INDORE MANAGEMENT INSTITUTE & RESEARCH CENTRE

POST GRADUATE DIPLOMA IN MANAGEMENT

SYLLABUS

S.No	Code	Course Title	Credit			Total Credit
Tri-Sem-I						
			L	**T**	**P**	
1	PD5CFM01	Managerial Economics	3	0	0	3
2	PD5CFS01	Accounting for Managers	2	1	0	3
3	PD5CFM02	Principles and Practices of Management	2	0	0	2
4	PD5CMM01	Marketing Management	3	0	0	3
5	PD5CBA01	Quantitative Techniques for Business Decisions	2	1	0	3
6	PD5CIT01	IT for Managers	2	0	1	3
7	PD5SS01	Managerial Communication	0	0	1	1
		Total Credit	**14**	**2**	**2**	**18**

Indore Management Institute & Research Centre

Post Graduate Diploma in Management

Tri- Semester: I

Course Code	Course Name	L	T	P	Credit
PD5CFM01	Managerial Economics	3	0	0	3

Curriculum:
Unit-I: Definition of Economics, Micro and Macro economics, Relationship between micro and macro economics, managerial and business economics. Introduction to Managerial Economics; The roles of the firm and the House hold

Unit-II: Decision Making in the Household: Consumer Choice, Theory of Demand; its Determination, Estimation and Forecasting

Unit-III: Decision Making in the Firm, Production, Cost, Supply: its Determination and Derivation

Unit-IV: Equilibrium in Different Market Structures, Competitive markets- Equilibrium in the short run and long-run, Monopoly equilibrium and pricing practices of firms with market power, Oligopoly: Strategic interactions and its game theoretic analysis

Unit-V: Analysis of the Markets for Factor Inputs, The Economics of Information, The problem of Adverse Selection, Moral Hazard problem.

Note: Case Study Analysis is compulsory after each unit.
Text Books:
1. W.J. Boumol Economic Theory and Operation Analysis, Prentice Hall of India.
2. Baye. Managerial Economics & Business Strategy. Tata McGraw-Hill Publishing Ltd.
3. Diwedi, D.N. Managerial Economics. Vikas Publishing House Pvt Ltd.
4. Dean Joel, Managerial Economics, Prentice Hall Publication

Reference Books
1. Brickley& Zimmerman. Managerial Economics & Organizational Architecture. Tata McGraw-Hill Publishing Company Ltd. .
2. Pal, K. & Kumar. Managerial Economics. Excel Books, New Delhi. .
3. G.S. Gupta Managerial Economics, TMH.
4. Maheshwari Y. Managerial Economics. PHI Learning Private Limited .

Websites
1. https://nptel.ac.in/courses/110/101/110101005/
2. https://www.economicsdiscussion.net/
3. https://nptel.ac.in/courses/110/105/110105075/

Post Graduate Diploma in Management

Tri- Semester: I

Course Code	Course Name	L	T	P	Credit
PD5CFS01	Accounting for Managers	2	1	0	3

Curriculum:

Unit-I
Financial Accounting: An Introduction: Introduction, Meaning of Accountancy, book-keeping and Accounting, Accounting Process, Objectives for accounting, Basic terminologies, accounting conventions and double entry system.

Unit-II
Financial Statements: Introduction of Subsidiary books, methods of preparing Trial balance, Final accounts (Trading, Profit & loss and Balance sheet) with adjustments, errors and their rectifications.

Unit-III
Understanding Cost: Introduction, Meaning of Cost, Objective of costing, Methods of costing, Techniques of costing, Classification and Elements of Cost, Statement of Cost Sheet. Standard Costing; establishment of standards, Variance analysis.

Unit-IV
Decisions Involving Alternative Choices: Introduction, Decision Making, Types of Costs, Types of Choices Decisions, Make or Buy Decisions, Addition / Discontinuance of a Product line, Sell or Process Further, Operate or Shut down, Exploring New Markets, Maintaining a desired level of profit.

Unit-V
Budgetary Control: Introduction , Meaning of a Budget , Budgetary control , Objectives , Merits, Essential features, Steps in budgetary Control , Types of Budgets , Cast Budget , Flexible Budget , Limitation of Budget Control

Note: Case Study Analysis is compulsory after each unit.

Text Books:

1. Ramachandran & Kakani. Financial Accounting for Management.

2. Eric Noreen and Peter Brewer and Ray Garrisan, Managerial Accounting for Managers Tata McGraw-Hill Publishing company Ltd.

3. Goyal, V.K.Financial Accounting. Excel Books, New Delhi.

Reference books:

1. Kuppapally. Accounting for Managers. PHI Learning Private Limited.

2. Kaplan, Robert & Atkinson. Advanced Management Accounting. PHI Learning Private Limited.

3. Banerjee, B.K. Financial Accounting – A dynamic approach. PHI Learning Private Limited.

Websites:

https://nptel.ac.in/courses/110/101/110101003/

http://ebooks.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR_MANAGERS.pdf

https://swayam.gov.in/nd2_cec20_mg02/preview

Course Code	Course Name	L	T	P	Credit
PD5CFM02	Principles and Practices of Management	2	0	0	2

Curriculum:

Unit-I: Concept of management including functions of management, functions and responsibilities of managers, Fayol's principles of management. Management thought; the classical school, the human relations school, Systems theory school, Contingency theory school.

Unit -II: Planning: Nature and purpose of planning including strategic planning, principles of planning, Types of Planning, Advantages and Limitations of planning. Concept and nature of Objectives: Types of objectives, Importance of objectives, setting objectives, Management by objectives

Unit -III: Strategies and Policies: Concept of corporate strategy, formulation of strategy, types of strategies, TOWS matrix, the Portfolio matrix, three generic competitive strategies by Porter, effective implementation of strategies, types of policies, principles of formulation of policies, Decision making.

Unit -IV: Organizing: Nature and purpose of organizing, Bases of Departmentation, Span of management, Line and Staff relationship, Line-staff conflict, legation, kinds of delegation, Delegation and Decentralization, Methods of Decentralization.

Unit-V: Control: Concept and process of control, Control techniques, human aspects of control, control as a feedback system, Feed forward control, Preventive control.

 Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. "Personnel/Human Resource Management", David S. Decenzo and Stephen P. Robbins New Delhi, Prentice Hall Publication.
2. "Organizational Behaviour: Concepts, Controversies, and Applications", Stephen P. Robbins, New Delhi, Prentice Hall Publication
 3. "Organizational Behaviour", Fred Luthans, New York, McGraw Hill,.
 4. "Essentials of management", Harold knootz, Donnell and Heinz Weihrich New Delhi, Tata McGraw Hill Publication.

Reference Books:
1. "Management: A global Perspective", Harold Koontz, O Donnell and Heinz " Weihrich, New Delhi, Tata McGraw Hill. Publication.
2. "Management", Robert Krietner, Houghton miffin Co,
3. "Management", New Delhi, Stephen P. Robbins and Merry Coulter, Prentice Hall of India
4. "Organization and Management "R.D. Agrawal, New Delhi, Tata McGraw Hill Publication

Websites:
1. https://nptel.ac.in/courses/110/105/110105146/
2. https://nptel.ac.in/courses/122/106/122106031/
    https://swayam.gov.in/nd1_noc20_mg58/preview

Post Graduate Diploma in Management

Tri- Semester: I

Course Code	Course Name	L	T	P	Credit
PD5CMM01	Marketing Management	3	0	0	3

Curriculum:

Unit-I Introduction & Concept of Marketing Management:
Introduction Concept & Scope of Marketing, Scanning the Marketing Environment, Marketing Mix Elements, Difference Between Marketing & Selling, ,Introduction of Digital and Mobile Marketing, Emerging trend in Marketing-Green Marketing ,Event Marketing, Rural Marketing & Global Marketing.

Unit-II Market Segmentation& Consumer Buying Behavior
Market Segmentation and levels of Segmentation, Evaluating & Selecting the Market Segments, Developing a Positioning Strategy, Buyer behavior; Consumer versus Organizational buyers; Consumer decision making process. Characteristics of Business Markets, Differences between Consumer and Business Buying Behavior.

Unit-III Product & Brand Management:
Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and Product mix; Branding; Packaging and Labeling; Product life cycle; New product development, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning & Repositioning.

Unit-IV Pricing:
 Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies, Price Adaptations, Pricing Methods, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes, Pricing Policies, Discounts & Rebates.

Unit-V Distribution Channel & Promotion Decisions:
Introduction, Need for Marketing Channels, Channel Management Strategies, Channel Dynamics, Logistics Management, Promotion Management, Integrated Marketing Communications (IMC), Advertising Fundamentals of Sales Promotion, Public Relations. Personal Selling and Publicity.

Note: Case Study Analysis is compulsory after each unit.
 Text Books:

1. Marketing Management: Marketing Cases in the Indian Context, Philips Kotler, Pearson
2. Kurtz, Principles of Marketing, Cengage Learning, India
3. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
4. Fundamentals of Marketing - Stanton McGraw Hill Education
5. Marketing Management – Rajan Saxena, McGraw Hill Education

Reference Books:

1. Rosalind Masterson & David Pickton, Marketing: An Introduction - Sage Publications,
2. Russ Winer, Ravi Bhar, Marketing Management- Pearson Education.
3. V.S.Ramaswamy and S.Namakumari, Marketing Management MacMillan Publisher
4. Analysis for Marketing Planning – Donald Lehmann & Rusell Winer, McGraw-Hill Education
5. Case Studies in Marketing - Indian context - R.Srinivas, PHI Learning.

Websites:
 1. https://nptel.ac.in/courses/110/104/110104068/
 2. https://swayam.gov.in/nd1_noc19_mg48/preview
 3. https://www.tutorialspoint.com/marketing_management/index.htm

Course Code	Course Name	L	T	P	Credit
PD5CBA01	Quantitative Techniques for Business Decisions	2	1	0	3

Curriculum:

Unit – I: Set and function: Venn diagram and its application. Operation on set, Cartesian product of set. Function: algebraic (polynomial –linear, quadratic and rational), Business application of set and function.

Unit-II: Matrices and Determinant with business application: Matrices, Types of matrices, operation on matrices, ad joint of matrices, Inverse of matrices, Elementary row operation, solution of simulations linear equation, Input/output analysis.

Unit-III: Statistics: Meaning and Applications of Statistics in business decision making and research. Collection, Tabulation and presentation of data. Measures of central tendency: Mean Median and Mode. Measures of dispersion.

Unit-IV: Correlation: Karl Pearson's coefficient of correlation, Rank, Probable error and coefficient of determination. **Regression Analysis:** Regression Lines, Equations and Coefficients. **Analysis of Time Series and Business Forecasting:** Components, Moving Averages, Exponential smoothing and Least Squares Method.

Unit – V: Probability and probability distribution: Introduction, Definition of probability, Introduction to probability Distribution –Discrete Probability Distribution –Continuous Probability distribution(Binomial Distribution, Poisson Distribution ,Normal Distribution)

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Kapoor, V. K, Sancheti, D.C, Business Mathemetics, Sultan Chand & Sons
2. Levin Richard I. & Rubin, David S, Statistics for Management, Prentice Hall of India
3. Gupta S.P Gupta M P, Business Statistics, Sultan Chand & Sons.

Reference Books:
1. Terry, Sineich, Business Statistics by Examples, Collier McMillan Publisher.
2. Gupta S.P, Statistical Methods, Sultan Chand.

Websites:
1. https://swayam.gov.in/nd2_cec20_mg18/preview

2. https://alagappauniversity.ac.in/modules/DDE/dde-admin/uploads/1/PG_M.B.A_English_317%2014%20_%20Quantitative%20Techniques%20.pdf

CENTRE Post Graduate Diploma in Management

Tri- Semester: I

Course Code	Course Name	L	T	P	Credit
PD5CIT01	IT for Managers	2	0	1	3

Curriculum:

Unit-I: Introduction to Computers Hardware Software. System Software, Application Software and Packages. Introduction to Embedded Software. Operating system program language translator, communication software, Applicant software.

Unit-II: Operating System: Evolution of an operating system, Define Operating System, Objectives and functions of an operating system, the operating system as a resource manager, types of an operating system. Differentiate DOS, Windows and Linux/Unix operating system

Unit –III: MS Word: Define word processor, types of word processor, creating document in MS word, formatting features of MS word, word standard toolbar, text formatting, header and footer, auto text, document ,Mail Merge, Comparing, Merging, and Protecting Documents, Proofing, Printing, and Publishing

Unit IV: MS Power Point: creating presentation using slide master, working with different view and menu, editing and formatting text, slide time management process, inserting data and pictures., Charts and SmartArt, Adding Sound and Video, Adding Transitions and Animation, Master Slides

Unit –V: MS EXCEL: Saving and quitting worksheet, opening and moving in an worksheet, toolbar and menus, working with formulas and cell referencing, Auto sum, Absolute and relative addressing, working with graph, function, pivot table, data sort, data filter.

Note: Case Study Analysis is compulsory after each unit.

Text Books:

1. Ram, B. Computer Fundamentals Architecture and Organization. New Age International Pvt Ltd
2. Sinha, P.K.Foundation of computing. RBD Publishing House
3. Let us C, Dennis W.Kernighan Pearson

Reference Books:

1. B.W. Kernighan and D.M.Ritchie, the C Programming Language, PHI.

2. R.C. Hutchinson and S.B. Just, Programming using the C Language, Mcgraw-Hill.

3. B.S. Gottfried, Schaum's Outline of Theory and Problems of Programming with C, Mcgraw-Hill.

Websites:

1. https://swayam.gov.in/nd2_cec20_cs05/preview
2. https://hbr.org/1976/11/how-effective-managers-use-information-systems

Course Code	Course Name	L	T	P	Credit
PD5SS01	Managerial Communication	0	0	1	1

Curriculum:

Unit-I: Introduction to managerial communication, Principles of nonverbal communication: through clothes and body language

Unit -II: Types of managerial speeches: speech of introduction, speech of thanks, occasional speech, and theme speech.

Unit -III: Mastering the art of giving interviews in selection or placement interviews, discipline interviews, appraisal interviews, exit interviews Group communication: by way of meetings, group discussions

Unit -IV: Introduction to managerial writing: Business letters, routine letters, bad news and persuading letters, sales letters, collection letters, job application letters.

Unit-V: Internal communication through memos, minutes, notices, reports. Principles governing the use of audiovisual media. Principles of Effective Presentations Business and social etiquette

Practical: Case analyses, discussion and presentation, Role plays, Group discussions, Comprehension skills based on reading and listening using audio- visual media.

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Penrose, Business Comunication for Managers, Cengage Learning,India.
2. P.D. Chaturvedi, Business Communication Concepts Cases & Applications, Pearson. Education.
3. Krizan, EffectiveBusiness Communication Cengage Learning,India.
4. Courtland L. Bovee, Techniques of Writing Business Letters, Memos and Reports Jaico Publishing House.

Reference Books:
1. Asha Kaul,Business Communication, PHI Learning
2. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishing House.
3. Meenakshi Raman & Prakash Singh Business Communication, Oxford Higher Education.

Websites:
3. https://nptel.ac.in/courses/110/105/110105073/
4. https://trainings.internshala.com/business-communication-skills-training
5. https://www.openlearning.com/courses/business-comm

INDORE MANAGEMENT INSTITUTE & RESEARCH CENTER

PGDM-Tri-Sem-II Syllabus

		Tri-Sem-II				
1	PD5CFM03	Business Environment	2	0	0	2
2	PD5CFS02	Corporate Finance	3	1	0	4
3	PD5CHR01	Organizational Behavior	3	0	0	3
4	PD5CBA02	Business Research Methods	3	0	1	4
5	PD5COM01	Operations Management	3	0	0	3
6	PD5CFM04	Legal Aspects of Business	3	0	0	3
7	PD5SS02	Digital Marketing	0	0	1	1
		Total Credit	**17**	**1**	**2**	**20**

Course Code	Course Name	L	T	P	Credit
PD5CFM03	Business Environment	2	0	0	2

Curriculum:

Unit-I-Business Environment: Concept of business environment, Components of Business Environment, Micro & Macro: Economic Environment, Cultural Environment, Social Environment, Political Environment, Technological Environment, Indian Economic Environment, Social Responsibility of Business.

Unit-II-Economic Planning & Development: Types of Economic System: Capitalism, Socialism, Mixed economy and their features. Economic reforms Indian economic system: Economic planning in India. New Economic Policy-1991. NITI Aayog.

Unit-III-Public and Private sector in India: Evolution of public sector, Nature and Scope of the Private Sector in India, problems and prospects of the Private Sector in India, Joint sector, cooperative sector.

Unit-IV-Indian Financial System: Monetary and Fiscal Policy, Price Policy, and Role of regulatory institutions in Indian financial system: RBI and SEBI, Role of IRDA, Competition Act, FEMA.

Unit-V-Foreign Trade Policy of India, India's Foreign Trade & its Trends, WTO: its role and functions, emergence of Globalization, Globalization of Indian economy, Balance of Payment: Its Components, Measures of correcting disequilibrium, Foreign Direct Investment.

Note: Case-Study analysis is compulsory after each unit.

Text Books

1. K Aswathappa Essential of Business Environment: Text, Cases & Excercisese· Himalaya Publishing House

2. K Aswathappa Business Environment by F Cherunelum - Himalaya Publishing House

3. Bibek Debroy· The Economic & Social Environment· Global Business Press

Reference Books

1. B V Pathak Indian Financial System· Pearson

2. David W Conklin Case in Business Environment· Sage South Asia edition

3. Seikh Saleem Business Environment· Pearson

4. Economic Survey·by Government of India

Websites:

1. http://ebooks.lpude.in/commerce/mcom/term_1/DCOM105_DCOM402_DMGT105_DMGT401_BUSINESS_EN VIRONMENT.pdf
2. https://www.gurukpo.com/business-environment/
3. https://swayam.gov.in/nd1_noc20_mg54/preview

Course Code	Course Name	L	T	P	Credit
PD5CFS02	Corporate Finance	3	1	0	4

Curriculum

Unit-I Introduction to Corporate Finance

Meaning and definition of Corporate Finance, Key Elements of Corporate Finance, Organizational Structure of the firm, Finance Function, Goals of Corporate Finance, Corporate Governance, Concept of Time Value of Money-Future Value and Present Value, Annuity, Perpetuity, Compounding and Discounting.

Unit-II Capital Investments

Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting - Sensitivity Analysis, Certainty Equivalent Approach. Cost of Capital - Meaning and Concept, Calculation of WACC, CAPM Approach, Adjusting Cost of Capital for Risk

Unit-III Capital Financing

Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, EBIT-EPS Analysis - Concept Types of Leverage: OL,FL,CL.

Unit- IV Dividend Decisions

Dividend Policy, Factors determining Dividend Policy, Theories of Dividend-Gordon Model, Walter Model, Miller-Modigliani Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Retained Earnings, Dividend Policies in practice.

Unit-V Working Capital Management

Concepts of Working Capital, Determinants of Working Capital Position, Balanced Working Capital Position, Sources of Working Capital Financing, Risk-Return Trade-Offs, Cash Management, Inventory Management, Receivables Management.

Note: Case-Study analysis is compulsory after each unit.

Text Books:

1. Brealey, R.A., Myers, S.C., Allen, F.& Mohanty, P. Principles of Corporate Finance. Tata McGraw Hill.
2. Brigham, E.F., & Daves, P.R. Intermediate Financial Management South Western.
3. Brigham, E.& Houston, J. Fundamentals of Financial Management. Thomson.
4. Keown, A.J., Martin, J.D., Petty, J.W. & Scott, Jr. Foundations of Finance. Pearson Prentice Hall.

Reference Books:

1. Chandra, P. Financial Management. McGraw Hill.
2. Ross, S.A., Westerfield, R.W., Jaffe, J., & Jordan, B.D.: Fundamentals of Corporate Finance. Tata McGraw Hill.
3. Wachowicz, V.: Fundamentals of Financial Management. Pearson Education.
4. Brigham, E.F. & Ehrhardt, M.C. Financial Management: Theory & Practice. Engage Learning.

Websites
1. https://corporatefinanceinstitute.com/
2. https://www.coursera.org/learn/wharton-finance#about

Course Code	Course Name	L	T	P	Credit
PD5CHR01	Organization Behavior	3	0	0	3

Curriculum:

Unit-I Fundamentals of organizations-Organization Behavior: Concept, Nature, importance and scope of OB, Forces affecting organizational behavior, historical evaluation of OB, Impact of globalization and Information technology on organizational behavior, challenges and opportunities for OB

Unit -II Individual and Group behavior-Individual differences- perceptions, Interests, aptitude, theories of personality, Group behavior, group dynamics theories and group cohesiveness-group decision making process, understanding work teams, team Vs groups, team development, Ingredients of effective teams.

Unit -III Learning and Motivation-Definition, concept ,theories of learning, challenges of learning ,Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.

Unit -IV Organizational Culture-Meaning and definition of organizational culture, creating and sustaining organizational culture, types of culture (strong vs. weak culture, soft vs. hard culture and formal vs. informal culture) create positive organizational culture, concept of workplace spirituality.

Unit- V Organizational Change and Stress Management- Concept of organization change and resistance to change, approaches to managing organizational change, concept of organization stress, Causes of stress and its impact on the organization, stress management techniques, Employee counseling and other psychological measures to improve productivity and mental health.

Note: Case Study Analysis is compulsory after each unit.

Text Books:

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi "Organizational Behaviors", Pearson Education
2. Nelson, Organizational Behaviors, Cengage Learning, India.
3. R. S. Dwivedi, "Human Relations and Organizational Behavior: A Global Perspective", Macmillan.
4. Jerald Greenberg and Robert A. Baron, Behaviors in Organizations, PHI Learning.
5. Hitt, Millar, Colella, Organizational Behaviors a Strategic Approach, Wiley India edition.

Reference Books:

1. Fred Luthans, "Organizational Behaviors", New York, McGraw Hill.
2. Udai Pareek, Understanding Organizational Behavior, Oxford Higher Education.
3. John W. Newstrom and Keith Davis, "Organizational Behaviors: Human Behaviors at Work" New Delhi, Tata McGraw Hill.
4. Jai B P Sinha, Culture and Organizational Behaviors, Sage Publication.
5. Kavita Singh Organizational Behaviors Text and Cases, New Delhi, Pearson Education.

Websites:

1. https://www.mooc-list.com/tags/organizational-behavior
2. https://swayam.gov.in/nd2_cec20_mg03/preview
3. https://www.classcentral.com/course/organisational-behaviour-know-your-peopl-12150

Course Code	Course Name	L	T	P	Credit
PD5CBA02	Business Research Methods	3	0	1	4

Curriculum:

Unit – I

Introduction to Research: Meaning of research; Types of research and research process; Research applications in social and business sciences; Features of a Good research study.

Unit -II

Research Problem, Formulation of Research Hypotheses and Research Design: Defining the Research problem; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis. Research Design: Nature and Classification of Research Designs: Errors affecting Research Design.

Unit-III

Sampling & Sampling Distribution: Sampling Types, Probability & non Probability sampling, Sample design & Size, Data collection- Primary & Secondary, Estimation. Measurements and Scaling Concepts, Descriptive Statistics.

Unit-IV

Hypothesis Testing: Choosing the appropriate statistical Technique and tools like SPSS, Parametric and Non parametric tests, T distribution, Chi- Square Test, T test, Z test, Anova, Non-parametric Test – Sign Test, Run test, Krushall – Wallis test.

Unit-V

Report writing and presentation: Research Report, Types of report, significance of report. Structure of research report, Presentation of report.

Note: Case-Study analysis is compulsory after each unit.

Text Books:

1. William G. Zikmund, Business Research Methods, Cengage Learning, India.
2. K.N. Krishnaswamy, Appa lyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education.
3. J. K. Sachdeva, Business Research Methodology, Himalaya Pub. House
4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, PHI.

Reference Books

1. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, PHI Learning.
2. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education.
3. Mcburney, Research Methods, Cengage Learning, India.
4. Ranjeet Kumar, Research Methods, Pearson Education.

Websites:

1. https://nptel.ac.in/courses/121/106/121106007/
2. https://swayam.gov.in/nd2_cec20_hs17/preview
3. https://www.classcentral.com/course/swayam-introduction-to-research-5221

Course Code	Course Name	L	T	P	Credit
PD5COM01	Operations Management	3	0	0	3

Curriculum:

Unit-I-Introduction to Production and Operations Management: Introduction-Production and Operations Management, Systems Approach, Differentiating between Goods and Services, Production Management Vs Operations Management, Input-Output Profit (Business) Model, Stages of Development, Career Opportunities for Operations Management Organizational Positions.

Unit-II-Facilities Planning & Layout of facility: Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis,) and Qualitative Model. Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix.

Unit-III-Resources Requirement Planning and Operations Scheduling: Materials handling concepts. Resources Requirement Planning: Capacity Planning, Concept and Application of Learning Curve. Operations Scheduling(Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on m machines.

Unit-IV-Inventory Management : Types of Inventory Situations, Costs of Inventory, Order Point Policies (OPP), Economic Order Quantity (EOQ) Models – Batch Delivery, Economic Lot Size (ELS) Models, Perpetual Inventory Systems, Periodic Inventory Systems, Quantity Discount Model, Inventory Classification Systems.

Unit-V- Quality Management & Emerging Trends in Operations Management: Evolution of Quality Concept, TQM, Quality Gurus (Juran, Crosby, Deming), Six Sigma, Kaizen, Benchmarking , Introduction to Control Charts, Acceptance Sampling and operation characteristic curve.

Note: Case-Study analysis is compulsory after each unit.

Text Books:
1. Evans, Operations Management Concepts Techniques and Applications, Cengage Learning,
2. B. Mahadevan; Operation Management; Theory and Practice' Pearson Education
3. Joseph G Monks, Operations Management, McGraw Hill International Publication.
4 Ashwathappa, Production and Operation Management, Himalaya Publishing House.
5. Adam E. E & Ebert. R, Production and Operations Management, New Delhi, PHI
Reference Books:
   1. B. Mahadevan; Operation Management; Theory and Practice' Pearson Education,
   2. Heizer, J. & Render, B. Operations management. New Jersey: Prentice Hall.
   3. Kruger, D., Ramphal, R., & Leipzig, K. V. Operations Management USA: Oxford University Press.
   4. Meredith, J. R., & Scott M. S. Operations management for MBAs UK: John Wiley & Sons.
   5. William J. Stevenson Production/Operations Management, Richard Irwin Publication.
Websites:

   1. https://www.udemy.com/course/operations-management/
   2. https://online.stanford.edu/courses/mse260-introduction-operations-management
   3. https://www.onlinestudies.com/Courses/Operations-Management/
   4. https://swayam.gov.in/explorer?searchText=operations+management

Course Code	Course Name	L	T	P	Credit
PD5CFM04	Legal Aspects of Business	3	0	0	3

Curriculum:

Unit- I: Introduction to Indian Legal & Judicial system, Salient features of Constitution of India, Structure of Judiciary and Legislation, Judicial Administration, Procedure for Legal Redressal, Introduction to Civil and Criminal Laws.

Unit- II: Introduction to Law of Contract, Essential of Contract, Rules regarding Offer and acceptance, Remedies for breach and discharge of contract, Contingent and Quasi Contracts, Performance of contracts

Unit- III: Contract of Guarantee, Indemnity, Bailment, Agency, Sale of good Act, Conditions and warranties, Rights of an unpaid seller, Negotiable Instruments Act, Definition and type, Crossing and Negotiations, Actions on dishonoring of cheque.

Unit- IV : Consumer Protection Act 1956, Rights of consumer, Consumers Dispute Redressal Agencies, Competition Law, Foreign Exchange management Act, 1999 (FEMA), Laws of Intellectual Property rights, Right to Information Act, 2005.

Unit- V : Introduction to company act, Essential features of the company, Types of company, Formation of company, Memorandum and Articles of Association, Prospectus, Shares, Directors, General Meetings and proceedings, Auditor, Winding up of company.

Note: Case-Study analysis is compulsory after each unit.

Text Books:

1. Chiney, S., Business Regulatory Framework, Sheth Publishers Pvt. Ltd.
2. Universal's. The Indian Contract Act, 1872, New Delhi: Universal Law Publishing Co. Pvt. Ltd.
3. Bose, D. C. Business Law , Publication PHI Learning Private Ltd.
4. Tulsian, P.C., Business Laws, Tata McGraw Hills Publications.
5. Saharay, M. Textbook on Sale of Goods and Hire, Universal Law Publication.

Reference Books:
1. Pandey, J.N., Constitutional Law of India, Central Law Agency
2. Vechalekar, N. M., Business Law , Everest Publishing House.
3. Balachandran, V. and Thothadri, S.,. Business Law, 2nd ed., Tata McGraw Hill.
4. Dr. Sharma, A.Company Law and Secretarial Practice.,11th ed., VK Enterprises.
5. Gulshan, S. S., and Kapoor, G. K. Business and Corporate Laws., New Age International Publishers

Websites:
1. https://www.youtube.com/watch?v=7bl4piRQzjs

2. https://www.swayam.gov.in/nd2_cec20_hs23/preview

Tri- Semester: II

Course Code	Course Name	L	T	P	Credit
PD5SS02	Digital Marketing	0	0	1	1

Curriculum:

Unit I -Digital Marketing: Overview-Introduction to Digital Marketing, Understanding digital Marketing Process, The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world – Content Writing, Video Creation & Graphic Designing

Unit II-Web Analytics and E-Commerce-Web Analytics-Audience Profiling and Segmentation, Internet Usage Patterns, Introduction to e-Commerce Sites: Flipkart, Hotstar, Amazon, Ola, IRCTC, Impact of e-Commerce, Website Planning & Designing.

Unit III-Search Engine Marketing-Search marketing, Mobile marketing, and Video marketing, online campaign management; overview of search engine optimization (SEO), On-Page & Off-Page Optimisation. Using marketing analytic tools to segment, target and position, Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales.

Unit IV-Social Media Marketing-Social Media and e-PR- Social Media Platforms - Facebook: Ad Creation, LinkedIn, Twitter, YouTube, Content guidelines for online communications, Social Media Measuring, Monitoring & Reporting, Tracking & Monitoring platforms. Content seeding, Blog writing. Forums and discussion boards.

Unit V-Integrating Online Communication-Basic introduction about Google Analytics, Using Google Analytics, Google PPC Affiliate Marketing, Email Marketing, Viral Marketing, Content Marketing, Digital Advertising, Legal and Ethical aspects related to Digital Marketing.

Text Books

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts
Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill
3. Kalakota, Ravi and Shinston Andrew B , Frontiers of Electronic Commerce, Addision Wesley.

Reference Books

1. Menon, Arpita; Media Planning and Buying; McGraw Hill
2. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing
Problems; McGraw-Hill Education.

3. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging thedigital generation; Kogan
Page
4. David Whiteley; E-Commerce: Strategy, Technologies and Applications, Mcgraw Hill
Education.

Websites
http://econtent.nielit.gov.in
https://www.edx.org/school/iitbombayx
https://www.youtube.com/watch?v=7mT4QyA228Y (Google adwords)
https://en.wikipedia.org/wiki/Digital_marketing

INDORE MANAGEMENT INSTITUTE & RESEARCH CENTER

PGDM-Tri-Sem-III-Syllabus

		Tri-Sem-III				
1	PD5CFM05	Operations Research	3	0	0	3
2	PD5CHR02	Human Resource Management	2	0	0	2
		(Electives Courses)				
3	*PD5EIT01	Data Structure with C	3	0	1	4
4	*PD5EIT02	Web Designing	2	0	1	3
5	*PD5EFS01	Financial Reporting, Statement and Analysis	2	1	0	3
6	*PD5EFS02	Investment Analysis & Portfolio Management	3	1	0	4
7	*PD5EMM01	Consumer Behavior & Rural Marketing	3	1	0	4
8	*PD5EMM02	Sales and Distribution Management	3	0	0	3
9	*PD5EHR01	Performance Management	3	0	0	3
10	*PD5EHR02	Industrial Relations and Legislation	3	1	0	4
11	*PD5EBA01	Introduction to Business Analytics	3	0	1	4
12	*PD5EBA02	Predictive Modeling	3	0	0	3
13	PD5SS03	Rural Innovation Projects	0	0	1	1
*Note : Student have to opt any two electives out of four elective courses, which makes total maximum credit=20						

Course Code	Course Name	L	T	P	Credit
PD5CFM05	Operations Research	3	0	0	3

Curriculum:

Unit – I-Introduction to Operations Research: Historical Background, Scope of Operations Research , Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools, Structure of the Mathematical Model, Limitations of Operations Research.

Unit –II-Linear Programming: Meaning of Linear .Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis; Advantage and Limitations of LPP.

Unit-III-Transportation Problem: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization using Modified Distribution Method and Stepping Stone Method.
Assignment Problem: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Travelling Salesman Problem.

Unit -IV-Waiting Line Models: Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of M/M/C (Infinite Population).
Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance.

Unit-V-Replacement Models and Simulation: Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement. Introduction to simulation, Monte Carlo Technique and Its Applications.
Markov Chain Analysis: Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

Note: Case-Study analysis is compulsory after each unit.

Text Books:
1. Anderson, Introduction to Management Science Cengage Learning.
2. Hamdy A.Taha, Operations Research: An Introduction, Pearson.
3. H.M. Wagner, Principles of Operations Research with Application to Managerial Decisions, PHI Learning.
4. Chawla, Operation Research, Kalyani Publication Ludhiyana

Reference Books:
1. Winston,Operation Research Application and Algorithem, Cengage Learning .
2. Krajewski Ritzmen Malhotra, Operations management: Process & value, Pearson.
3. V. K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Sultan Chand and Sons.
4. C.R. Kothari, An Introduction to Operational Research , New Delhi, Vikas Publications,

Website:
1. https://nptel.ac.in/courses/112/106/112106134/
2. https://swayam.gov.in/nd1_noc19_ma29/preview

Course Code	Course Name	L	T	P	Credit
PD5CHR02	Human Resource Management	2	0	0	2

Curriculum:

Unit I-Human Resources Management

Concept, need, functions and Importance of HRM, Evolution of HRM, difference between Personnel Management and HRM, Strategic HRM, role of a HR Manager, HR strategy and practices, type of HR plan, HR Forecasting

Unit II-Human Resource Acquisition Process-Job Analysis: Methods, Job Specification and Job Description. Recruitment: Sources of recruitment, Selection: Stages in selection process.

Unit III-Training and Development-Nature of Training and Development, Inputs in Training and Development, Gaps in Training, Training Process, Implementation and Evaluation of the Training Program, emerging trends in training and development, cross culture training.

Unit IV-Employee Discipline and Handling Grievance-Concept and objectives of employee discipline, types of discipline, Measures to ensure employee discipline in industry, Concept and causes of Grievances, Grievance handling procedure, Collective bargaining and negotiations.

Unit V-Appraising and Improving Performance-Objectives & Process of Performance Appraisal systems, Performance Appraisal verses Potential Appraisal, Types of Appraisal System, and New Trends in Performance Appraisal Systems, Planning and Career Planning.

Unit-VI-Employee Remuneration-Components of Remuneration ,Wages and Salary Incentives, Fringe Benefits, Non Monetary Benefits, Factor Influence Employee Remuneration, Challenges of Remuneration, Concept of Wage : Minimum, Fair & Living Wages, Wage Policy in India.

Note: Case Study Analysis is compulsory after each unit.

Text Books:

1. Subba Rao, International Human Resource Management, Himalaya Publishing House.
2. K. Asawatthapa International Human Resource Management, THM
3. Monappa Arun and Mirzas Saiyadin, Personnel Management, Tata McGraw Hill, New Delhi
4. Michael Porter, HRM and human Relations, Juta & Co.Ltd.

Reference Books:

1. V S P Rao , Human resource Management, Excel Books, New Delhi
2. K Ashwathappa, Text & Cases in Human Resources Management, Tata McGraw Hill
3. Arun Monappa, Managing Human resources, McMillan
4. Madhurimalall, Human Resource Management, HPH.

Websites:

1. https://nptel.ac.in/courses/122/105/122105020/
2. https://swayam.gov.in/nd1_noc20_mg15/preview

Indore Management Institute & RESEARCH

CENTRE Post Graduate Diploma in Management

Tri- Semester: III

Course Code	Course Name	L	T	P	Credit
PD5EIT01	Data Structures with C	3	0	1	4

Curriculum:

Unit-I-Getting started with C: Types of C Constants, Types of C Variables, C keywords, identifiers literals. Decision Control Structures: control instruction in C, if, if-else, switch statement, Loops control structures: Array: Introduction, array initialization, bound checking, Multidimensional array Structure: Use of structure, declaration of structure, accessing structure elements, how structure elements are stored, array of structure, uses of structure

Unit-II-Definition of data structure, Arrays, Linked Lists, Stacks and Queue, Linear Lists: Linked Lists, Representation of Linear Lists in memory, traversing a Linked List, searching a linked List, Stacks: Definition, Array representation of stacks, linked representation of stacks, Polish notation, Evaluation of a Postfix Expression, Transforming Expressions , Queues : Definition, Array representation of Queues.

Unit-III-Tree: Introduction and Definition of Trees, Tree Terminology, Binary Tree, Representing Binary Tress in Memory, Traversing Binary Tree: Preorder, In-order, Post-ordered traversal, Traversal algorithms using of 2 stacks, headed nodes: Threads (definition only), Binary Search trees, Searching and Inserting in Binary Search trees, Deleting in a Binary search tree. AVL trees, m-trees and B-Trees (definition only).

Unit-IV-Graphs: Introduction, Graph theory terminology: Graph and multi-graphs. Directed Graphs, Sequential representation of graphs: Adjacent matrix, Path matrix, linked representations of a Graph, Operations on Graphs: Searching in a Graph, Inserting in a graph, traversing a graph: Breadth- First search, Depth first search, Spanning tree (definition only).

Unit-V-Sorting and Searching: Sorting, Bubble Sort, Insertion sort, Quick Sort, Selection sort, Merging, Merge-sort. Searching: Sequential and binary searches, Indexed search, Hashing Schemes

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Fundamental Data Structure,E. Horowitz & Sahni
2. Data Structure Using C,A. Tannenbaum,
3. Data Structure and Programming Design, Kruz
4. Algorithms +Data Structure = Program,N. Wirth,

Reference Books:
1. Lipshutz, Data Structure, Mc Graw Hill
2. Standish, Data Structure, Addison-Wesley.
3. B. Salzberg, File Structures - An Analytic Approach, Prentice-Hall.
4. D. E. Knuth, Fundamental Algorithms, Narosa Publication.
Websites:
1. https://nptel.ac.in/courses/106/102/106102064/
2. https://www.tutorialspoint.com/data_structures_algorithms/index.htm

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Course Code	Course Name	L	T	P	Credit
PD5EIT02	Web Designing	2	0	1	3

Curriculum:

Unit-I- Introduction: Art of creating a web site - Markup language (HTML) – Hypertext - Formatting text - Forms & formulating instructions & formulation elements – Commenting code – Anchors - Back grounds – Images - Hyperlinks – Lists –Tables – Frames - Web design principles.

Unit-II- An over View of Dynamic Web Pages & Dynamic Web Page: An over view of dynamic web pages and dynamic web page technologies: Introduction to Dynamic HTML programming - Cascading style sheets (CSS) - Basic syntax and structure -Events handling - Changing Text and Attributes - Dynamically changing style - Text Graphics and placements - Creating multimedia effects with filters and Transactions.

Unit-III- Java Script: Introduction - Client side Java script - Server side Java script - Core features - Data types and variables – Operators - Expressions and statements – Functions – Objects – Array - Date and math related objects - Document object model - Event handling.

Unit-IV-Events And Event Handlers: General information about Events – Event – onabort – onclick - Ondbl click - Ondrag drop – Onerror - Onfocus - Onkey Press – Onkey Up – Onload - Onmouse Down – Onmouse Move - Onmouse Out – Onmouse Over - Onmove - Onrest – Onresize - Onselect - On submit - Onunload.

Unit-V- Extensible Markup Language (XML): Introduction - Creating Xml Documents - XML Style Sheet – Hyperlinks in XML Document Object Model - XML Query Language. Lab Work: Creating a Website with Dynamic Functionality Using Client- Side and Server Side Scripting.

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Pradeep Kumar, Web Technology: HPH
2. Deitel & Deitel, Internet & World Wide Web How to Program: Pearson.
3. Chris Bates. Web programming: Wiley India Pvt
4. HTML & XML an Introduction NIIT, PHI.

Reference Books:
1. Wlizabeth Castro, HTML for the WWW with XHTML & CSS: Pearson
2. Raj Kamal, Internet and Web Technologies: Mcgraw Hill.
3. Gopalan & Sivaselvan, Web Technology: A Developer's Perspective: PHI.
4. S. Holzner, The Complete Reference PHP: Mcgraw Hill.

Websites:

1. https://nptel.ac.in/courses/106/106/106106156/
2. https://tutorial.techaltum.com/webdesigning.html

Course Code	Course Name	L	T	P	Credit
PD5EFS01	Financial Reporting, Statement and Analysis	2	1	0	3

Curriculum:

Unit I-An Overview of Financial Reporting: The history of Accounting, Development of Accounting Standards (IFRS), Regulatory requirements for Financial Reporting, regulatory Underlying issues and objectives of financial reporting, capital maintenance, temporal distributions etc

Unit II-Preparation of Financial Statements: Final accounts/ Income Statement, Cash Flow Statement, Fund flow statement.

Unit III- Financial analysis techniques: Ratio analysis, Common size and comparative financial statements, Charts in financial analysis, Equity analysis, credit analysis, and segment analysis, Integration of tools to model and forecast earnings.

Unit IV-Financial Statement Analysis & Applications: Company's past financial performance evaluation and finding company's strategy reflected in past financial performance, Basic projection of a company. Appropriate analyst adjustments to a company's financial statements to facilitate comparison with another company

Unit V-Issues and Controversies in Financial Reporting: Earnings Management, Red flags, Incentives that might induce the company management, to manipulate earnings, Financing of payables, Risk factors related to attitude and rationalizations that may lead to fraudulent accounting.

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Narayanaswamy, R. "Financial Accounting – A Managerial Perspective", PHI
2. Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", Pearson Education.
3. Subramanyam, K. R. and John, J.W "Financial Statement Analysis", Tata McGraw Hill.

Reference Books:
1. Erich, A. H. "Techniques of Financial Analysis: A Guide to Value Creation", Tata McGraw Hill.
1. Charles H. Gibson, Financial Statement Analysis, International Edition,
2. John Dunn, Financial Reporting and Analysis, Wiley.

Websites:

1. https://nptel.ac.in/courses/110/107/110107073/
2. https://swayam.gov.in/nd1_noc20_mg22/preview
3. https://www.wisdomjobs.com/e-university/financial-reporting-and-analysis-tutorial-95.html

Course Code	Course Name	L	T	P	Credit
PD5EFS02	Investment Analysis and Portfolio Management	3	1	0	4

Curriculum:

Unit-I-Investment: Concepts and goals, Types of investment, Comparison of investments, speculation, gambling. Hedging: Concepts of portfolio and portfolio management, Goals, Risk and return trade off, financial investment avenues.

Unit-II -Investment Analysis: Aspects of analysis and Return analysis: Concepts, measures and computation of return of individual security and portfolio. Risk analysis: Concepts, types, measure, computation of risk of individual security and portfolio. Valuation analysis: Share valuation, Bond value and Price earnings analysis.

Unit-III -Approaches to Investment Analysis: Fundamental analysis: Tools of economy, industry and company analysis, Technical analysis: Assumption, Theories, Dow Theory, Contrary opinion: The confidence index, breadth of market and strength analysis: Moving average analysis and Chart patterns.

Unit-IV-Portfolio Construction and Choice: Markowitz diversification: Efficient frontier, Risk-return indifferent curves, Portfolio choice: Single & two factorial models and Lagrange multiplier method. Portfolio Performance: Measures: Sharpe, Treynor and Jenson – Portfolio audit and portfolio revision – Need and methods – Formula plans.

Unit-V-Capital Asset Pricing Model: Assumptions and application – Capital market line and security market line – Efficient market hypotheses – The weakly efficient, semi strongly efficient and strongly efficient market forms – Random-Walk theory.

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Bodie & Mohanty, Investments: An Indian Perspective, Tata Mcgraw Hill.
2. Reilly, Investment Analysis and portfolio management, Cengage Learning.
3. Bhalla. V.K Investment Management, Sultan Chand New Delhi.

Reference Books:
1. Maheshwari, Investment Management, PHI Learning.
2. Mayo An Introduction to Investments Cengage Learning.
3. Luenberger Investment Science Oxford Press.

Websites:
1. https://nptel.ac.in/courses/110/105/110105035/
2. https://swayam.gov.in/nd2_imb19_mg09/preview

Course Code	Course Name	L	T	P	Credit
PD5EMM01	Consumer Behavior and Rural Marketing	3	1	0	4

Curriculum:

Unit I: Introduction to Consumer Behavior

Meaning of Consumer Behaviour, Features and Importance, Types of Consumer Behavior, Consumer Decision Making Process, Determinants of Buyer Behaviour, factors affecting each stage & Need recognition.

Unit II: Consumer decision making models

Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making, Sheth Family Decision Making Model.

Unit III: Determinants of Consumer Behavior- Individual and group

Personality – Concept, Nature of personality, Personality Traits, Consumer Perception, Attitude – Concept and Nature of Consumer Attitudes, Reference group influence, factors affecting group influence, Family influences on Buyer Behaviors, family life cycle (FLC), Social Class and Influences, cultural influences on consumer behavior.

Unit IV: Rural Marketing

Concept, Importance and scope of rural marketing, Understanding rural market, rural environment, infrastructure and rural trade practices, rural consumer behaviour, factors affecting consumer behaviour and psychology of rural customers.

Unit V: Distribution and Promotion in Rural Markets:

Introduction, rural distribution, types of rural channels, selection and management of channels, factors influencing channel decisions, role of advertising, sales promotion, publicity, and personal selling in rural markets

Note: Case Study Analysis is compulsory after each unit.

Text Books:

1. Kotler, P. & Keller, K. L. Marketing Management (Global Edition) Pearson.
2. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. Consumer Behaviour. Pearson.
3. Blackwell, Consumer Behavior Cengage Learning.
4. Kashyap, The Rural Marketing Book (Text & Practice), Wiley.

Reference Books:
1. Assel, H., "Consumer Behaviour", Cengage Learning.
2. Solomon M.R., "Consumer Behaviour", PHI.
3. Badi & Badi Rural Marketing, Himalaya Pub.House.

Websites:
1. https://swayam.gov.in/nd2_imb19_mg20/preview
2. https://nptel.ac.in/courses/110/105/110105029/
3. https://www.udemy.com/course/consumer-behavior-r/

Course Code	Course Name	L	T	P	Credit
PD5EMM02	Sales and Distribution management	3	0	0	3

Curriculum:

Unit I: Overview of Sales Management
Introduction, Nature and Scope of Sales Management, Objectives and functions of Sales management; Role, Responsibilities and Required Skills for Sales Managers.

Unit II: Theories of Sales Management
 Objectives, Nature and Scope. Buyer - Seller Dyads, Theories of selling - AIDAS Theory, "Right set of circumstances" Theory, "Buying Formula" Theory, and Behavioral Equation, Theory of selling.

Unit III: Understanding Personal Selling and Sales Force Management
Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Recruiting and selecting Sales Personnel – Methods and administering selection procedures , sales planning, Time and Territory Management, Managing the Sales Force.

Unit IV: Channel Designing
Designing channels of distribution system, types of channel distribution, choice of channel distribution, Marketing intermediaries- role & function, wholesaling and retailing, types of wholesalers and retailers.

Unit V: Physical Distribution and Logistics
Meaning of logistics, logistics planning, components of logistics, Distribution management in international markets, order processing, warehousing inventory, transportation, EDI, internet as a medium for order processing.

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Cron and DeCarlo , Sales Management: Concepts and Cases, Wiley.
2. Havaldar, Krishana - Sales & Distribution Management, TMH.
3. Spiro, Stanton - Management of a Sales Force, TMH.
4. Tanner Jeff -Sales Management, Pearson.
5. Still-Sales Management Decisions, Strategies and Cases, Pearson.

Reference Books:
1. Cundiff and Govni, "Sales Management - Decisions, Strategy and Cases", PHI
2. Ingram, Laforge, Avila, Schwepker and Williams, "Sales Management", Thomson.
3. Watuba R. Thomas,"Sales Management-Texts and Cases", Business Publication.
4. Johnson, Kurtz and Scheving"Sales Management, Concept practice& cases, Mac Graw Hill.

Websites:
1. https://www.classcentral.com/course/swayam-sales-and-distribution-management-12987
2. https://nimsedu.org/pgdba-sales-distribution-management
3. https://nptel.ac.in/courses/110/105/110105122/
4. http://nts2.ximb.ac.in/users/Off/Dean/DoDox4Co.nsf/27e84f44a7052f4ce52569fe00080a03/5510966d19cb86b76
   5257b4100348d9e/$FILE/SDM.pdf

Course Code	Course Name	L	T	P	Credit
PD5EHR01	Performance Management	3	0	0	3

Curriculum:
Unit-I
Introduction to Performance Management– A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal and Process of performance Appraisal, Philosophy, Overview, Standards

Unit-II
Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational performance, Traditional and modern performance appraisal methods

Unit-III
Performance Management or OB Mod-Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

Unit-IV
Applications of Performance Management- Transmuting Learning into Action; Change Management through Performance Management; Building and Leading High Performance Teams, Monitoring Performance and Development**,** Basic Concepts on Monitoring Performance,
Ongoing Performance Monitoring and Review, Ongoing Mentoring and Managing development.

Unit-V
Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Bhattacharyya, Dipak Kumar Performance Management, Systems and Strategies, Pearson
2. Rober Bacal, Performance Management, Tata McGraw Hill,
3. Prem Chand, Performance Management, Macmillan India.

Reference Books:

1. Rao, T.V. Performance Management and Appraisal System, New Delhi: Sage Publication
2. Chadha.Prem, Performance Management, Laxmi Publication.
3. A.S. Kohli and Tapomoy Deb, Performance Appraisal, OUP, New Delhi

Websites:
   1. https://swayam.gov.in/nd1_noc19_mg52/preview
   2. https://nptel.ac.in/courses/110/105/110105137/
   3. http://www.fulcrumww.com/?q=pms

Course Code	Course Name	L	T	P	Credit
PD5EHR02	Industrial Relations and Legislation	3	1	0	4

Curriculum:

Unit-1-Introduction: Overview of Industrial Relations – Historical Perspective and Post Independence period, Scope, Objectives, Importance, Factors affecting IR and its participants, Approaches to Industrial relations, Code of Discipline, Govt. policies related to labours, ILO and its influence on legal enactments in India.

Unit-II-Collective Bargaining & Negotiation: Collective Bargaining**:** Concept, Essential conditions for the success of collective bargaining, functions, Importance, Process and pre-requisites for collective bargaining, implementation & administration of agreements. Negotiations: Types of negotiations, Problem solving attitude, Techniques of negotiation, Negotiation process, Essential skills for negotiation, Workers participation in management.

Unit-III-Trade Union: Trade Unions: Meaning, Trade Union movement in India, The role of the Trade unions in Modern Industrial society of India, Functions of trade unions, Objectives & Importance of Trade Unions, The Trade Union Act, 1926, Procedure for registration of Trade Union, Withdrawal & cancellation of registration.

Unit-IV-Industrial Conflicts: Industrial Conflict: Perspectives, Nature of conflicts and its manifestations, causes and types of Industrial conflicts, Prevention of Industrial conflicts, Industrial Disputes Act, 1947.

Unit-V-Industrial Legislation: Factories Act, 1948, Maternity Benefit Act, 1961, Contract Labour Act, 1970, Child Labour (Prohibition & Regulation) Act, 1986, Industrial Employment Act, 1946, Employees' State Insurance (ESI) Act, 1948, Employee Compensation Act, 2013.

Note: Case Study Analysis is compulsory after each unit.

Text Books:

1. Sen, Industrial Relations in India, Macmillan Publishers.
2. Sinha, Industrial Relations, Trade Union and Labour Legislation, Pearson.
3. Monappa Arun, Industrial Relations, TMH.
4. Taxman's Labour Laws, Taxmann.

Reference Books:

1. Dundon, T & Dorek R, Employment Relations in Non Union firms, New York Routledgr.
2. Joseph J., Industrial Relations towards a theory of Negotiator Connectedness, New Delhi, Response Books.
3. Kaufman, The Global Evolution of Industrial Relations: Events and the IIRA. Geneva, International Labour Office.
4. Venkat Ratnam, C.S., Industrial Relations. New Delhi: Oxford University Press.

Websites:

1. https://labour.gov.in/industrial-relations
2. https://www.economicsdiscussion.net/industries/industrial-relations/32249
3. *https://www.ilo.org/global*

Course Code	Course Name	L	T	P	Credit
PD5EBA01	Introduction to Business Analytics	3	0	1	4

Curriculum:

Unit-I-Business analytics (BA): Meaning and definition of BA, steps of BA Process, importance of BA. Overview of BA tools. Management issue of BA, financial analytics, marketing analytic, human resource analytics, Supply chain analysis. Web analytics.

Unit-II-Descriptive analytics: visualizing and exploring data, Pattern identification, Predictive analytics: logic driven model and data square prediction: forecasting with-CLRM, auto correlation, lagged, depended variable ARCH and GARCH Models.

Unit-III-Prescriptive Analytics: optimization, stochastic process, basic definition, Brownian motion, stationary processes, Brownian motion in the stock market.

Unit-IV-Big data: role of data for analytics, various forms of data, characteristics of big data: Volume, velocity, variety, veracity and value, big data technology, analytics flow for big data: data collection, data preparation, analysis types, analysis modes.

Unit-V- Framework for data driven decision, analytics capacity building. Introduction to software, SPSS,SAS,R,E-Views, Power BI, Tuble

Text Books:

1. Essential business analytics by Jeffery D. Camm, James j Cochran South-Western College *Publishing*;
2. Business analytics by James R. Evan ,Pearson
3. Data Analytics by Anil Maheshwari, TMI Publication

Reference Books:

1. Big data analytics: A hands on Approach by Arshdeep Bahge and Vijay Madiseti, publisher; Arshdeep Bahga, Vijay Madisetti,
2. Business Analytics: The science of Data Driven Decision making by Dinesh Kumar, Kindle Edition
3. Data Analytics: The Ultimate Beginner's Guide to Data Analytics by Edward Mize. Kindle Edition

Websites:

- http://mgencer.com/files/BA/BA464-index.html
- https://www.tutorialspoint.com/business_analysis

Course Code	Course Name	L	T	P	Credit
PD5EBA02	Predictive Modeling	3	0	0	3

Curriculum:

Unit-I: Introduction and Accessing and assaying prepared data: Introduction to applied and advanced analysis, creating project, Library, and diagram, defining a data source, exploring a data source.

Unit-II: Introduction to predictive modeling with decision tree: cultivating decision trees, optimizing the complexity of decision trees, understanding additional diagnostic tools, autonomous tree growth option.

Unit-III: Introduction to predicative modeling with regression: selecting inputs, optimizing regression, complexity, interpreting regression models, transforming inputs, categorical input, and polynomial regressions.

Unit-IV: Introduction to predictive modeling with neural networks and other modeling tools: Introduction to neural network model, input selection stopped training, other modeling tools.

Unit-V: Model fit Statistics, statistical graphics; adjusting for separate sampling, profit matrices, internally scored data set, score code modules. Introduction to pattern discovery: cluster analysis, market basket analysis, ensemble model, variable selection, categorical input, consolidation, surrogate models.

Text Books:

1. Applied analytics using E-Miner, Global Courseware
2. Predictive analytics and data optimization hardcover Mick Benson, will ford press

Reference Books:

1. Olivia Parr-Rud ,Business Analytics using Enterprise guide and Enterprise Miner, A Beginner's guide,Publisher: SAS Institute
2. Mastering predictive analytics with R Paper Back, PACKT Publishing

Websites:

- https://www.datacamp.com/community/tutorials/predictive-analytics-machine-Course
- https://algolytics.com/predictive-analytics-for-beginners-part-1/
- https://www.udemy.com/tutorial/become-a-python-data-analyst/introduction-to-predictive-analytics-models/

INDORE MANAGEMENT INSTITUTE & RESEARCH CENTER

TRI- SEMESTER-IV

		Tri-Sem-IV				
1	PD5CFM06	Strategic Management	3	0	0	3
2	PD5COM02	Project Management	3	1	0	4
		(Electives Courses)				
3	*PD5EIT03	Python	3	0	1	4
4	*PD5EIT04	Database Management System	2	0	1	3
5	*PD5EFS03	Banking & Insurance Management	2	1	0	3
6	*PD5EFS04	Corporate Tax Planning & Management	3	1	0	4
7	*PD5EMM03	Integrated Marketing Communication	3	1	0	4
8	*PD5EMM04	Product and Brand Management	3	0	0	3
9	*PD5EHR03	Social Psychology	3	0	0	3
10	*PD5EHR04	Compensation Management	3	1	0	4
11	*PD5EBA03	Statistics with R Programming	3	0	1	4
12	*PD5EBA04	Data Visualization for Managers	3	0	0	3
13	PD5SS04	Social Sensitization Projects	0	0	1	1
*Note : Student have to opt any two electives out of four elective courses, which makes total maximum credit=22						

Course Code	Course Name	L	T	P	Credit
PD5CFM06	Strategic Management	3	0	0	3

Curriculum:

Unit-I: Introduction & Concept of Strategic Management

Introduction, Strategic Management, Need, Scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission.

Unit-II: International Environmental Factors & SWOT Analysis.

International Dimensions of Strategy, Internal and External environmental analysis, Porter's Approach, Value Chain Analysis, Internal Strength & Weakness, Techniques of Internal Analysis, ETOP (Environmental threats & opportunity profile, SAP (Strategic Advantage Profile), SWOT analysis, SMM (Strategic Management Model).

Unit-III: Strategic Alliances, Alternatives & Strategies for MNC's

Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances , Strategy Alternatives –Stability, Expansion, Retrenchment & Combination, Strategies for Multinational Corporations (MNCs), Benefits of MNCs, Business Strategies of MNCs, Techniques E mployed by MNCs to Manage Markets.

Unit-IV: Strategy Formulation and Implementation:

Introduction of Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure, Structural Implementation, Plan & Policy Implementation, Leadership Implementation, Behavioural Implementation, Strategic Business Units (SBUs). Porter's 5 Force Analysis, Competitor Analysis, Boston Matrix.

Unit-V: Strategic Control and Evaluation:

Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Meaning, Concept, Role & Barriers of Control Process; Criteria for Evaluation, Techniques of Strategic Evaluation & Corrective Action, Measuring & Feedback, Dealing with Strategic Management in Various Situations.

Note: Case Study Analysis is compulsory after each unit.

Text Books:

1. Johnson & Scholes Exploring Corporate Strategy, Prentice Hall
2. Mint burg, Quinn, and Ghosal. The Strategy Process , Prentice Hall
3. Ireland, Hoskisson & Hitt, Strategic Management Indian Edition, Cengage Learning
4. Thomas L. Wheelen & J. David Hunger, Concepts in Strategic Management & Business Policy Pearson
5. R.Srinivasan Strategic Management -The Indian Context, Prentice Hall of India

Reference Books:

1. Fred R. David Strategic Management, Pearson Education
2. Thomas L Wheelen, J. David Hunger and Krish Rangarajan, Strategic Management and Business Policy, Pearson Education
3. Hill W.L. Charles & Jones R. Gareth Strategic Management: An Integrated approach Cengage Learning
4. Azhar Kazmi, Policy and Strategic Management, Tata McGraw Hill

Websites:

1. https://nptel.ac.in/courses/110/108/110108047/
2. https://swayam.gov.in/nd2_imb19_mg08/preview

Course Code	Course Name	L	T	P	Credit
PD5COM02	Project Management	3	1	0	4

Curriculum:

Unit I-Basics Of Project Management: Basis Of Project Management, Introduction, Need, Project Life Cycle, Process, Impact, Delays In Project Completions, Essentials, principles Of Project Management.

Unit-II Project Selection: Non Quantitative And Scoring Models, Technical Analysis And Technology Selection, Market Potential Analysis And Techniques Of Long Term Forecasting.

Unit- III Financial Feasibility: Determinants of Cost of Project, Its Financing and Deciding Optimum Capital Structure. Cash Flows from Project and Owner's Perspective. Project Appraisal. Financial Feasibility with Risk: Types of Risk, Techniques of Risk Evaluation and Its Mitigation. Sensitivity Analysis, Hiller's Model, Scenario Analysis, Simulation.

Unit- IV Network Analysis: Construction Of Networks, CPM, Various Types of Floats And Their Application, Pert And Its Applications, Time Cost Relationship, Crashing For Optimum Cost And Optimum Time, Resource Leveling.

Unit- V Human Aspects Of Project Management: Project Manager's Skills And Functions, Matrix Organization, Social Cost Benefit Analysis, Unido Approach, Shadow Pricing.
Project Monitoring, Earned Value Analysis, Abandonment Analysis, PMIS, Project Termination And Audit. Reasons for Failure.

Note: Case Study Analysis is compulsory after each unit.
Text Books:

1. Prasanna Chandra, project planning and selection, implementation and Review- Tata McGraw, Hill publication Co. Ltd.
2. Vasant Desai, Project Management – Himalaya Publication House.
3. Narendra Singh, project Management and Control Himalaya Publication House.
4. Gray & Larson, project management, The Managerial Process, McGraw Hill Education

Reference Books:
1. McManus, Information System, project Management. Pearson.
2. Gopal Krishna, Text Book of Project Management. Macmillan Publishers. .
3. Joy. Total Project management Mc Milan Publishers.

Websites:

1. https://nptel.ac.in/courses/110/104/110104073/
2. https://swayam.gov.in/nd1_noc19_mg31/preview

Course Code	Course Name	L	T	P	Credit
PD5EIT03	Python	3	0	1	4

Curriculum:

Unit-I

Introduction to python, History of Python, why to use Python, Starting Python, Interpreter PATH, Using the Interpreter, Python Scripts on UNIX/Window, String Operations, Data Types & Variables, commonly used Operators.

Unit-II

Arrays, Lists, Tuples, Dictionaries, Sets, Control and loop structure, For Loop, While Loop, Break Statement, Next Statements, Repeat Statement, if, if…else Statement, Switch Statement

Unit-III

Function and classes: Writing your own functions (UDF), Calling Python Functions, Functions with Arguments, Calling Python Functions by passing Arguments, Lambda Functions, The Import Statement, Module Search Path, Package Installation Ways.

Unit-IV

Regular expression, RE Objects, Pattern matching, Parsing data, Sub-expressions, Complex substitutions, RE tips and tricks.

Unit-V

Object Oriented Programming: Introduction to Python Classes, Defining Classes, Initializers, Instance Methods, Properties, Class Methods and Data, Static Methods, Private Methods and Inheritance, Module Aliases.

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Jake VanderPlas, "Python Data Science Handbook: Essential Tools for Working with Data" "O'Reilly Media, Inc."
2. Aurelien Geron, Hands-On Machine Learning with Scikit-Learn and Tensor Flow: O'Reilly Media, Inc.
3. Aurélien Géron "Concepts, Tools, and Techniques to Build Intelligent Systems", "O'Reilly Media, Inc."
4. Wesley J Chun, "Core Python Applications Programming" Prentice Hall
5. Grinberg, "Flask Web Development: Developing Web Applications with Python" O'Reilly Media, Inc.

Reference Books:

1. Python Crash Course: A Hands-On, Project-Based Introduction to Programming, No Starch Press
2. Zed A. Shaw, Learn Python the Hard Way, Addison Wesley
3. Python Programming: An Introduction to Computer Science, Ingram short title
4. Mark Lutz, Programming Python: Powerful Object-Oriented Programming, "O'Reilly Media, Inc."

Websites:
- https://docs.python.org/2/tutorial/
- (https://www.packtpub.com/application-development/python-3-object-oriented-programming
- https://runestone.academy/runestone/books/published/pythonds/index.html

Course Code	Course Name	L	T	P	Credit
PD5EIT04	Database Management System	2	0	1	3

Curriculum:

Unit-I-Database Management System Concepts: Introduction, Significance of Database, Database System Applications; Data Independence; Data Modeling for a Database; Entities and their Attributes, Entities, Attributes, Relationships and Relationships Types, Advantages and Disadvantages of Database Management System, DBMS Vs RDBMS.

Unit-II- Database Models and Implementation: Data Model and Types of Data Model, Relational Data Model, Hierarchical Model, Network Data Model, Object/Relational Model, Object-Oriented Model; Entity-Relationship Model, Modeling using E-R Diagrams, Notation used in E-R Model, Relationships and Relationship Types; Associative Database Model

Unit-III-Three Level Architecture of DBMS, My-SQL Architecture; SQL Server 2000 Architecture; Oracle Architecture; Database Management System Facilities, Data Definition Language, Data Manipulation Language; Database Management System Structure, Database Manager, Database Administrator, Client / Server Architecture.

Unit-IV- Introduction to SQL, Data types, DDL create, alter, drop , DML insert, update, delete, select with all clauses , Sub queries, DCL statements Operators (arithmetic, comparison, logical) Predicates such as in, between, like, any, all, exists, null . Query Expression operators, Union, Intersect, minus**.**

Unit-V -SQL Functions , Date functions` , Numeric functions , String functions ,Conversion functions , Group functions Joins ,Self , Equi , Non equi ,Outer ,Cartesian product Views and Synonyms

Note: Case Study Analysis is compulsory after each unit.
 Text Books:

  1. C.J Date Introduction to database systems, Addison-Wesley Publishing Company
  2. Silberschatz, Korth Database system concept, McGraw Hill Education
  3. Principles of Database Management, James Martin

  Reference Books:

  1. Bipin Desai,Database Management Systems, Galgotia Publications
  2. Ivan Byrass ORACLE 7 , BPB Publications
  3. Understanding Oracle, Perry J. and Later J.
  4. Ivan Byrass of oracle, SQL, PL/SQL Programming Language BPB Publications

 Websites

 1. https://nptel.ac.in/courses/106/105/106105175/
 2.   https://www.javatpoint.com/dbms-tutorial

Course Code	Course Name	L	T	P	Credit
PD5EFS03	Banking & Insurance Management	2	1	0	3

Curriculum:

Unit I- Banking System in India- An Overview of Banking System in India, Financial system structure in India, Types of banks. **Commercial Banking Structure**: Meaning, Role and Functions, banking advantages and disadvantages, retail banking, Sources and application of Funds , Types Of deposit account

Unit II- Central banking, monetary policy and regulations-

RBI as Central bank, Structure , Functions , Role of RBI in banking supervision , Concept of CAMEL rating Credit planning & Management - Objective & Scope , CRR, SLR, Bank Rate, Repo Rate, Reverse Repo Rate

Unit III- Insurance- Meaning , Nature , significance , Principles , Role of Insurance in Indian economy, Types of insurance – Life, General, Medical & Bancassurance, Re-insurance, Group insurance & Types of Life Insurance Policies ,IRDA -Duties , Powers; Functions.

Unit IV- Introduction to E- Banking- Meaning , Mobile banking ,online banking , Electronic payment system , MICR – Check Truncation- ECS- EFT-NEFT-RTGS ,UPI , KYC Norms , Plastic money Debit & Credit cards.

Unit V- Security considerations in E banking need for security, Types and sources of Risk- external and internal, causes of risk, control measures.

Note: Case Study Analysis is compulsory after each unit.

Text Books:

1. Roy Rohatgi "Basic of Banking "Taxman publication
2. Banking Theory law & Practice , Sndaram& Varshney Sultan Chand and Sons.
3. General Insurance, personal, ICFAI
4. General Bank Management – Indian institute of banking & finance – MacMillan Publication

Reference Books:
1. Timothy Koch MacDonald, "Bank Management", New York Dryden Press.
2. Vasant Joshi and Vinay joshi, "Managing Indian Banks", Response Book.
3. Rejda, Principle of Risk Management and Insurance. Pearson

Websites:
1. https://swayam.gov.in/nd2_cec20_mg08/preview
2. https://www.classcentral.com/course/swayam-fundamentals-in-banking-and-insurance-17615
3. https://nptel.ac.in/courses/110/106/110106040/

Course Code	Course Name	L	T	P	Credit
PD5EFS04	Corporate Tax Planning and Management	3	1	0	4

Curriculum:

Unit-I- Meaning and Basic concepts:-Tax Planning, Tax Management, Tax evasion & tax avoidance. Tax Provisions for Certain Types of Businesses

Unit-II

Corporate Tax in India, Types of Companies, Residential Status of companies, Tax liability and Minimum Alternate Tax (MAT), Tax on distributed profits & dividend, Assessment of Companies, Partnership Firms as such, Partnership firms as Association of Persons. Alternate Minimum Tax (AMT)

Unit-III

Tax Planning with reference to setting up of a new business - Location aspect, nature of business, form of organization, Tax planning with reference to business restructuring—amalgamation, demerger, conversion of sole proprietary concern in to partnership firm or company.

Unit-IV

Introduction to Goods and Services Tax (GST) Act 2017 – History of Indirect Taxes in India, Evolution of GST, Structure & constitutional background of GST, CGST, SGST, Purpose and rationale of GST, Advantages and Challenges of GST, e-registration,

Unit-V

Tax collection & reverse charge mechanism, Concept of goods & services Input tax credit, E-way bill concept in GST, Calculation of CGST, SGST, IGST, Valuations

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Direct tax planning - S.P Goyal Sahitya Bhawan Agra
2. Direct tax planning & management - Dr.Vinod K. Singhania., Dr. Kapil Singhania, Taxmann Publications New Delhi
3. Direct taxes Law and Practice - Dr.Vinod K. Singhania., Dr. Kapil Singhania, Taxmann Publications New Delhi

Reference Books:
4. Corporate Tax Planning & Management - Ahuja, Girish and Ravi Gupta, Bharat Law House
5. Goods and Services Tax Taxmann
6. GST Ready Reckoner – V.S.Datey, Taxmanns Publications New Delhi

Websites:
1. https://www.classcentral.com/course/swayam-direct-tax-laws-and-practice-14009

2. https://swayam.gov.in/nd2_cec20_cm01/preview

Course Code	Course Name	L	T	P	Credit
PD5EMM03	Integrated Marketing Communication	3	1	0	4

Curriculum:

Unit I

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship.

Unit II

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model. The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model.

Unit III

Planning for Marketing Communication (Marcom): Establishing Marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as Marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget.

Unit IV

Developing the Integrated Marketing Communication Programme: Planning and development of creative Marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Media planning and selection decisions- steps involved and information needed for media planning.

Unit V

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics.

Note: Case Study Analysis is compulsory after each unit.

Text Book:
1. George Belch, Michael Belch & Keyoor Purani, Advertising & Promotion- An Integrated Marketing Communications Perspective, TATA McGraw Hill
2. Wells, Moriarty and Burnett, Advertising; Principles and Practice, Pearson
3. Terence A. Shimp Advertising & Promotion: An IMC approach, Pub., Cengage Learning
Reference Books:
1. Jaishri Jethwaney & Shruti Jain, Advertising Management, Oxford University Press
2. Kruti Shah and Alan D'Souza, Advertising & Promotions: An IMC perspective, Tata McGraw Hill
3. Aakar, Batra and Myers, Advertising Management, PHI

Websites:
1. https://nptel.ac.in/courses/110/108/110108141/
2. https://online-degree.swayam.gov.in/nd1_dyp20_c01_s1_hs02/preview

Course Code	Course Name	L	T	P	Credit
PD5EMM04	Product & Brand Management	3	0	0	3

Curriculum:

Unit- I Introduction of Product Management- Why Product Management, Product focused organization, Relationship between Marketing and Product management, Factors influencing design of the product, changes affecting product management, setting goals and objectives.

Unit-II Product Life Cycle & New Product Development-Concept of PLC as Strategic Tool, PLC as Forecasting model, Extension of PLC. New Product Development, Characteristics of Product Development, Importance, and its Process.

Unit-III Brand & Brand Management-Concept, decisions, elements and brand Portfolio, The Brand equity Concept, Models, Building Brand Equity, Brand Identity and Brand Image. Brand Portfolio and Market Segmentation.

Unit- IV Brand Association- Brand Awareness, Brand Identity, Brand Image, and Brand Personality. Brand Equity Models. Brand Loyalty. Perceived Quality, Brand Positioning and Brand Repositioning.

Unit-V Managing and Measuring Brand Equity- Evaluation of Brands, Brand Reinforcement, Brand Revitalization, Brand crisis, Brand Value Chain, Brand Audit, Brand Tracking, Brand Valuation, Methods of Brand Valuation, Emerging Trends in product & Brand Management.

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Wind Yoram J. Product Policy: Concepts, Methods and Strategies. Massachusetts, Wesley Pub. Co., Reading USA.
2. Baker Michael and Hart Susan, Product Strategy and Management. London, Prentice Hall.
3. Ramanuj Majumdar, Product Management in India. New Delhi. Prentice Hall. India,

Reference Books:

1. David A. Aaker, Managing Brand Equity, New York, Freepress..
2. Jean Noel kapfers, Strategic Brand Management, New York. Freepress.
3. Keller Parameswaran Strategic Brand Management: Building, Measuring, and Managing Brand Equity" Jacob Publishing

Websites:
1. https://swayam.gov.in/nd2_imb19_mg04/preview
2. https://nptel.ac.in/courses/110/104/110104084/

Course Code	Course Name	L	T	P	Credit
PD5EHR03	Social Psychology	3	0	0	3

Curriculum:

Unit –I-Social Psychology and Perception: Definition, Nature and Background, Nonverbal Communication: The unspoken Language of Expressions, Gazes and Gestures, Attribution: Understanding the Causes of Others' Behavior, Impression Formation and Impression Management

Unit-II-Social Influence: Conformity: Group Influence in Action, Compliance: To Ask – Sometimes - Is to Receive, Symbolic social influence: how we are influenced by others even when they are not there, Obedience to Authority**.**

Unit- III-Groups and Individuals: Groups: When we join and when we leave, the benefits of joining, what groups do for us, Effects of the presence of others: from task performance to behavior in crowds, Social Loafing: letting others do the work, Coordination in Groups: Cooperation or Conflict? Perceived Fairness in Groups: Its nature and effects, Decision Making by Groups: How it occurs and the pitfalls it faces

Unit –IV-Attitudes: Attitude Formation: How Attitudes Develop, When and why do Attitudes Influence Behavior? How do attitudes guide behavior? , The Fine Art of Persuasion: how Attitudes are Changed, Resisting Persuasion attempts, Cognitive Dissonance: What it is and how we manage it?

Unit –V-Aggression: Perspectives on Aggression: In Search of the Roots of Violence, Causes of Human Aggression: Social, Cultural, Personal, and Situational, Aggression in Long-term Relationships: Bullying and Aggression at Work, The Prevention and Control of Violence: Some Useful Techniques

Note: Case Study Analysis is compulsory after each unit.
Text Books:

1. DeLamater, Textbook of Social Psychology, Cengage Learning
2. Jex, Organizational Psychology: A Scientist Practitioner Approach, Wiley
3. Landy, Work In The 21st Century: An Introduction to Industrial and Org. Psychology, Wiley

Reference-Books:
1. John B. Miner, "Industrial - Organizational Psychology", Singapore, McGraw Hill.
2. Robert A. Baron and Donn Byrne, "Social Psychology: Understanding Human Interactions", New Delhi, Prentice Hall of India,
3. S.C. Tailor, L.A. Peplau and D.O. Sears, "Social Psychology", New Jersey, Prentice Hall Inc.

Websites:
 1. https://nptel.ac.in/courses/109/104/109104048/
 2. https://nptel.ac.in/courses/109/104/109104105/

Course Code	Course Name	L	T	P	Credit
PD5EHR04	Compensation Management	3	1	0	4

Curriculum:

Unit -I

Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.

Unit-II

Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wage concept of pay of performance.

Unit-III

Incentive Plans: Individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).

Unit-IV

Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948; Payment of wages Act 1948; Payment of Bonus Act, 1965.

Unit-V

Current Trends in Compensation and Reward Management: Concept of human capital, reward management and its implications for compensating human resources. Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.

Note: Case Study Analysis is compulsory after each unit.

Text Books:
1. Armstrong & Murlis Reward Management A Handbook of Salary administration. London Kegan Paul
2. Garry Dessler, Human Resource Management, Pearson Education

Reference Books:
1. Dipak kumar Bhattacharya, Compensation Management, Oxford University press
2. Henderson Compensation Management in a Knowledge Based World Pearson Education

Websites:
1. https://swayam.gov.in/nd1_noc19_mg52/preview
2. https://www.tutorialspoint.com/human_resource_management/human_resource_management_compensation.

Course Code	Course Name	L	T	P	Credit
PD5EBA03	Statistics with R Programming	3	0	1	4

Curriculum:

Unit-I-Introduction, how to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes.

Unit-II- R Programming Structures, Control Statements, Loops, - Looping Over Non-vector Sets, If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Extended Example: A Binary Search Tree.

Unit-III- Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files,

Unit-IV- Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot () Function – Customizing Graphs, Saving Graphs to Files. Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests, -ANOVA.

Unit-V- Linear Models, Simple Linear Regression, -Multiple Regression Generalized Linear Models, Logistic Regression, - Poisson Regression- other Generalized Linear Models-Survival Analysis, Nonlinear Models, Splines- Decision- Random Forests, Interfacing R to Other Languages, Text mining, Neural Networks, Monte Carlo methods, Markov chains, classification, Market Basket Analysis

Text Books:
1. The Art of R Programming, A K Verma, Cengage Course.
2. R for Everyone, Lander, Pearson
3. The Art of R Programming, Norman Matloff, No starch Press.

Reference Books:
1. R Cookbook, Paul Teetor, Oreilly.
2. R in Action, Rob Kabacoff, Manning

Web sites:
1. https://www.datamentor.io/r-programming/
2. https://www.tutorialspoint.com/r/index.htm

Course Code	Course Name	L	T	P	Credit
PD5EBA04	Data Visualization for Managers	3	0	0	3

Curriculum:

Unit-I-Visual analytics concept, using the visual analytics, administering the environment and managing data, data building and exploration, Data Administration.

Unit-II-Examining the visual analytics explorations, selecting data and Defining item properties, creating visualizations, enhancing visualization with advance analytics, interacting with visualization and exploration.

Unit-III-Examining the visual analytics designer, creating a sample report, working with graphs, working with filters and report sections, establishing interaction, working with gauges, working with tables, working with other objects

Unit-IV-Viewing visual analytics Reports: Viewing reports on the web, viewing reports on model device. Case study: Creating analytics and report with visual analytics.

Unit-V-Data visualization through tableau: introduction report of ratios, rate,% age, mean dispersions, variation over time maps, dashboard design.

Text Books:
1. Visual analytics user guide by Tableau
2. Communication data with tableau designing, developing, and developing data
   Visualization by Ben Jones O-Reilly media

Reference Books:
1. Data Visualization: introduction to data visualization with python, R and Tableau, Robert Collins, Amazon Asia Pacific holdings private Limited
2. Power BI Data analytica and visualization, by Suraj Gaurav,suren machiraju, De Gruyter publisher

Websites:
1. https://www.youtube.com/watch?v=MiiANxRHSv4
2. https://www.tutorialspoint.com/excel_data_analysis/excel_data_analysis_visualization.htm

INDORE MANAGEMENT INSTITUTE & RESEARCH CENTER

PROPOSED SYLLABUS (TRI-SEM-V)

		Tri-Sem-V				
1	PD5CFM07	Supply Chain Management	3	1	0	4
2	PD5CFM08	Entrepreneurship	2	0	0	2
		(Electives Courses)				
3	*PD5EIT05	System Analysis & Designing	3	0	0	3
4	*PD5EIT06	Computer Networking	3	1	0	4
5	*PD5EFS05	International Finance	3	0	0	3
6	*PD5EFS06	Financial Derivatives	3	1	0	4
7	*PD5EMM05	International Marketing	3	0	0	3
8	*PD5EMM06	Service & Retail Marketing	4	0	0	4
9	*PD5EHR05	International HRM	3	0	0	3
10	*PD5EHR06	Human Resource Development & Audit	3	1	0	4
11	*PD5EBA05	Spread Sheet Modeling	3	0	1	4
12	*PD5EBA06	Machine Learning Techniques	2	0	1	3
13	PD5SS05	NSE and other similar Certification Programs	0	0	1	1
*Note : Student have to opt any two electives out of four elective courses, which makes total maximum credit=21						

Course Code	Course Name	L	T	P	Credit
PD5CFM07	Supply Chain Management	3	1	0	4

Curriculum:

Unit -1 Concepts of Logistics & Supply Chain Management

Definition of Logistics and Logistics Management, Types of Logistic Activities, Determinants of Designing Logistical System, Transportation, Warehousing & Packaging, Definition, Evolution & Concept of Supply Chain Management, Key Drivers & Problems involved in SCM.

Unit-2 Designing the Supply Chain Network

Supply Chain Intervention, Push Based, Pull Based, Push-Pull Based Supply Chain, Designing the distribution network in supply chain, Design options, factors affecting the network design decisions, modeling & operations for supply chain management.

Unit -3 Inventory Management & Demand Forecasting in Supply Chain:

Inventory Management, Inventory Costs, Basic & Advanced Inventory Models, Multi-Echelon Inventory model, Bullwhip effect its causes & remedial measures, Inventory Control Systems, Tools of Inventory Management, Demand Management, The value of information & Demand Forecasting methods.

Unit -4 Transportation Networks and Strategic Outsourcing

Role of Transportation Network, Transportation infrastructure and policies, Design options for transportation network and their trade-offs Concept of Outsourcing – In house or Outsource, 3rd and 4th Party Logistic, Selection of Supply Chain Service Provider, Supplier scoring and assessment.

Unit -5 Information Technology & Retail Supplier Partnership in SCM:

SC performance Model, SCOR Model, Application of Information technology in logistics & Supply Chain Management, Supplier Evaluation & Selection, Role of E-Commerce in SCM**,** Green Supply Chain Management, building partnerships and trust, continuous replenishment and vendor, managed inventories.

Note: Case-Study analysis is compulsory after each unit.

Text Books:

1. Bowersox, Closs & Cooper , Supply Chain Logistics Management – Mc-Graw Hill. India
2. Burt, Dobbler, Starling, World Class Supply Management -, TMH.
3. Philippe - Pierre Dornier, Global operations & Logistics- John Wiley & sons Inc, New York.
4. Simchi, Levi & Philip Kaminsk, Designing and Managing the supply chain - David McGraw-Hill Companies Inc.

Reference Books:

- Simchi-Levi and E Simchi-Levi, "Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies" McGraw Hill Education
- Chopra S and P Meindl "Supply Chain Management: Strategy, Planning and Operations" PHI
- Panos M Pardalos, "Supply Chain Management: Models, Applications, and Research Directions" by Springer
- Charles C. Poirier **"**Using Models to Improve the Supply Chain" CRC Press

Websites:

2. https://nptel.ac.in/courses/110/106/110106045/
3. https://nptel.ac.in/courses/110/108/110108056/
4. https://swayam.gov.in/nd2_cec20_mg11/preview

Course Code	Course Name	L	T	P	Credit
PD5CFM08	Entrepreneurship	2	0	0	2

Curriculum:

Unit I-Introduction to Entrepreneurship

Concept of Entrepreneurship; Qualities of an Entrepreneurs, Entrepreneurship process, Role of entrepreneurship in Economic Development; Concept of Start-Ups, Women as Entrepreneurs, Entrepreneurial challenges.

Unit: II Opportunity / Identification and Product Selection:

Entrepreneurial Opportunity Search and Identification; Methods to Initiate Ventures; Features and evaluation of joint ventures, Acquisition; Franchising- how a franchise works, evaluation of franchising opportunities; Criteria to Select a Product; Conducting Feasibility Studies.

Unit: III Business Plan:

Business plan– Meaning, Significance, contents, formulation and presentation of Business Plan, implementing business plans. Marketing plan, financial plan and the organizational plan, Launching Formalities, Common errors in Business Plan formulation.

Unit: IV Financing Venture:

Stages of Financing; Sources of Finance: Short term, Long term. Criteria for evaluating new venture proposals; Sources of financing for Indian entrepreneurs.

Unit – V Institutional support to Entrepreneurship

Role of Directorate of Industries, State Financial corporation (SFCs),Small Scale Industries Development Corporations (SSIDCs), NIESBUD, National Small Industries Corporation (NSIC), Khadi and village Industries Commission (KVIC), Small Industries Development Bank of India (SIDBI).

Note: Case-Study analysis is compulsory after each unit.

Text Books:
1. Charanthimath, Entrepreneurship development small business enterprises, Pearson education.
2. Rajeev Roy, Entrepreneurship, Oxford University press
3. Gupta C.B. and Khanka S.S., Entrepreneurship and Small Business Management, Sultan Chand & Sons,
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press.

Reference Books:
1. Greene, Entrepreneurship 3 rd edition cengage learning,
2. B. K. Mohanty Fundamentals of Entrepreneurship PHI
3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House.

Websites:

http://www.pondiuni.edu.in/sites/default/files/Entrepreneurship%20Managementt200813.pdf
http://www.crectirupati.com/sites/default/files/lecture_notes/Entreprenuer%20ship.pdf
https://www.econlib.org/library/Enc/Entrepreneurship.html

Course Code	Course Name	L	T	P	Credit
PD5EIT05	System Analysis and Design	3	0	0	3

Curriculum:

Unit-I-Introduction to System: Introduction: Definition of a System, Types of Systems, Data and Information: Types of information, management structure – requirements of information at different levels of management – functional allocation of management – requirements of information for various functions – qualities of information.

Unit-II-System Attributes: Properties, and Characteristics: Introduction: Overview of Attributes, Properties, Characteristics and elements of system, Understanding System Performance, System Characteristics, The System's State of Equilibrium.

Unit-III-The Systems Development Life Cycle: Feasibility: Analysis: Planning and Design: Implementation: Testing, Maintenance. Requirements determination, requirements specifications, Feasibility analysis, final specifications, hardware and software study, Role of systems analyst – attributes of a systems analyst – tools used in system analysis

Unit-IV-System Design: System design, system implementation, system evaluation, system modification, Introduction to System analysis, Problem Definition, Information requirements, Information gathering tools, Tools of structured Analysis – Data Flow Diagrams, Data Dictionary, Decision Tree, Decision tables and structured English.

Unit-V-Project Team Skills and Roles: Skills and Roles of a Project Team, Business Analyst, Systems Analyst, Infrastructure Analyst, Change Management Analyst, Project Manager

Note: Case-Study analysis is compulsory after each unit.

Text Books:

1. System Engineering Analysis, Design, and Development, Charles S. Wasson
2. System analysis and Design, Dennis, Wixom, Roth
3. System Analysis and Design Methods, Whitten, Bentaly and Barlow, Galgotia Publication.

Reference Books:

1. System Analysis and Design Elias M. Award, Galgotia Publication
2. Modern System Analysis and Design, Jeffrey A. Hofer Joey F. George Joseph S. Valacich Addison Weseley

Websites:
1. https://nptel.ac.in/courses/106/108/106108102/
2. http://www.nptelvideos.in/2012/11/systems-analysis-and-design.html

Course Code	Course Name	L	T	P	Credit
PD5EIT06	Computer Networking	3	1	0	4

Curriculum:

Unit-I-Introduction Concepts: Goals and Applications of Networks, Network structure and 8 architectures, The OSI reference model, services, Network Topology Design - Delay Analysis, Back Bone Design, Local Access Network Design, Physical Layer Transmission Media, Switching methods, ISDN, Terminal Handling.

Unit-II-Medium Access sub layer: Medium Access sub layer - Channel Allocations, LAN protocols - ALOHA protocols - Overview of IEEE standards - FDDI. Data Link Layer - Elementary Data Link Protocols, Sliding Window protocols, Error Handling.

Unit-III- Network Layer: Network Layer - Point - to Point Networks, routing, Congestion control, Inter networking - TCP / IP, IP packet, IP address, IPv6.

Unit-IV -Transport Layer: Transport Layer - Design issues, connection management, session, Layer-Design issues, remote procedure call. Presentation Layer-Design issues, Data compression techniques, cryptography - TCP - Window Management.

Unit-V-Application Layer: Application Layer: File Transfer, Access and Management, Electronic mail, Virtual Terminals, Other application. Example Networks - Internet and Public Networks.

Note: Case-Study analysis is compulsory after each unit.

Text Books:

1. Forouzen, "Data Communication and Networking", TMH

2. A.S. Tanenbaum, Computer Networks, Pearson Education

3. W. Stallings, Data and Computer Communication, Macmillan Press

Reference Books:

1. Data & Computer Communication, PHI
2. Digital & Data Communication, Jaico Publishing

Websites:

1. https://nptel.ac.in/courses/106/105/106105183/
2. https://nptel.ac.in/courses/106/106/106106091/
3. https://www.javatpoint.com/computer-network-tutorial

Course Code	Course Name	L	T	P	Credit
PD5EFS05	International Finance	3	0	0	3

Curriculum:
Unit-I
International financial Environment-The Importance, rewards & risk of international finance- Goals of MNC-International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

Unit-II
Foreign Exchange Market: origin of the concept of foreign exchange, the difference between fixed and floating rates. Foreign exchange transactions and the derivatives instruments traded in foreign exchange market such as forwards, futures, swaps, and options.

Unit-III
Exchange Rate Determination: Exchange rate movements, factors that influence exchange rates, movements in cross exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect.

Unit-IV
Foreign Trade Finance: concept of foreign trade finance. concepts of financing exports and financing imports and documentary collections, factoring, forfeiting and countertrade, foreign exchange exposure.

Unit-V
International Capital Structure: international capital structure cost of capital, the capital structure of MNCs, cost of capital in segmented versus integrated markets. Introduction of international capital budgeting, adjusted present value model.

Note: Case-Study analysis is compulsory after each unit.

Text Books:
1. Maurice D.Levi, International Finance, Tata Mc Graw-Hill, New Delhi,
2. Melvin: International Money and Finance Pearson Education.
3. Jeff Madura, International Financial Management, Thomson Publications.

Reference Books:
1. S.Eun Choel and Risnick Bruce, International Financial Management, Tata McGraw Hill.
2. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinational Business Finance, Pearson Education.
3. P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers.

Websites:
1. https://nptel.ac.in/courses/110/105/110105031/
2. https://nptel.ac.in/courses/110/105/110105057/
3. https://www.youtube.com/playlist?list=PLbMVogVj5nJTo4HvMx6OevSLEWJqFyJOf

Course Code	Course Name	L	T	P	Credit
PD5EFS06	Financial Derivatives	3	1	0	4

Curriculum:

Unit-I Introduction to Derivatives-Features of a Financial Derivative, Types of Financial Derivatives, History of Derivatives Markets, Uses of Derivatives, Forward Market: Pricing and Trading Mechanism Forward Contract Concept – Features of Forwarding Contract Classification of Forwarding Contracts – Forward Trading Mechanism.

Unit-II Swaps-Evolution, Types of Swaps, Credit Risk In Swaps, Using Swaps To Manage Risk, Pricing And Valuing Swap. Interest Rate Markets - Type of Rates, Zero Rates, Bond Pricing, Determining Zero Rates, Forward Rules, Forward Rate Agreements (FRA), Treasury Bond & Treasury Note Futures, Interest Rate Derivatives.

Unit-III Futures-Financial Futures Contracts, Types of Financial Futures Contract, Evolution of Futures Market in India, Traders in Futures Market in India, Functions and Growth of Futures Markets, Futures Market Trading Mechanism, Clearing House, Operation of Margins, Settlement, Theories of Future Prices, Future Prices and Risk Aversion.

Unit- IV Options-Types of Options, Option Pricing, and Factors Affecting option Pricing, Call and Put Options on Dividend and Non-Dividend Paying Stocks Put-Call Parity, Mechanics of Options -Stock Options, Options on Stock Index, Options on Futures, Interest Rate Options, and Concept of Exotic Option. Hedging & Trading Strategies Involving Options, Valuation of Option.

Unit-V Hedging and Stock Index Futures-Concepts, Perfect Hedging Model, Basic Long and Short Hedges, Cross Hedging, Basis Risk and Hedging, Basis Risk Vs Price Risk, Hedging Effectiveness, Hedging Strategy, Hedging objectives, Management of Hedge, Concept of Stock Index, Stock Index Futures, Stock Index Futures as a Portfolio Management Tool, Speculation and Stock Index Futures.

Note: Case-Study analysis is compulsory after each unit.

Text Books:

1. Hull. J. C Options Futures and Other Derivatives, PHI New Delhi
2. Varma, Jayanth, Derivatives and Risk Management, TataMcgrawHill
3. Stulz Risk management and Derivatives, Cengage Learning
4. Parasuraman Fundamentals of Financial Derivatives, Wiley
5. Chance, D.M., & Brooks, R. Derivatives and Risk Management Basics. Cengage Learning India

Reference Books:

1. Marshal&Bansal, Financial Engineering, PHI New Delhi
2. Bhalla. V. K. Financial Derivatives: Risk Management: S. Chand & Company
3. Chance Derivatives and Risk Management Basics, Cengage Learning
4. Dorfman, Introductionto Risk Management, PHI New Delhi
5. Asthana, Financial Risk Management, Himalaya Publication House
6. Johnson Introduction to Derivatives - Options, Futures, and Swaps, Oxford Press
7. Equity Derivatives, NCFM, NSEINDIA.com
8. Derivatives (Advanced), NCFM Modules.

Websites:

3. https://corporatefinanceinstitute.com/
4. https://www1.nseindia.com/
5. https://www.sebi.gov.in/

Post Graduate Diploma in Management
Tri- Semester: V

Course Code	Course Name	L	T	P	Credit
PD5EMM05	International Marketing	3	0	0	3

Curriculum:
Unit-I: Introduction to International Marketing-Introduction, Meaning & Importance of International Marketing Need of International trade, Trends in foreign market, Difference Between Domestic, Global, Multinational & International Market, EPRG Framework, International Trade Theories, Environment of International Market.

Unit-II International Trade Environment - Introduction, Classical & Modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives & Implication of WTO on International Marketing, India's Role in International Trade Theories. Salient Features of Foreign Trade Policy.

Unit-III: Procedure & Formalities-Introduction, Significance of Export documentation, the statutory control, declaration forms, disposal of Export documentation form, Major documents, Issues Related to Exports, Processing an Export Order, Entering into export contract, Export Pricing and Costing, Export-Import (EXIM) Policy.

Unit-IV: International Product & Pricing decisions-Introduction of International Products, New Product Development, International trade product life cycle ,International Product Planning, Product Adoption ,Elimination & Standardization, Methods of Pricing, International Pricing Strategies, Non- Dumping and Price Distortion, Counter Trade.

Unit -V Distributions System & Promotional Strategies for International Market-Direct and Indirect Channels, Factors Involved in Distribution Systems, Modes of Transportation, International Packaging, International Channel Management, Wholesaling & Retailing, Perspectives of International Advertising, Global Advertising Regulations, Media Selection, E-Marketing**.**

Note: Case Study Analysis is Compulsory after each unit

Text Books:

- International Marketing by Philip R. Cateora, Mary C. Gilly, and John L. Graha
- Johnny Johansson, "Global Marketing: Foreign Entry, Local Marketing, and Global Management"
- Global Marketing Book Authors: Keegan and Green, Publishers: Pearson
- International Marketing with PowerWeb by Philip R. Cateora, John Graham, Hardcover, Publisher: McGraw-Hill/Irwin
- Global Marketing by Warren J. Keegan, Mark Green, Paperback: Publisher: Prentice Hall

Reference Books:

- International Business, Justin Paul, Tata McGraw-Hill Publishing Company Limited, New Delhi
- International Marketing, Francis Cherunilam, Himalaya Publishing House, Mumbai
- International Marketing Management – An Indian Perspective, Varshney RI, Bhattacharya B , Sultan Chand & sons. New Delhi
- International Marketing (SIE), Cateora and Philip, Tata McGraw-Hill
- Globalization of Business, Abbas J. Ali, Jaico Publishing House, Mumbai.

Websites:

1. https://swayam.gov.in/nd1_noc20_mg25/preview
2. https://nptel.ac.in/courses/110/108/110108141/

Course Code	Course Name	L	T	P	Credit
PD5EMM06	Service & Retail Marketing	4	0	0	4

Curriculum:

Unit-I - Introduction to Service Marketing-Introduction, Meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries. Challenges & Opportunities in Service Marketing.

Unit-II- Marketing Mix in Services Marketing- Introduction, 7Ps of service marketing, service gap framework, perceived service quality, models of service marketing, Service delivery process, service encounters & Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider.

Unit-III- Service Development and Quality Improvement- Introduction, Types of New Service Development and its Stages, Service Costs Incurred by the Service Provider, Service Blue Printing, Service Development, Service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery.

Unit-IV - Introduction to Retailing & Retail Pricing-Introduction, Meaning of Retailing, Economic Significance of Retailing, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario, Retail Pricing, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing.

Unit-V - Retail Marketing Strategies & E-Tailing-Introduction, Strategies at different levels of Retail Marketing, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Concept of E-tailing, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing & Future of Electronic Retailing

Note: Case Study Analysis is Compulsory after each unit

Text Books:
1. Rajendra Nargundkar, Service Marketing Text & Cases, Tata McGraw-Hill Publishing Company, New Delhi
2. R. Srinivasan, Service Marketing, Prentice Hall of India Private Limited, New Delhi.
3. Berman, Barry / Evans, Joel R.Retail Management – A strategic Approach, Pearson Prentice Hall.
4. Bajaj, C. et al. Retail Management, Oxford University Press
5. Gilbert David. Retail Marketing Management, Pearson Education

Reference Books:
1. Swapna Pradhan Retailing Management Text & Cases- - The McGraw Hill Companies
2. Levy & Weitz- Retailing Management - The McGraw Hill Companies
3. C. Gronroos, Service Management & Marketing (Lexington, MA: Lexington Books).
4. Christopher Lovelock, and Jochen Wirtz, Service Marketing People & Technology, Strategy,. Pearson Education.
5. David L.Kurtz and Kenneth E.Clow, Services Marketing, John Wiley & Sons, New York Deccan Herald, Bangalore.

Websites:

1. https://nptel.ac.in/courses/110/104/110104070/
2. https://nptel.ac.in/courses/110/105/110105078/

Course Code	Course Name	L	T	P	Credit
PD5EHR05	International HRM	3	0	0	3

Curriculum:

Unit 1: Introduction of IHRM-

Meaning & Scope of IHRM, Comparison of Domestic HRM & IHRM, HRM Practices in different countries, Linking HR to International expansion strategies, HR Challenges at International Level.

Unit II: International Staffing

Staffing of multinationals, Recent Trends in International staffing, Training & Development, Training Strategies, Expatriate Training, and Emerging Trends in Training for competitive advantage.

Unit III: Performance Management in global context

Variables influence performance of expatriate, Steps in the global PMS, Issues in managing performance in the global context, assessing subsidiary performance, Challenges of International performance management.

Unit IV: International Compensation Management

Compensation objectives, Theories of compensation, Compensation strategy, components of international compensation, Compensation Administration, Issues in international compensation.

Unit V: Repatriation

Concept and meaning of repatriation, Repatriation process, Challenges of repatriation, Benefits from returnees, Managing repatriation, Tips for successful repatriation.

Note: Case Study Analysis is compulsory after each unit

Texts Books:
1. K Aswathappa & Sadhna Dash-International Human Resource Management, Mc GrawHill Education.
2. Tony Edwards, Chris rees: International Human Resource Management, Pearson.
3. Indrani Mutsuddi: Managing Human Resources in the Global Context, New age international publishers,
4. P.Subbarao : International Human Resource Management. Himalaya Publishing

Reference Books:
1. Anne-Wil Harzing, Joris Van Ruysseveldt ,International HRM - - SAGE Publication
2. Terence Jackson- International HRM : A cross cultural Approach- SAGE Publication
3. K Aswathappa International HRM- Text & Cases- - Paperback publisher

Websites:

1. www.eduoncloud.com
2. https://www.studynama.com
3. https://alison.com/course/international-and-strategic-human-resource-management

Tri- Semester: V

Course Code	Course Name	L	T	P	Credit
PD5EHR06	Human Resource Development and Audit	3	1	0	4

Curriculum:

Unit –I-HRD Audit-Meaning, concept, need for HRD Audit, Evolution of HRD Audit, designing HRD audit process, parameters to be audited, preventive and corrective actions, role in business improvement, HRD and HRM, methodology and limitation, HRD Audit Functions.

Unit-II-Role of HRD Professional-Challenges to organizations and HRD Professionals, Changing workforce Demography, Competing in Global Economy, Eliminating the Skill Gap, Need For Lifelong Learning, Framework for HRD Process, Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs**.**

Unit –III-Implementing and Evaluating HRD Programmes-Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programmes Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programmes, Ethical issues concerning Evaluation, HRIS, Need & Types of HRIS, Purpose, Process and Implementation of HRIS.

Unit –IV-HRD for Workers-Rationale of HRD for Workers, HRD Mechanism for Workers, Role of Trade Unions. Organization for HRD, Form of HRD Organization, Functions of HRD Department, and Competencies for HRD staff, Trends and issues in Structuring HRD functions in India, Role of Workmen Educators in India.

Unit –V- HR competencies and HRD Professionals-Competencies needed, challenges, professionalism in HR, realities of HRD, auditing HRD competencies, HRD audit instruments, individual interviews, group interviews, observation, Roles and Competencies Developing HR Strategies: HRD System, Design Principles, and Systems Approach to HRD. Design & Administration of Select HRD Systems

Note: Case Study Analysis is Compulsory after each unit

Text Books:

1. Kandula, Strategic Human Resource Development, PHI Learning
2. French, Bell - Organizational Development and Transformation, TMH
3. R Krishnaveni, Human Resource Development, Excel Books
4. Udai Pareekh & T.V.Rao, Designing and managing Human Resource Systems, Oxford Publications, Oxford & IBH Publication

Reference-Books:
1. Kozlowski. S. V. J. &Slas. E, (Ed). Learning, Training, and Development Organisations, New York: Routledgc
2. Agarwala. T. Strategic Human Resource Management, Oxford University Press
3 .Rao. T. V. ,HRD Audit New Delhi: Response Books.
4. V.D. Dudheja ,Human Resource Management and Development in the new millennium, Commonwealth Publishers, New Delhi

Websites:
   1. www.explorehr.org
   2. http://www.humanext.com/hrd-tools.htm

Course Code	Course Name	L	T	P	Credit
PD5EBA05	Spread Sheet Modeling	3	0	1	4

Curriculum:

Unit-I- Excel user interface, application, workbook sheets and its components. Named, ranges, formatting of worksheets, working with multiple, sheet, avoiding errors and mistakes, understanding data qualitative and quantitative.

Unit-II-Data handling: sorting, filtering, data validation, list dropdown. circle invalid data, input and error message. Data Grouping, Grouping Rows, column, data styles, conditional formatting .Freezing panes. Text to –Columns. Fixed Length, Data Consolidation,

Unit-III- Formulas: formula auditing, TEXT Function, IF, ERROR, function, LOGICAL Function, VLOOKUP, HLOOKUP, COUNTIF, SUMIF, SUMPRODUCT, DATE AND TIME FUNCTION, FORMULA TEXT.

Unit-IV-Table and charting: charting data, Chart types, principles of charting, chart components, Chart formatting, pivot table: introduction and creation, slicer, timeline, pivot charts, calculated fields, calculated item, grouping.

Unit-V-Function: Financial function: FV, IRR, NPER, NPV, RRI,SLN…;statistical function: AVERAGE,AVERAGEA,,STDEV,S,STDEV
P,VAR.S,VAR.P,FREQUENCY,CORREL,PERASON,MIN,MINA, MAX,MAXA,CHISQ TEST,CHISQ INV
…

Text Books:

1. John walkenbac," Excel Bible. John Willey and sons
2. Jordan goldmeter," Advance excel essentials" Apress Publisher
3. Conard George Carlsberg, Business analysis with Microsoft excel",Que Publishers.

Reference Books:
1. Bernd held "Microsoft excel function and formulas".word ware publishing
2. Paul Mcfedries,Excel Data analysis your visual blueprint for analyzing :Data Charts and pivot tables.
3. Nerl.J.Salkind"Excel Statistics A Quick Guide" Sage Publication
Websites:
1. https://www.tutorialspoint.com/advanced_excel/advanced_excel_tutorial.pdf
2. https://washburn.edu/faculty/boncella/BU956/Excel%20Modeling

Course Code	Course Name	L	T	P	Credit
PD5EBA06	Machine Learning Techniques	2	0	1	3

Curriculum:

Unit-I-Introduction- overview of machine Course- Different forms of Course- Generative 6 Course- Gaussian parameter estimation- maximum likelihood estimation- MAP estimation- Bayesian estimation- bias and variance of estimators- missing and noisy features- nonparametric density estimation- applications- software tools.

Unit-II-Classification Methods-Nearest neighbor- Decision trees- Linear Discriminant Analysis - Logistic regression-Perceptron's- large margin classification- Kernel methods- Support Vector Machines. Classification and Regression Trees.

Unit-III-Graphical and sequential models- Bayesian networks- conditional independenceMarkov random fields- inference in graphical models- Belief propagation- Markov models- Hidden Markov models- decoding states from observations- Course HMM parameters.

Unit-IV-Clustering Methods-Partitioned based Clustering - K-means- K-medoids; Hierarchical Clustering - Agglomerative- Divisive- Distance measures; Density based Clustering - DBScan; Spectral clustering.

Unit-V-Neural networks- the perceptron algorithm- multilayer perceptron's- back propagation nonlinear regression- multiclass discrimination- training procedures- localized network structure- dimensionality reduction interpretation.

Text Books:
1. T. Hastie, R. Tibshirani and J. Friedman, "Elements of Statistical Course", Springer,
 2. E. Alpaydin, "Machine Course", MIT Press,
3. K. Murphy, "Machine Course: A Probabilistic Perspective", MIT Press,

Reference Books:
1. C. Bishop, "Pattern Recognition and Machine Course, Springer",
2.Shai Shalev-Shwartz, Shai Ben-David, "Understanding Machine Course: From Theory to Algorithms",
Cambridge University Press,
3. John Mueller and Luca Massaron, "Machine Course For Dummies", John Wiley & Sons,
Web sites:

1. https://www.tutorialspoint.com/machine_Course_with_python/index.htm
2. https://in.mathworks.com/content/dam/mathworks/ebook/gated/machine-Course-workflow-ebook.pdf

		Tri-Sem-VI				
1	PD5SS06	Industry or Academic Internships & MRP	0	0	1	1
2	PD5SS07	Comprehensive Viva	0	0	1	1
		Total Credit	**0**	**0**	**2**	**2**

For Industrial Training /Project Dissertation (For Tri- Semester VI)

Students will enter into internship program in any industry for 3 months and get experience while working in real time industry environment. Also the students are required to maintain their learning record, so that they can submit the report at the end of their internship to the industry and college and earn their internship certificate.

The evaluation of the internship report by internal examiner **(40 marks)** will be done on the basis of:

1. Report Framing

2. An individual presentation,

3. Knowledge gained

4. Q/A session

External Viva will be held for **60 Marks.**

<u>**Guidelines to Conduct Self-Study Course**</u>

Course Code	Course Name	L	T	P	Credit
PD5SS**	Self Study Courses	0	0	1	1

<u>**Guidelines to Conduct Self-Study Course**</u>

For Self-Study courses (PD5SS**) for Tri-Sem-I/II/III/IV/V

Educators who enter the project work with their students will identify a significant problem or challenge in their lives and surroundings for which they can design a solution.

Like most other project-based learning, the idea is that the process for designing an effective solution will get students to use skills from a range of subjects.

 To accomplish this, respective class coordinators are required

i. To brief the students about the various trending topics on which project can be pursued.

ii. To educate the students about chapter scheme of project and basic guidelines

iii. To divide the class in groups of 5/6 members.

iv. To allocate the mentor for each group

v. To collect & maintain attendance of their concerned class which will be provided by the mentor.

The Mentor will be further guiding the students to complete the project / industrial training work. The project report will be submitted in a Spiral binding with the signature of mentor after the internal viva conduction **(40 marks)** to the class coordinator. The final internal viva **(60 marks)** will be conducted as per rules at the end according to the dates announced by the Institution.