.

Production and Operation Mgmt.

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: To make student learn the concept, methods, techniques and process of Production Management.

S. No.	Topics
1	Basic of Production and Operation Management- Nature and Scope
2	Strategic Production Management
3	Location of a Plant
4	Types of a Plant
5	Production Planning/ Operation Scheduling
6	Production/ Operation Scheduling
7	Inventory Planning and Control
8	Emerging Trends in Production and Operation Management
9	Quality Control and Assurance (Six Sigma)
10	Understanding ISO 9000/ 14000 TS 16949-2002
11	Total Quality Management

Reference:

Buffa and Sarin, Production and Operations Management, Willey Eastern.

J.L. Riggs, Production and Operation Management.

Chary. S.: Production and Operation Managements, Tata McGraw Hill.

Human Resources Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: Develops student competencies with respect to comprehending and performing HRM tasks required to integrate HRM functions in support of the organization's strategic planning and implementation processes that depend critically on job analysis, selection and placement, training and development, performance evaluation and management, compensation of organization members, meeting/exceeding legal and ethical standards of work place safely, fairness and security in the presence and absence of unions.

S. No.	Topics
1	Introduction to HRM-Nature, Function and Strategic Role of Human Resources Management
2	Human Resources Planning, Recruitment and Selection
3	Mobility to Personnel and Recruitment- Transfer and its types, Promotion
4	Training and Development- Training Management
5	Job Analysis and Design
6	Compensation- Wage and Salary Administration, Methods of Wage payment and incentive plans
7	Job Evaluation
8	Appraisal and Audit- Performance and Potential appraisal, Employee Morale and Productivity, Personal Problem and Employee Counseling
9	HRD and Industrial Relations- Industrial unrest, Trade Unionism, Collective Bargaining, Workers Participation in Management
10	Discipline and Grievance Procedure, Motivation and Job Satisfaction

Reference:

Michal Armstrong, Human Resources Management Practice, 7th Edition, Kogan page

Mizra SD Saiyadin, Human Resources Management 2nd Edition Tata McGraw Hill

Diwedi R.S. Human Resources Management Galgotia Publishing House

Gary Dessler, Human Resources Management 7th Edition, Prentice House.

ICFAI Case Studies on HRM

**KNS World Management College
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PGDM course structure

3 Months

Trimester 3

- | | | |
|-----------|---|-------------------|
| 1. | Business Ethics & Corporate Governance | (PGDM-301) |
| 2. | International Business | (PGDM-302) |
| 3. | Supply Chain Management | (PGDM- |
| | 303) | |
| 4. | Banking, Insurance & Wealth Mgmt. | (PGDM-304) |
| 5. | Operation Research | (PGDM-305) |
| 6. | Business Environment | (PGDM-306) |
| 7. | Management Information System | (PGDM-307) |

Summer Training- 2 Months

Business Ethics & Corporate Governance

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: This subject gives students exposure about role and importance of the Value and Ethics at work place.

S. No.	Topics
1	Meaning & Definition of Ethics, Sources of Value and Ethics
2	Environment and Ethics, Corporate Ethics and Managerial Ethics
3	Ethics in Work, Unethical Behavior in organizations
4	Motivation of Individual through Ethics
5	Work Ethics Transformation
6	Leadership behavior and transformation
7	Ethics, Decision making & HR
8	Ethical and Moral Management- From self to self- for Managers
9	Individual attitude and Social value
10	Ethical values in business decision, Ethical issues and advertisement
11	Unfair trade practices, MNC's: Ethical issues Anti-dumping, Unfair competition.
12	Ethics at work place and Protection of intellectual property rights

Reference:

Biswanath Ghosh, Ethics in Management, Vikas Publication

Chakraborty, S.K. Managerial Effectiveness and Quality of work life: Indian insights, TMH.

Chakraborty, S.K. Management by values towards Cultural Congruence, Oxford.

Chakraborty, S.K. Values for Managers, Wheeler.

Chakraborty, S.K. Ethics in Management: Vedantives, Oxford University Press.

International Business

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: This course present through and systematic coverage of International Business like Global trade, Environment, Strategies, Financing sources, HRD and Documentation.

S. No.	Topics
1	Nature and Need for International Business
2	Theory of Global Trade and Investment
3	Political and Technology Environment
4	Cultural Environment
5	Economic Environment
6	International Strategic Alliances
7	International Investment (FDI/FLL)
8	Financing foreign Trade
9	International Accounting

Reference:

Philip R. Cateora and John L. Graham, International Marketing, McGraw Hill

P Subba Rao, International Business, Himalaya Publishing House

Charles W. Hill, International Business – Competing in Global Market Place

R. M. Joshi, International Marketing, Oxford Press

Cherunilam F – International Trade & Export Management (Himalaya 2007).

3. Cateora Graham –

Supply Chain Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

- To develop an introductory idea about supply chain management in contrast to conventional view of isolated functions
- To familiarize the students with the role of supply chain in improving Customer Satisfaction
- To acquaint with the concepts and tools for analyzing and designing and improving the supply chain in an organization

S. No.	Topics
1	Introduction to Supply Chain – Role and Objectives
2	Logistics and Customer Service
3	Purchasing Function
4	Strategic Sourcing
5	Strategic cost management pertaining to control of supply chain costs
6	Management of Inventories
7	Managing transportation costs
8	Supply chain information systems and e-commerce
9	Use of software packages in Supply Chain Management
10	Innovations in Supply Chain Management – JIT purchasing, Quick Response, etc.

Reference:

Kaminsky, P., Levi Simchi, D., Irwin, Managing the Supply Chain.

Chopra Sunil and Meindl Peter, Supply Chain Management : Strategy, Planning and Operation, Pearson Education.

Ballou Ronald, Business Logistics Mangement: Planning, Organising and Controlling the Supply Chain, Prentice Hall.

Simchi-Levi, David, Kaminsky, Philip, Desinging and Managing the Supply Chain: Concepts, Strategies, and Case Studies, Irwin McGraw-Hill, 2000.

Banking, Insurance & Wealth Management.

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

S. No.	Topics
1	Role and Function of Banks in Financial Management System
2	Commercial and Central Banks
3	Legal Aspects-Customer relationship and RBI's Regulation
4	Commercial banking and Industrial Finance, Credit Management
5	International Banking Operations- Correspondent Banking, Forex Operation, Export Credit
6	Insurance- Meaning, Nature, Function and Types of Insurance
7	Principles of Insurance and classification on Insurance
8	Business Environment and Insurance, Insurance Industry in India
9	IRDA and its functioning
10	Settlement of claims in Insurance
11	Introduction to Wealth Management
12	Mutual Funds and Individual Assets Management
13	Investment Profiling and Personal Wealth Management
14	Asset Allocation Strategies and Total Wealth measurement

Reference:

Gangopadhyay, S. Institutions Governing Financial Markets, Allied Publishers Limited

Donald R. Fraser, Benton E. Gup. James W. Kolan, Commercial banking- The Management of Risk, South West college Publishing, Thomas Learning.

Katz, Deena B. Katz on Practice management: For Financial Advisors, Planners and Wealth Managers, Bloomberg. 199.

Other Resources:

Business World

Journal of Insurance and Risks Management

Capital Market

Economics Times

Operation Research

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

- To impart the basic concepts involved in Operations Research
- Need for Operations Research in solving Business Problems

S. No.	Topics
1	Linear Programming – Primal Problem
2	Linear Programming – Duality
3	Linear Programming – Sensitivity Analysis
4	Queuing Theory,
5	Transportation Problems
6	Assignment Problems
7	Traveling Salesman problem
8	Network analysis (CPM, PERT)
9	Game Theory
10	Simulation Models
11	Markov Analysis
12	Elementary Software packages in OR

Reference:

Hamdy A Taha, Operations Research, Prentice Hall of India.

Richard I Levin, David S Rubin, Joel P Stinson, E.Gardner, Quantitative Approaches to Management, McGraw Hill.

A Ravindran, Don T Philip and James J Solberg, Operations Research, John Wiley.

Tulsian and Pandey , Operations Research, Prentice Hall

Taha, Operations Research, Pearson Education

J.K. Sharma, Operations Research, Macmillan Publishers.

V.K. Kapoor , Operations Research .

Business Environment

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The objective of the paper is to understand and analyze the complexity of the business environments; which includes the analysis of socio-cultural and economic environment.

S. No.	Topics
1	Socio-cultural environment and dynamics of business with reference to India and other economies. Study of Indian cultural heritage and Indian political system.
2	Indian economic environment: Structure of Indian economy, planning in India, Industrial growth, Industrial policy, India's Balance of payments, Trade policy, India's Monetary policy, Fiscal policy,; Economic Reform Programme.
3	Globalization: Opportunities & challenges. Global Markets, International economic institutions: IMF, World Bank, WTO, IFC etc. Study of Regional TRADE Blocks like NAFTA, EEC & SAPTA

Reference:

Francis Cherunilam, Business Environment, Himalaya Publishing House

Kapila, Uma, Indian Economy.

India Dev. Report – 2002, 2000 & 1997, Oxford University Press.

Gupta, Dipankar, Social Structure in India.

Management Information System

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: This subject integrates the topics of management and organization theory, information and communication theory and system relevant to managing an organization's information resources. Includes computer hardware and software, telecommunications, and database concepts and internet based business models to get a competitiveness of global based business environment.

S. No.	Topics
1	Digital Firm Management
2	Basics of Business System
3	The Digital Firm: Electronic Commerce and Electronics Business
4	Networks and Telecommunication
5	Building Information System in Digital Firm
6	Internet and New Information Technology Infrastructure
7	Enhancement of Managerial Decision Making
8	Security and Control of Information System
9	Enterprise Management Systems
10	Usage of PC for MS Office, Internet search, Power Point, Excel

Reference:

Rajaraman, V, Analysis and Design of Information System

Laudon, & Loudon, Management Information System

Jerome Kanter: Technology for Management: Mc Graw Hill Kogakusha

**KNS World Management College
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PGDM course structure

3 Months

Trimester 4

- | | | |
|-----------|------------------------------|-------------------|
| 1. | Marketing Management | (PGDM-401) |
| 3. | Finance | (PGDM-402) |
| 4. | Human Resources Mgmt. | (PGDM-403) |

Sales & Distribution Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

1. To familiarize the students with the importance of Marketing Channels and Physical Distribution systems.
2. To make the students understand the organizing and managing of Sales force
3. To make the students aware of trends and decisions faced by companies in designing, managing, evaluating and modifying channels.

To make them understand the importance of MR in identifying, structuring, and solving a marketing problem

S. No.	Topics
1	Nature and Scope of Sales Management
2	Recruiting, Selecting, Training & Development of Sales Force
3	Compensation and Motivation of Sales Personnel
4	Designing Territories and Allocating Sales Efforts
5	Managing Major Accounts
6	Sales Budgeting
7	Evaluation of Sales Personnel
8	Sales Organization
9	Marketing Channels – Roles, Structures, Functions, and Relationships
10	Channel Design and Planning
11	Managing Distribution Channels
12	Physical Distribution Management – Transportation and Warehousing

Reference:

Earl D. Honeycutt, John B. Ford, Antonis C. Simintiras: Sales Management: A Global Perspective, Routledge Group.

Dr. Matin Khan, Sales Management: Decisions Strategies and Cases

Gupta, S.L. : Sales and Distribution Management

Rampal, M.K., Gupta, S.L. : Cases and Simulations in Marketing Management

Other Resources

Brand Equity - Economic Times

Strategist – Business Standard

Business Today

Marketing Research

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

To make them understand the importance of MR in identifying, structuring, and solving a marketing problem

To learn the designing and conduct of a sound Marketing Research Project

S. No.	Topics
1	Introduction to Marketing Research
2	Marketing Research Design
3	Sources of Data
4	Designing the Research Instrument
5	Sampling Design
6	Measurement Techniques
7	Data Analysis
8	Statistical Tools
9	Applications of Marketing Research
10	Report Writing

Reference:

Naresh K. Malhotra, Marketing Research, Pearson Education.

A.Parsuraman, Dhruv Grewal, & R.Krishnan, Marketing Research (First Indian Adaptation); biztantra.

Boyd, Westfall, & Stasch, Richard D. Irwin, Marketing Research.

Paul E Green, Donald S Tull and Gerald Albaum, Marketing Research; Prentice Hall, India.

Other Resource

JMR – Journal of Marketing Research, American Marketing Association.

Integrated Marketing Communication

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

1. To equip participants with strategies, plan, and implementation of a multi-channel communications program in synergy with other the marketing mix strategies.
2. To develop an understanding of the economic justifications for marketing communications.
3. To sensitize the students to legal and ethical considerations in the formulation and the implementation of marketing communication strategy.

S. No.	Topics
1	Introduction to Communication Mix
2	Advertising
3	Personal Selling
4	Sales Promotions
5	Publicity Management
6	Direct Marketing
7	Database Marketing
8	On-Line communications
9	Implementation and Evaluation of Marketing Communication
10	Legal and Ethical Considerations of Communication Strategies

Reference:

Dunn, S.Watson and Barban, Arnold M: 'Advertising – Its Role in Modern Marketing', The Dryden Press

George E. Belch & Michael A. Belch: Advertising & Promotions, An Integrated Marketing Communications Perspective, Tata Mcgraw Hill, 2003

Subroto Sen Gupta: Brand Positioning

Paco Underhill: Why We Buy, 2000, Touchstone

Consumer Behavior

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

1. To Make students understand a wide range of social, cultural and economic factors which influence consumer behaviour.
2. To appreciate the impact of consumer on strategic marketing decisions.

S. No.	Topics
1	Consumer Behaviour – Nature, Scope, and Applications
2	Consumer Research
3	Consumer Markets and Buyer Behaviour
4	Influence of Culture, Social Class, Reference Groups, and Family on Consumer Behaviour
5	Consumer Motivation, Perception, and learning
6	Personality, Values, and Lifestyles
7	Consumer Decision Making Process
8	Business Markets and Business Buyer Behaviour
9	Business Buying Decision Making Process
10	Cross – Cultural Consumer Behaviour – an International Perspective

Reference:

1. Blackwell, Roger, Miniard, Paul & Engel, James, Consumer behaviour: Thomson Learning New Delhi.
2. Loudon, David J 4, Dellabitta, Albert, Consumer Behaviour, Tata McGraw hill, New Delhi.
3. Solomon: Consumer Behavior Buying, Having, and Being (Sixth Edition), Pearson Education (Singapore) Pvt. Ltd., Indian Reprint, 2004.
4. Lindquist & Sirgy, Shopper, Buyer and Consumer Behaviour (Second Edition), Biztantra.
5. Paco Underhill: Why We Buy, 2000, Touchstone.

Other Resources

1. Journal of Consumer Behavior
2. Journal of Consumer Research

Rural Marketing

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Rural Marketing environment – the basis
2	Research in rural marketing
3	Profile of rural consumers
4	Products and services for rural markets
5	Product launch strategic
6	Sales & distribution in rural India
7	Marketing communication
8	Issues and prospects for rural marketing

Reference:

Gopalswami, Rural Marketing, Wheeler Publishing

Pradeep Kashyap, The Rural Marketing Book, Biztantra Publishing

Sanyal Kumar, Valayudhan, Rural Marketing, Targeting The Non-Urban Consumer Sage Publications

Security Analysis and Portfolio Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

- To develop understanding of equity and bond research.
- To understand secondary market operation.
- To know about various financial instruments and selection of financial instruments
- To develop skill in portfolio management.
- To understand part of financial planning and risk management depending on profile.

S. No.	Topics
1	Overview of global capital market and market indices
2	Bond market research –analysis of yield, duration, convexity of various government and corporate bonds
3	Asset Allocation
4	Market Analysis: economy, Industry and company
5	Market efficiency
6	Equity Research Techniques – understanding products- techniques of company credit ratings analysis of corporate forecast- identification of neglected stocks
7	Equity portfolio formulation –capital asset pricing model –arbitrage pricing theory –models of Markowitz and Sharpe
8	Portfolio Risk Management : use of various financial products
9	Management of mutual funds and other managed portfolios – formulation and monitoring of income, growth, balance , tax saving sectoral and pure bond portfolio management
10	Portfolio performance evaluation

Reference:

Fuller, R.J Jr. and James L. Farrell, Modern Investment and Security Analysis, McGraw Hill International.

Thomas Susan Derivatives Markets in India , Tata McGraw Hill

Frank J. Fabozzi Bond Markets, Analysis and Strategies (fourth Edition), Prentice Hall international Ed.

Other Resources

Business World
 Business India
 Finance Review
 Economic Times

Financial Risk Management and Derivatives

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

1. To develop expert knowledge about business risk and financial risk
2. To understand various risk management tools and techniques.
3. To develop skills in producing risk management models based on business profile.
4. To understand to utilize existing models and generate hybrid models for new risks.

S. No.	Topics
1	Introduction to risk exposures, Risk identification and analysis
2	Risk management of finance companies
3	Risk management through Futures , Options and other derivatives
4	Currency risk management –managing swap book
5	Risk management in risk service sector companies- client concentration risk and customer satisfaction index
6	Value at risk
7	ALM strategies and corporate re- engineering
8	Credit derivatives
9	Risk management of insurance companies-operational, credit and market risks

Reference:

Francis J.C., et al, Handbook of Credit Derivatives, McGraw Hill.

Tavakoli J.M., Credit Derivatives.

McDougall Alan, Mastering Swaps Markets, Financial Times, 1999.

Jorion Philippe, Value at Risk, Irwin.

Other Resources

Business World

Business India

Harvard Business Review

Economic Times

Corporate Tax Planning & Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Corporate Tax: Meaning, & Definition, Tax Planning, Need for Tax Planning, Precautions & Limitations
2	Tax evasion, Tax avoidance
3	Sources of income, residential status of accompany computation of business income, set off & carry forward of iusses, provisions relating to minimum alternative tas.
4	Tax planning with reference to location, Nature & form of organization of new business,
5	Tax provisions relating to free trade zones, infrastructure sector, backward areas & tax incentives for exporters
6	Meaning & Types of Amalgamation, Tax incentives of Amalgamating company & amalgamated company
7	Tax incentives of shareholders of amalgamating company

Reference:

1. Corporate Tax planning & Management: Dr. H.C. Mehrotra & Dr. S.P. Goyal Sahitya Bhawan Agra.
2. Direct Tax Planning & Management: Dr. V.K. Singhania, Dr. Kapil Singhania, Monica Singhania, Taxmann Publications.
3. Planning and Management of Corporate Taxation: V.P. Gaur, DB Narag, Rajeev Puri- Kalyani Publishers, New Delhi.

Strategic Cost Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100
Total	-100

S. No.	Topics
1	Meaning, Definition and Role of strategic cost management in strategic positioning;
2	Conceptual framework and Environmental influences
3	Cost management tools - Life cycle costing, Target costing, Kaizen costing, JIT &
4	Theory of constraints, BPR and bench marking Activity based costing (ABC): Nature, Benefits and Limitations, Activity Hierarchies
5	Indicators and Design of ABC system, Operational and Strategic application
6	Nature & Application of Value-chain analysis; Activity analysis and Linkage analysis;
7	Function-based planning and control
8	Budgeting –Nature, Administration and Effectiveness; Budgeting Cycle
9	Responsibility centers; Nature, Role, Accounting and Evaluation
10	ROI, RI, EVA; Transfer pricing and its Applications
11	Strategy based performance measurement system: Balanced score card prospective and limitations
12	Productivity measurement and control
13	Quality cost management and Reporting system

Reference:

1. Drury, Colin, **Management Accounting and Control**, Thomson Learning
2. Horngren, Datar Foster, **Cost Accounting**, Pearson Education
3. Hansen and Mowen, **Cost Management**, Thomson Learning
4. Kaplan, Atkinson and Young, **Management Accounting**, Pearson Education
5. Kaplan, Atkinson, **Advanced Management Accounting**, Pearson Learning
6. Anthony, Robert N., and Govindrajana, Vijay, **Management Control System**, McGraw Hill

Project Management & Control

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Meaning and Definition of Project, Project Management and Control
2	Project management: organization, planning, control, human aspects and pre-requisites
3	Capital Budgeting: Phases and Objectives
4	Generation and Screening of project ideas
5	Situational analysis, Technical analysis and Financial analysis
6	Special decision situations: Analysis of project risk; firm risk and market risk
7	Social cost benefit analysis, UNIDO approach, SCBA by financial institutions
8	Project financing in India
9	Project appraisal by financial institutions, Environmental appraisal of Projects.
10	Financing infrastructure projects: Concept, rational and financial instruments;
11	Public finance for infrastructure projects; BOOT/ BOT systems.

Reference:

1. Chandra, Prasanna, **Projects : Planning Analysis, Selection, Implementation and Review**, Tata McGraw Hill, New Delhi.
2. Bhavesh, M Patel, **Project Management**, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., **Project Finance**, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., **Project Management and Control**, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, **Financing Infrastructure Projects**, Thomas Telford, UK, ISBN

Training and Development

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

- To provide students with the knowledge and skills necessary to manage training and development
- Develop policies and strategies of training
- Setting objectives, designing and conducting training programs

S. No.	Topics
1	Importance and role of Training in organizations
2	Creating Learning Environment
3	Trainer and Learner Styles
4	Training Need Analysis(TNA)
5	Training Objectives and Strategies
6	Understanding Development Centers
7	Conducting Training Programs
8	Pre & Post Testing of Training
9	Models of Training Evaluation
10	Transferring Training to the Job

Reference:

1. A Noe, Employee Training & Development, Tata MCGraw Hill Publication
2. Goldstein, Training in Organisation
3. Dayal Eswar, Management Training in Organization (Text, cases and simulated Exercise). PHI, 1970.
4. Ram swami, A., A Handbook of Training & Development, T.R. Publication, 1992.
5. Saha, A.K. Training & Development, Sterling, 1991.
6. Rae Leslie, 1.Using Training Aids, 2. Evaluation in Training and Development, 3. How to plan Training Program.

Industrial Relations & Labour Laws

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

- To develop an understanding about the interaction between labour and management
- To help students understand the issues involved in maintenance of good employee relations
- To develop skills necessary for managing industrial relations
- To thoroughly familiarize student managers with the provisions of Labor Legislation in India

S. No.	Topics
1	Fundamentals of Industrial Relations
2	Evolution of Industrial Relations
3	Trade Unionism – Concept, Functions, Approaches, Structure And Security, Emerging Trends In Union Management
4	Problems of Trade Unions
5	Industrial Disputes
6	Collective Bargaining
7	Settlement Machinery
8	Industrial Relations and Related Legislation
9	Code of Discipline
10	Participative Management
11	Grievance Resolution
12	Industrial Discipline
13	Important Acts of Labour Legislation <ol style="list-style-type: none"> 1. Factories Act 2. Payment of Wages Act 3. Minimum Wages Act 4. Standing Order Act 5. Employee Compensation Act 6. Employee State Insurance Act.

Reference:

Monnappa Arun, Collective Bargaining: A Workers Education Manual, Industrial Relations, 1985

Memoria, C.B Memoria, S., and Gander S.V., Dynamics of Industrial Relation, 2nd Ed. Himalaya Publishers.

Verma Promod, Management of Industrial Relations 4th Ed, Oxford IBH, 1998. Sharma G.K. Labour management in India.

Chatterjee N.K., Management of Personnel in Indian Enterprises (Allied Book Agencies, Calcutta) Ed, 1986.

Organizational Change & Development

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Organizational Change - Meaning, Nature, Types
2	Theories of planned change
3	Organizational Development -Nature and Characteristics
4	Process of OD
5	Human Process Interventions- T-group, Process consultation
6	Third party interventions, Team building; Organizational confrontation meeting,
7	Coaching and Mentoring
8	Role focused interventions
9	Techno structural Interventions- Restructuring organization, Reengineering, Employee involvement, Work design
10	Strategic Interventions- Organization and Environment relationships, Organization Transformation
11	Contemporary issued and applications
12	Practioners- Role, Competencies requirement, Professional ethics
13	Future trends in OD.

Reference:

1. Organization Development and Transformation: Managing Effective Change
Wendell French, Cecil Bell, Robert Zawacki, Tata McGrawHill Publication
2. Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning.
3. Ramnarayan. S., T.V. Rao and Kuldeep Sigh, Organization Development Interventions and Strategies, Response Books, New Delhi.
4. French, Wendell L. and Lecil H. Bell. Organisation Development PHI, New Delhi.
5. Chowdhury, Subir, Organisation 2LC, Pearson Education.

Compensation Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

1. To provide the students an insight into the motivational processes involved in formulating a Compensation Strategy
2. An appreciation of the employer's concerns in developing a strategic compensation program as a tool for Performance Management.
3. To enable students to develop reward strategies, effectively linking the same to performance evaluation systems that trigger better performance.
4. Identification of systems that facilitate compensation administration.

An appreciation of the current & future challenges in Compensation management

S. No.	Topics
1	Overview of Compensation Management
2	Designing Effective Compensation Management Systems
3	Factors affecting compensation
4	Compensation Surveys
5	Establishing Job Values and Relativities
6	Grade and Pay Structure
7	Rewarding and Reviewing Contribution and Performance
8	Reward Management for Special Groups
9	Employee Benefits, Allowance and Pension Schemes
10	Compensation Management: Procedures and Case Studies

Reference:

Milkovich, George T and Newman JM, Compensation, Tata McGrawhill Publication New Delhi

Henderson, R.O, Compensation Management

Martocchio Joseph-Strategic Compensation-HRM approach, Prentice Hall, 2001.

Singh B.D. Compensation, Reward Management, Excel Books, New Delhi

AIMA Vikas Management Series.

Strategic Human Resources Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Strategic HRM - Concept & Evolution
2	Strategic HR & Framework Approaches
3	HR Systems
4	Designing & Re-designing work systems
5	Organizational development
6	HR outsourcing and E-HR
7	Global HRM

Reference:

Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill.

Mello J.A. Strategic Human Resource Management, Thomson Learning

Greer, Charles, Strategic HRM, Pearson Educaiton.

Dowhing, P.J. Wetch, DE & Schuler, RS 1999 International HR Management Western College Publishing Gricinnati, Ohio

**KNS World Management College
Gurgaon (Haryana)**

PGDM course structure

3 Months

Trimester 5

- 1. Elective Strategic Management (1 Paper) (PGDM-501)
(Compulsory)**

Elective (Any One) (6 Papers each)

- | | |
|---------------------------------------|-------------------|
| A. International Business | (PGDM-502) |
| B. Technology Management | (PGDM-503) |
| C. Entrepreneurship Management | (PGDM-504) |
| D. Services Management | (PGDM-505) |

Strategic Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

Strategic Management provides you the broad exposure to skills necessary for managing an organization. Strategic Management involves establishing the major direction, strategies and broad policies that an organization will follow to accomplish its objectives. This knowledge is important for sustainable growth of business.

S. No.	Topics
1	Introduction to Strategic Management
2	Hierarchy of Strategic management
3	Mission, Vision, Quality Policy, Organization Chart
4	Environmental Appraisal
5	Organization Appraisal
6	Corporate Level Strategies
7	Business Level Strategies
8	Strategic Analysis and Choice
9	Activating Strategies
10	Strategic Implementation- Structural, Behavioral implementation
11	Functional and Operational Implementation
12	Strategic Evaluation and Control
13	Case Study

Reference:

Azhar Kazari, Strategic Management, TMH Publication

Miller, A and G Dess, "Strategic Management" (New York) McGraw Hill, 1996

Khan and Jain, Business Policy and Strategic Management.

Hill, CWL and GR Jones, Strategic Management, (Boston, MA Houghton Mifflin, 1997).

Thomas JG, Strategic Management (New York, Harbar & Row, 1998).

International Marketing

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The aim of the module is to discuss international marketing. The module discusses concept, opportunities, product strategy, building brands, pricing decisions and logistics and distribution of international marketing.

S. No.	Topics
1	Concept of International Marketing
2	Opportunities of International Marketing
3	International Marketing Research
4	Product strategy for International Marketing
5	Building Brands in International Marketing
6	Pricing Decisions for International
7	International Logistics & Distribution
8	Promotional Decisions for International Marketing
9	Institutional Infrastructure for Export Promotion
10	Emerging Issues- CRM Revolution in IT

Reference:

Sharan, V., International Financial Management, PHI, New Delhi

Levi, Maurice D., International Finance, McGraw Hill

Multinational Business Finance, Pearson Education

Apte, P.G. International Financial Management, Tata McGraw Hill

International Strategic Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The aim of the module to discuss international Strategic Management. The module consists of international technological financial and NR strategy.

S. No.	Topics
1	Introduction-Managerial Approach, Nature & dimension, New paradigm of managing IB, Role of corporate managers to meet current millennium challenges.
2	Environment Scanning-Concept of Global Environment, Channels of Global environment, Value chain analysis, Core Competence
3	Strategy making process-Developing competitive strategy, Strategic alternatives, Choosing corporate strategy
4	Strategy making decision-Choosing Product/ Service for offshore countries, Making acquisition decision, Choosing mode of entry Choosing frontier countries.
5	Socio – Ethical responsibility areas of corporate social responsibility, Levels of social commitment, CSR dilemma of MNC, Business ethics.
6	Formulating operation strategy
7	International Technological strategy
8	International Financial strategy
9	International HR strategy
10	Implementation of strategy-Dimension of strategy Implementation, Approach to strategy Implementation, Managing organizational structure, Organizational culture and strategy implementation.

References:

- 1) Mike W. Peng, International Strategic Management, Cengage Learning
- 2) Azhar Kazmi, Strategic Management & Business Policy, TMH Publication
- 3) Srivastava R M, International Strategic Mgt., Himalaya Publication
- 4) John A Pearce & Richard B Robinson, Strategic Management, AITBS Publication
- 5) Porter M, Competitive Strategy techniques for analyzing Industries & Competitors, The Free Press New York.
- 6) Thompson & Strickland, Strategic Mgt.-Concepts & Cases, TMH Publication.

International Financial Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The course emphasis the managerial aspects of international finance and seeks to impart the skills needed by multinational financial managers.

S. No.	Topics
1	Finance Functions of MNC, structure of international market, cost and availability of international finance flows, international financial instrument.
2	Aspects of international cash management, investment criteria and borrowing decisions, centralized versus decentralized cash management, optimizing cash flows, cash management and value of the firm.
3	International portfolio verses direct investment, international CAPM and Roll's critique, Arbitrage Pricing Theory, capital budgeting for foreign investment, strategic adjustment to international taxation, and assessing and managing country risk in capital budgeting decisions.
4	Multinational capital structure and cost of capital, strategic consideration in euro – equity issues,
5	International bond financing, determining financial structure of foreign subsidies on MNC's, financial choice for an MNC and its foreign
6	International portfolio diversification-techniques and barriers, asset allocation policy, costs and risks of financing, strategies for managing currency risk.

Reference:

Apte P.G, International Financial Management, PHI, New Delhi.

Butler, K.C., Multinational Finance, Thomson learning, Bombay

Levi Maurice D., International Finance, McGraw Hill, New York

Shapiro A.C., Multinational Financial Management, Prentice-Hall, New Delhi

International Business and Negotiations

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

- To provide knowledge about International Business, the environment in which it is conducted in India and the world
- To provide exposure to theories and practicalities of International business management
- To provide an insight into the dynamics of international business negotiations

S. No.	Topics
1	An Overview of International Business – Introduction, Difference between International Business and Domestic Business, International Business activities, Contemporary Causes of Globalization
2	International Business Environment – Brief Study of Macro Environmental Factors
3	International Trade Theories
4	International Economic Institutions – IMF, World Bank and affiliated Institutions, WTO
5	Foreign Direct Investment – Definition, Theories of FDI, Reasons for Increase in FDI Flows
6	International Strategic Alliance – International Corporate Cooperation, Benefits of Strategic Alliances, Scope and Implementation, Pitfalls
7	Regional Economic Groupings and Major Trading Blocks – Levels of Economic Integration, Advantages, Conflict with Globalization
8	International Marketing – EPRG Framework, Modes of Entry, International Marketing Mix, International Marketing Research
9	Global Financial Environment – The Eurocurrency Markets, International Capital Markets, International Money Markets, International Foreign Exchange Markets
10	International Business Negotiations – Negotiation Situations, Government vs. Company Strength in Negotiations,

Reference:

John D. Daniels, L. H. Radebaugh, International Business - Environments and Operations, Pearson Education

Philip R. Cateora and John L. Graham, International Marketing, McGraw Hill

Charles W. Hill, International Business – Competing in Global Market Place

R. M. Joshi, International Marketing, Oxford Press

International Trade Theory and Policy

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

This paper seeks to develop conceptual and analytical framework within which the students can analyze international trade problems and issues. It further enables the students to understand the practical parts of trade policy within which the business is required to make adjustment.

S. No.	Topics
1	Importance of trade in World economy, trade as an agent of globalization, alternative bases and explanations of trade, gain from trade, term of trade- alternative concepts, trade equilibrium and determination of term of trade, significance of conceptual understanding of trade theory of IB manager
2	Free trade versus protection, tariff classification economic effects of tariff retaliation export subsidies countervailing duties and dumping effects of quota international economic integration- form and levels, trade creating and trade diverting effects of a custom union, repercussions of regional economies groupings of this strategy of international marketers
3	Components of International Trade Policy, export promotion strategies import substitution, rationale and working of free trade zones, assessing export potential for specific product in specific markets, logic of state trading and canalized trading trade fairs and exhibition and commercial intelligence
4	Major Quantitative and Qualitative, trends in India's foreign trade since 1991, major schemes and incentives for exporters import control regime, impact of WTO, provision on Trade policy overall assessment of India's trade policy.

Reference:

Krugman, Paul R. and Maurice Obstfeld International Economics: Theory and Policy Pearson Education Delhi

Govt. of India economic survey latest issue

International Logistics

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

The purpose of the paper is to expose the students to the practical aspects of international trade and the domestic and international institutional and regulatory arrangements for this part of international business.

S. No.	Topics
1	Trends in world trade growth: nature, significance and components of international logistics creating an export organization, registration and licensing
2	creating an export organization, registration and licensing, selecting export products and markets and channels, export costing and pricing procedures incoterms, deciding payment terms, export contracts, deciding currency of payment, export order processing, international logistics infrastructure.
3	Arranging pre- shipment finance: export procurement, quality control and pre- shipment inspection, packing and labeling of export consignments, basic procedure and documentation for excise and custom clearance, ADS, cargo insurance, shipping modes procedures and documentation, role of forwarding agents
4	Arranging post-shipment finance: documentary collection of export bills, UCPDC guidelines, negotiating documents under L/C, managing exchange earner's foreign currency accounts, availing foreign exchange facilities, protecting against adverse movements in exchange rates
5	Role of EXIM bank, major provisions of FEMA relating to exporters, export credit risk insurance and the role of ECGC.
6	Major export promotion schemes in India: export assistance to export houses, SEZ units, EOUs, EHTP, STP and BTP units, facilities for deemed exports, marketing development assistance
7	Trade information support, role of commodity boards and export promotion councils in trade promotion, facilities for service exports.

Reference:

Paras Ram, Export: What, When, How, Anupam Publications, New Delhi

Khurana, P.K., Export Management, Galgotia Publishing, New Delhi.

Data Base Management System

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

The purpose of the paper is to expose the students to the practical aspects of international trade and the domestic and international institutional and regulatory arrangements for this part of international business.

S. No.	Topics
1	Meaning of DBMS, Data Models;
2	Hierarchical and network, functions of data base management system, Object oriented database management system
3	Data Independence: Logical and physical, data base administration,
4	Relational data model, Normalization, Concurrency, Deadlock, Codd rules, Backup & Recovery
5	Distributed data base system: Introduction, options for distributing a database, objectives, problems of distributed system;
6	Emerging Data base Technologies: Internet Databases, Digital Libraries, Multimedia Databases, Mobile Databases

Lab: Programming in any RDBMS package on above defined syllabus

References:

1. Kroenke, Database Processing, Pearson Education
2. Garcia, Ullman, Data Base Implementation, Pearson Education
3. Garcia, Ullman, Data Base: The Complete Book, Pearson Education
4. Kahate, Introduction to Database Management System, Garcia, Ullman, Data Base Implementation, Pearson Education
5. Rob, Database System, Thomson Learning
6. Singh, S.K., Database Systems, Pearson Education
7. Abraham, Korth, Data Base Concepts, McGraw Hill
8. Pratt, Concept of Data Base Management, Thomson Learning, Vikas Publishing House, New Delhi
9. Elmari Navathe, Fundamental of Database System, Pearson Education
10. Date, C J, Introduction to Database System 8e, Pearson Education
11. Fred R McFadden Jeffrey A. Hoffer & Marry B Prescott, Modern Data Base Management, Pearson Education, New Delhi

System Analysis and Design

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Concept of system, Business Information System: Types
2	Overview of system development methodologies,
3	Role of systems analyst, CASE tools for systems analyst;
4	System Development Life Cycle: Preliminary investigation – evaluation of system request, major steps in preliminary investigation;
5	Systems Analysis – fact finding techniques, documentation, data flow diagrams, data dictionary, cost benefit analysis
6	Systems Design: User interface design, input and output design, data design;
7	Systems Implementation –Application development, quality assurance,
8	Structured application development
9	Installation – Training, system changeover
10	Designing distributed systems – designing for LANs, for client/server architecture,
11	Designing internet systems – internet design fundamentals,
12	Design issues related to site management,
13	Managing online data

References:

1. Hoffer et. al, Modern System Analysis and Design, Thomson Learning
2. Shelly, Cashman, Rosenblatt, System Analysis and Design 4e, Thomson Learning
3. Satzinger, System Analysis and Design, Thomson Learning, Bombay
4. Hawryskiewycz, I T, Introduction to Systems Analysis and Design, 2nd ed, New Delhi, Prentice Hall of India
5. Whitten, J L, System Analysis and Design Methods, New Delhi, Galgotia
6. Awad, Elias, M Systems Analysis and Design, Prentice Hall of India, New Delhi

Internet Programming

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Programming through JAVA: History & Features, JAVA and internet, JAVA and WWW, Hardware and software requirements,
2	JAVA environment, program structure, JAVA tokens, JAVA Virtual Machine, Constants, Variables and Data types, Operators and Expressions, decision making and branching, decision making and looping
3	Classes, objects and methods, interfaces, packages, managing errors and exceptions, multithreading
4	Applet programming: local and remote applets, applets and applications, applet life cycle, creating an executable applet, applet tag, passing parameters to applets, i/o basics.
5	String handling, event handling, AWT: Working with windows, graphics and text, controls, layout managers.

Lab: Java Programming and Internet Surfing.

References:

1. Wigglesworth, **Advanced Programming in Java**, Thomson Learning, Bombay.
2. Slack, **Problem Solving in Java**, Thomson Learning, Bombay.
3. Deitel and Deitel, **JAVA How to Program**, Pearson Education,
4. Decker, **Programming Java**, Vikas Publishing House, New Delhi
5. E.Balagursamy, **Programming in JAVA**, TMH, New Delhi.
6. Patrick Naughton, **JAVA Complete Reference**, TMH, New Delhi.
7. Herbert Schildt, **JAVA Complete Reference**, TMH, New Delhi.

Enterprise Resource Planning

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Understanding Enterprise Resource Planning: Evolution; Related technologies, Myths and Importance
2	Value creation in organizations by ERP, Benefits
3	Risk factors for implementation; Managing risk on ERP projects
4	ERP Implementation: Objectives and Phases
5	ERP Implementation challenges
6	ERP package evaluation and selection; ERP transition strategies
7	Success and failure factors of an ERP implementation
8	ERP implementation costs; Organization of ERP implementation team.
9	Future Trends: Operation and maintenance & Maximizing of the ERP system
10	ERP and e-business; Integration of ERP, internet and www;
11	Future of ERP.
12	ERP Systems Processes and Management Control: Sales and marketing; Accounting and Finance; Production and Material management; Human resource management

References:

1. Leanon, Alexis, "Enterprise Resource Planning" TMH Publication
2. Sumner, Mary, "Enterprise Resource Planning" Pearson Education
3. Leanon, Alexis, "ERP Demystified", TMH Publication
4. Koul, Saroj, "Enterprise Resource Planning" Galgotia Publishing.
5. Garg, V. K. and Venket Krishna N. K., "ERP Concepts and Practice", PHI Publication
6. Champy, J. Harper, "Re-engineering Management", Harper Collins, 1995

Entrepreneurship

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Entrepreneurship: Concept, Role and Emergence of entrepreneurship in economic development
2	Characteristics of successful entrepreneurs
3	Entrepreneurship process; factors impacting entrepreneurship
4	Managerial vs. Entrepreneurial approach
5	Starting the venture: generating business idea – sources and methods
6	Creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis;
7	Feasibility study – market feasibility, technical/operational feasibility, financial feasibility:
8	Drawing business plan, preparing project report, presenting business plan to investors
9	Functional plans: Marketing plan, Organizational plan, Financial plan
10	Sources of finance: Debt or Equity financing, Commercial banks, Venture capital; Financial institutions
11	Supporting entrepreneurs; legal issues – intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising

References:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, **Entrepreneurship**, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, **Entrepreneurship**, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, **Entrepreneurship**, Excel Books, New Delhi
4. Charantimath, Poornima, **Entrepreneurship Development and Small Business Enterprises**, Pearson Education, New Delhi

Managing Family Business

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Dynamic & different perspectives
2	A proactive family business management process
3	A family value statement
4	Family meetings
5	Corporate perks, benefits & dividends
6	Sibling & cousin rivalries
7	Stock ownership & liquidity
8	Board of directors
9	Succession
10	Choosing a non family successor CEO
11	Sale of business
12	Going public
13	Family business operating rules

Reference:

By. Edward D. Hess

Entrepreneurship Education & Training

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Theories of Entrepreneurship Traditional & alternative approaches
2	Entrepreneurship education & training programs
3	Methodology
4	Entrepreneurship training programs – a comparative analysis
5	Profiles of program participants
6	Assessing Effectiveness

References:

1. Colette Henry, Francer Hill, Claire Leitch. Ashgate Publishing Ltd. England.

Social Entrepreneurship

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Social entrepreneurship introduction
2	Social value
3	Future of social entrepreneurship
4	The structuration of SE
5	Buiding a solid foundation for the practice of social entrepreneurship
6	Models of social enterprises
7	Challenges
8	Implications of a value framework

References:

1. Alex Nicholls, Oxford Press.

Strategic Entrepreneurship

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

S. No.	Topics
1	Strategic Entrepreneurship – Introduction
2	Entrepreneurship Resources
3	Innovation
4	Alliances & Networks
5	International Entrepreneurship
6	Strategic Leadership & Growth
7	Framework for Entrepreneurial strategy
8	Overcoming Resource disadvantages in Entrepreneurial firms.

References:

Creating a new mindset.

Edited by

Michael A Hitt, R.Duane Ireland, S Michael Camp & Donald L Sexton, By. Blackwell publishing

Project Work – Practical

End Sem. Exam. -50
Mid Term Exam -20
Internal Assessment -30
Total -100

S. No.	Topics
1	
2	
3	
4	
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References:

Basics of Services Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The theme of the module is that service organizations (e.g. banks, transportation companies, consulting companies, hotels, hospitals, educational institutions, etc.) require a distinctive approach to strategize both in development and execution. This module focuses on the key elements (strategy, operations, marketing, HRM, and technology) that help to establish and maintain superior service quality within the context of global competitiveness.

S. No.	Topics
1	Quality measurement, control and improvement—a systems perspective
2	Service leadership and strategy
3	Managing a service culture
4	Management and motivation of service workers
5	Operations in a service environment
6	Consumer behavior in services
7	Customer relationship management (CRM)
8	Measuring performance excellence
9	Managing rapid growth and change in service organizations

Reference:

"Service Management", Fourth Edition, J.A. Fitzsimmons and M.J. Fitzsimmons, McGraw Hill.

"Services Marketing", Valerie Zeithaml, Mary Jo Bitner, and Dwayne Gremler, McGraw-Hill.

"Introduction to Operations Research", 8th edition, Hillier and Lieberman, McGraw-Hill.

"Principles of Service Marketing and Management", Christopher Lovelock and Lauren Wright, Prentice Hall.

Verma, Harsh – service marketing – Text & Cases Pearson Education.

"Managing Services", Alan Nankervis, Cambridge Press.

Services Marketing and Management

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective:

To bring out the emerging service environment in India and the world

To explain the distinctive aspects of services marketing

To equip students with concepts and techniques that help in taking decisions relating to various services marketing situations.

S. No.	Topics
1	Understanding the emerging service environment
2	Understanding Service
3	Understanding Service Customers
4	Creating Services and Managing Service Delivery Process
5	Pricing of Services and Promoting Services
6	Communicating the Promoting Services
7	Managing Physical Evidence of Service
8	Managing People in Service Industry
9	Managing Service Quality
10	Service Failures and Recovery Strag

Reference:

Christopher H. Lovelock & Jochen Writz, Services Marketing (Fifth Edition 2004), Pearson Education

Valerie A. Zeithaml & Mary Jo Bitner, Services Marketing (Third Edition 2004), Tata McGraw Hill Publishing Company Ltd.

Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition 2003), Pearson Education (Singapore) Pvt. Ltd.

Verma, Harsh – Service Marketing – Text & Cases, Pearson Education

Other Resources

Journal of Services Marketing

International Journal of Service Industry Management

Services and the Economy

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The theme of the module is to understand of the importance of service in economy. The module consists of globalization of service, management process innovation in services new service development building customer loyalty, customer relation and human factors in organizations.

S. No.	Topics
1	Service in the Economy
2	Globalization of services
3	Services and the management process
4	Launching an innovative service
5	New service development
6	Building customer loyalty
7	Customer relationship Management
8	Human Factor in service Organizations
9	Managing innovation in a service environment

1. Service Sector In Indian Economy

by

Talluru Sreenivas

Publisher: Discovery Publishing House (2006)

2. Service Industries In The World Economy (Paperback)

by

P. W. Daniels

(Author)

Publisher: Blackwell Publishers (Oct 1993)

3. Managing in the Service Economy [Hardcover]

James L. Heskett

Publisher: Harvard Business Press; 1st Edition. edition (May 1, 1986)

Managing Service

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The theme of this module is that the services need to be managed. The module focuses on the services their management, marketing of services, strategic operations, financial management, human resource management and integrated service management.

S. No.	Topics
1	Service and their management
2	The service environment
3	Stakeholders and their influence on services
4	Managing strategy in services
5	Marketing management in services
6	Strategic operations management in services
7	Financial management in services
8	Human Resource management in services
9	From managing 'service' to integrated service management

Reference:

Managing Service, Alan Nankervis, Cambridge University Press

Managing Service Operations

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The theme of the module is to understand the different operations and enjoying long term benefits by managing these different types of service operations. This module discusses creating service. Culture managing profit chain, managing capacity and demand quality customer satisfaction and process analyses of service.

S. No.	Topics
1	Creating a service culture
2	The service encounter
3	Managing the service profit chain
4	Managing queues
5	Managing capacity and demand
6	Competing on service quality
7	Achieving total customer satisfaction
8	Delivering customer service
9	Service process analysis
10	Selling a product as a service

Reference:

Wright, J. Nevan and Peter Race (2005), The Management of Service Operations, 2nd ed, Thomson,

Van Looy, Bart, Paul Gemmel and Roland Van Dierdonck (2003), Services Management: An integrated approach, 2nd ed., FT Prentice Hall,

Lovelock, Christopher, Jocjen Wirtz and Patricia Chew, (2009), Essentials of Services Marketing, Prentice Hall.

Wright Nevan, The Management of Service Operations.

Service Quality

End Sem. Exam.	-50
Mid Term Exam	-20
Internal Assessment	-30
Total	-100

Objective: The theme of the module is to discuss service quality. The module focuses on meaning and importance of service quality, dimensions of quality, customer-contact would, defining climate, creating climate service, HRM and OB in quality.

S. No.	Topics
1	Meaning and Importance of Service Quality
2	Dimensions of Service Quality
3	GAP Models and the Role of Expectations in Service Quality
4	Classification of Services, Potential Benefits from Customer Co production
5	Service Quality and Customer Satisfaction
6	The customer-Contact model of Service Delivery
7	Defining Climate & Climate for Services
8	Creating a Service Climate
9	Service quality into HRM
10	Service Quality into OB

Reference:

Service Quality, Benjamin Schneider & Susan S, White. Sage Publication India Ltd.