

# **PG DIPLOMA IN BANKING & INSURANCE MANAGEMENT**

## **FACE TO FACE MODE**

### **1ST SEMESTER**

<b>Year/ Semester</b>	<b>Paper</b>	<b>Title of the Paper</b>	<b>Max. Marks</b>
<b>1<sup>st</sup> Sem.</b>	PAPER-1	MANAGEMENT CONCEPTS AND PRACTICES	100
	PAPER-2	ORGANIZATION BEHAVIOUR	100
	PAPER-3	BUSINESS ETHICS	100
	PAPER-4	ACCOUNTING AND FINANCIAL MANAGEMENT	100
	PAPER-5	BANKING & INSURANCE MANAGEMENT	100

#### **PAPER-1**

##### **MANAGEMENT CONCEPTS AND PRACTICES**

- Unit-1** Concept of Management, Functions, Skills of a Manager, Process of Management, Development of management ( Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo)
- Unit-2** Planning: Concept, Process, Type, Importance; Decision making: types of Decision, Process of decision making, Models & Issues.
- Unit-3** Principles of Organisation: structure & Types of Organisation; Departmentation, Decentralisation, Delegation, Span of management. Line & Staff Organisation, Matrix Organisation.
- Unit-4** Coordination and Controlling: Principle of Coordination –Process of Coordination, Control – Tools and Techniques, -MBO.
- Unit-5** Contemporary Issues: -Recent Trends and Challenges, -Role of Managers in Changing environment, -Contemporary Organisational Structure, Trends in Management, Challenges in today's global environment and competitiveness.

#### ***References***

1. Essentials of Management – Koontz, O'Donnel & Wehrich (Tata Mc.Graw)- Reading in Management Peter Ducker
2. Management – Robbins & Coulter (Pearson)
3. Principles of Management – Stoner & Freeman
4. Principles of Management – Chandra Bose (PHI)

#### **PAPER- 2. ORGANISATIONAL BEHAVIOUR**

- Unit-1 The Study of Organizational Behaviour:** Focus and Purpose, Nature, Scope and Development, OB Models and Models of Man.

**Unit-2 Personality:** Determinants of Personality, Theories of Personality, Individual Difference, Matching Personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and O B

**Unit-3 Learning and Behaviour Modification:** Learning process, Theories of Learning, Attitude - Characteristics and Components of Attitude, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity

**Unit-4 Motivation:** Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y, Two Factor Theory, E R G Model, Limitations and Criticisms of Motivation Theories.

**Unit-5 Leadership:** Importance, Functions, Style, Theories of Leadership, Types. Communication: Importance of communication, communication Process, Barriers to Communication, Steps for improving Communication, Transactional Analysis.

### **References**

1. Stephen P Robbins - Organization Behaviour, (PHI )
2. L M Prasad - Organizational Behaviour, (Sultan Chand)
3. R Aswathappa - Organizational Behaviour, Himalaya Pub House
4. Michael, V.P. : Organisational Behaviour & Managerial Effectiveness (S.Chand)
5. S.S.Khanka-Organisational Behaviour (S.Chand).
4. Letitia Baldrige's New Complete Guide to Executive Manners.

### **PAPER-3 BUSINESS ETHICS**

**Unit- 1 Business Ethics-** An Introduction. Business ethics and law , Ethics in the context of Globalization., Sustainability as a goal of business ethics. , Environmental perspective of business ethics, Theories of Business Ethics, normative ethical theories, virtue ethics, discourse ethics, feminist ethics.

**Unit- 2 The Indian Perspective on Ethics.** Four goals of life Dharma Artha karma mokshya , Karma Yoga and Bhagabat Gita , Vedantic View of Life & ethics of Ethics froart , Lesson Ramayana and Mahabharata views of Gandhi, Aurobindo & Vivekananda.

**Unit- 3 Ethical Leadership and Value System.** Moral and Ethics, Ethical issues for leaders. Fundamental Issues- Long Term , Goals- Good of Society and Mankind,

**Unit- 4 Ethical Issue I :** Marketing , HR, Finance

**Unit- 5 Ethical Issue II :** IT, Medical, Engineering, Public Servants Matter, Case: Oxford University press- 2007.

### **Reference-**

1. Business Ethics, Andrew Crane Dirk. The Good Struggle responsible leadership in an unforgiving world- joseph L. Badaracco Harvard Business publishing 2013. ISBN- 13978-1-4221-9164-4.
2. Business Ethics- Text & Cases- C.S.V murthy- Himalaya Publishing House- 2012 ISBN- 978-93-5051-812-0 j.
3. Professional Ethics KR Govindan S. Sen thil Kumar Anuradha Agencies 2004. Ethics in Management Vedantic Perspectives

4. S. K Chakravorty- Oxford University Press- 2006 ISBN No- 019564092-6  
Indian Ethics- Modern Management mantra Kumar Dutta A. Ganjree

#### **PAPER- 4.**

#### **ACCOUNTING AND FINANCIAL MANAGEMENT**

**Unit - 1** Accounting; The Language of Business; Accounting: An Information System; Users of Accounting information; Branches of Accounting; Financial Accounting; Generally Accepted Accounting Principles; The Accounting Equations; Financial Statements, Recording Business Transactions: Classification of Accounts; The Double Entry System; Journal And Ledger; Process of Recording.

**Unit – 2** Trial Balance, Depreciation, Preparation of Financial Statements: Profit & Loss Account, Balance Sheet, Depreciation Accounting.

**Unit – 3** Financial Management : Meaning, nature and scope of finance, Financial goal- Profit vs. wealth maximization, Finance functions- Investment, Financing and Dividend Decisions, Innovative finance functions.

**Unit-4** Capital Budgeting : Nature of investment decisions, Investment evaluation criteria- Net present value, Internal rate of return, Payback period, Accounting rate of return, Capital rationing, Risk analysis in capital budgeting.  
Cost of Capital: Meaning and significance of cost of capital, Calculation of cost of debt, Preference capital, Equity capital and Retained earnings, Combined cost of capital (weighted).

**Unit-5** Operating and Financial Leverage: Measurement of leverages, Effects of operating and financial leverage on profit, Analyzing alternate financial plans, combined financial and operating leverage.

#### **References**

1. Van Horn : Financial Management- Pearson Education.
2. I M Pandey - Financial Management, Vikash
3. Prasanna Chandra - Financial Management, TMH
4. Khan & Jain - financial Management, Tata McGraw - Hill
5. Banerjee: Financial policy and Management Accounting (PHI)
5. Sahoo, P K - financial Management, Pen Point Communication

#### **PAPER- 5**

#### **BANKING & INSURANCE MANAGEMENT**

**Unit-1 Management and Principles of Bank:** Banking System in India, Principles of Banking, The Banking Regulation Act, 1949, Creation of Money, Electronic Banking System, Role of Reserve Bank of India. **Principles of Insurance:** Introduction, History of Insurance Policies, Types, Policies Conditions and Principles of Insurance

**Unit-2 Management of Bank Policies:** Bank's Investment Policies, Different Loan Policies, Credit Management in Bank. **Nature of Insurance Business:** Nature of Insurance contract Insurance Contract VS Wage sing Contract, Importance of Insurance- Uses of Insurance Business.

**Unit-3 Management of Deposit and Advances.** Opening of a Account, Types of Deposit Account, Importance of CRM, Types of Advances.

**Role of Development Officer:** Meaning - Importance of Development officer, Duties of Development officer. Principles of General Insurance' Function Personal General Insurance Products, Commercial General Insurance Products.

**Unit-4 Investment Report:** Nature of Bank Investment, SLR Requirement & Investment, Nature and Significance of Investment Management, Fundamental of Security Investment. **Role of Insurance Agents:** Meaning and Definition of Agents Recruitment and selection of Agents, Training of Agents, Duties of Agents, Code of Conduct for Agents, Rights of Agents, Essential Qualifications for successful Agents, Termination of Agents.

**Unit-5 Management of Finance** Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss accounts, Balance Sheet and reports. **Management Principles in Insurance:** Management function in Insurance, hierarchy, Individual and group behaviour, Management of personnel of manager, Management process of selection, Training , Promotion etc.

### **Reference**

1. Insurance –Theory and Practice. Tripathy and Pal (PHI)
2. Principle and Practice of Insurance. Dr. P. Paniasamy (HPH).

# PG DIPLOMA IN DIETETICS AND NUTRITION MANAGEMENT

## 1ST SEMESTER

Year/ Semester	Paper	Title of the Paper	Max. Marks
1 <sup>st</sup> Sem.	PAPER-1	MANAGEMENT CONCEPTS AND PRACTICES	100
	PAPER-2	ORGANIZATION BEHAVIOUR	100
	PAPER-3	BUSINESS ETHICS	100
	PAPER-4	FOOD ,NUTRITION AND DIETETICS	100
	PAPER-5	PUBLIC HEALTH POLICY & MANAGEMENT	100

### **PAPER-1**

#### **MANAGEMENT CONCEPTS AND PRACTICES**

- Unit-1** Concept of Management, Functions, Skills of a Manager, Process of Management, Development of management ( Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo)
- Unit-2** Planning: Concept, Process, Type, Importance; Decision making: types of Decision, Process of decision making, Models & Issues.
- Unit-3** Principles of Organisation: structure & Types of Organisation; Departmentation, Decentralisation, Delegation, Span of management. Line & Staff Organisation, Matrix Organisation.
- Unit-4** Coordination and Controlling: Principle of Coordination –Process of Coordination, Control – Tools and Techniques, -MBO.
- Unit-5** Contemporary Issues: -Recent Trends and Challenges, -Role of Managers in Changing environment, -Contemporary Organisational Structure, Trends in Management, Challenges in today's global environment and competitiveness.

#### **References**

1. Essentials of Management – Koontz, O'Donnel & Wehrich (Tata Mc.Graw)- Reading in Management Peter Ducker
2. Management – Robbins & Coulter (Pearson)
3. Principles of Management – Stoner & Freeman
4. Principles of Management – Chandra Bose (PHI)

### **PAPER- 2. ORGANISATIONAL BEHAVIOUR**

- Unit-1 The Study of Organizational Behaviour:** Focus and Purpose, Nature, Scope and Development, OB Models and Models of Man.
- Unit-2 Personality:** Determinants of Personality, Theories of Personality, Individual Difference, Matching Personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and O B

**Unit-3 Learning and Behaviour Modification:** Learning process, Theories of Learning, Attitude - Characteristics and Components of Attitude, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity

**Unit-4 Motivation:** Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y, Two Factor Theory, E R G Model, Limitations and Criticisms of Motivation Theories.

**Unit-5 Leadership:** Importance, Functions, Style, Theories of Leadership, Types. Communication: Importance of communication, communication Process, Barriers to Communication, Steps for improving Communication, Transactional Analysis.

### **References**

1. Stephen P Robbins - Organization Behaviour, (PHI )
2. L M Prasad - Organizational Behaviour, (Sultan Chand)
3. R Aswathappa - Organizational Behaviour, Himalaya Pub House
4. Michael, V.P. : Organisational Behaviour & Managerial Effectiveness (S.Chand)
5. S.S.Khanka-Organisational Behaviour (S.Chand).
4. Letitia Baldrige's New Complete Guide to Executive Manners.

### **PAPER-3 BUSINESS ETHICS**

**Unit- 1 Business Ethics-** An Introduction. Business ethics and law , Ethics in the context of Globalization., Sustainability as a goal of business ethics. , Environmental perspective of business ethics, Theories of Business Ethics, normative ethical theories, virtue ethics, discourse ethics, feminist ethics.

**Unit- 2 The Indian Perspective on Ethics.** Four goals of life Dharma Artha karma mokshya , Karma Yoga and Bhagabat Gita , Vedantic View of Life & ethics of Ethics froart , Lesson Ramayana and Mahabharata views of Gandhi, Aurobindo & Vivekananda.

**Unit- 3 Ethical Leadership and Value System.** Moral and Ethics, Ethical issues for leaders. Fundamental Issues- Long Term , Goals- Good of Society and Mankind,

**Unit- 4 Ethical Issue I :** Marketing , HR, Finance

**Unit- 5 Ethical Issue II :** IT, Medical, Engineering, Public Servants Matter, Case: Oxford University press- 2007.

### **Reference-**

1. Business Ethics, Andrew Crane Dirk. The Good Struggle responsible leadership in an unforgiving world- joseph L. Badaracco Harvard Business publishing 2013. ISBN- 13978-1-4221-9164-4.
2. Business Ethics- Text & Cases- C.S.V murthy- Himalaya Publishing House- 2012 ISBN- 978-93-5051-812-0 j.
3. Professional Ethics KR Govindan S. Sen thil Kumar Anuradha Agencies 2004. Ethics in Management Vedantic Perspectives
4. S. K Chakravorty- Oxford University Press- 2006 ISBN No- 019564092-6 Indian Ethics- Modern Management mantra Kumar Dutta A. Ganjree

### **PAPER-4 FOOD ,NUTRITION AND DIETETICS**

**UNIT—1** Introduction of food and nutrition. (Definition, Function). Nutrients (Classification, Types and Functions).

- UNIT-2** Classification, Composition, Sources and Recommended allowance. Energy yielding foods (Carbohydrates and Fats). Body building foods (Proteins).
- UNIT—3** Balanced diet (Concepts and Components). Meal planning (Principles, Objectives and Factors affecting menu planning). Food groups (Importance, Nutritive value and Types).
- UNIT-4** Preparation of diet for special conditions (Infancy, Childhood, Adolescents, Pregnancy, Lactation and Old age).
- UNIT-5** Therapeutic Diets (Concept, Purpose, Principles, Classification and Factors responsible). Role and Responsibility of Doctor, Dieticians and Nurse. Dietary prescription and follow up, Counseling and Preparation of Diet chart.

**PAPER-5 PUBLIC HEALTH POLICY & MANAGEMENT**

- Unit-1** Nutritional Disorder- Concept, Causes (Insufficient food production, climatic irregularities, Soil erosion, inefficient farming, Poverty, low SES, ignorance, lack of transport and religious Custom).
- Unit-2** Nutritional Disorder and Prevention- Education in Nutrition (Rural and Urban) Types of Nutrition education – Education in mother craft, (Maternity care, Home economics, Community education), professional education- (Nursing, Dieticians Nutritionists).
- Unit-3** Natural calamity- Famine- Causes, Effects of famine, Famine relief and food requirement, Prevention of epidemics and treatment.
- Unit-4** National Nutrition Policy-SFP (Supplementary feeding programme)- Mid-day meal programme, Special Nutrition Programme, Applied Nutrition Programme, Food Security Programme (FSP) – Food for work programme, Antyodaya Anna Yojana
- Unit-5** Environmental Pollution- Introduction, Types of Pollution, Types of Pollution- Air, Water, Pesticide, soil, and its measures, Nutrition Programmes for rural people.

# **PG DIPLOMA IN FINANCIAL MANAGEMENT**

## **1ST SEMESTER**

<b>Year/ Semester</b>	<b>Paper</b>	<b>Title of the Paper</b>	<b>Max. Marks</b>
<b>1<sup>st</sup> Sem.</b>	PAPER-1	MANAGEMENT CONCEPTS AND PRACTICES	100
	PAPER-2	ORGANIZATION BEHAVIOUR	100
	PAPER-3	BUSINESS ETHICS	100
	PAPER-4	FINANCIAL ACCOUNTING	100
	PAPER-5	FINANCIAL MANAGEMENT	100

### **PAPER-1 MANAGEMENT CONCEPTS AND PRACTICES**

- Unit-1** Concept of Management, Functions, Skills of a Manager, Process of Management, Development of management ( Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo)
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- Unit-3** Principles of Organisation: structure & Types of Organisation; Departmentation, Decentralisation, Delegation, Span of management. Line & Staff Organisation, Matrix Organisation.
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**Unit-5 Leadership:** Importance, Functions, Style, Theories of Leadership, Types. Communication: Importance of communication, communication Process, Barriers to Communication, Steps for improving Communication, Transactional Analysis.

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5. S.S.Khanka-Organisational Behaviour (S.Chand).
4. Letitia Baldrige's New Complete Guide to Executive Manners.

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**Unit- 4 Ethical Issue I :** Marketing , HR, Finance

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2. Business Ethics- Text & Cases- C.S.V murthy- Himalaya Publishing House- 2012 ISBN- 978-93-5051-812-0 j.
3. Professional Ethics KR Govindan S. Sen thil Kumar Anuradha Agencies 2004. Ethics in Management Vedantic Perspectives
4. S. K Chakravorty- Oxford University Press- 2006 ISBN No- 019564092-6 Indian Ethics- Modern Management mantra Kumar Dutta A. Ganjree

### **PAPER-4 FINANCIAL ACCOUNTING**

**Unit-1** Accounting; The Language of Business; Accounting: An Information System; Users of Accounting information; Branches of Accounting; Financial Accounting; Generally Accepted Accounting Principles; Accounting Standards; The Accounting Equations; Financial Statements

**Unit-2** Recording Business Transactions: Classification of Accounts; The Double Entry System; Journal And Ledger; Process of Recording; Cash and Bank; Bank Reconciliation Statement.

- Unit-3** Trial Balance; Measuring Business Income: Revenue from sales, Cost of Goods Sold; Inventory valuation; Fixed Assets; Depreciation, Liabilities & Share holders Equities.
- Unit-4** Preparation of Financial Statements: Profit & Loss Account, Balance Sheet, Cash Flow Statement.
- Unit-5** 'Analysis and Interpretation of Financial Statements, Financial Ratios, Corporate Disclosure, Annual Report.

### **References**

1. Narayanaswamy – Financial Accounting: A managerial perspective (2<sup>nd</sup> Edn) – PHI.
2. Bhattacharya – Financial Accounting for Business Managers – PHI.
3. Meigs & Meigs :Accounting: The Basic for Business Decisions (McGraw Hill)Source and Negotiated Source,

## **PAPER-5 FINANCIAL MANAGEMENT**

**Unit-1 Financial Management** :Meaning, nature and scope of finance, Financial goal-Profit vs. wealth maximization, Finance functions- Investment, Financing and Dividend Decisions, Innovative finance functions.

**Unit-2 Capital Budgeting** : Nature of investment decisions, Investment evaluation criteria- Net present value, Internal rate of return, Payback period, Accounting rate of return, Capital rationing, Risk analysis in capital budgeting.

**Cost of Capital:**Meaning and significance of cost of capital, Calculation of cost of debit, Preference capital, Equity capital and Retained earnings, Combined cost of capital (weighted).

**Unit-3 Operating and Financial Leverage:**Measurement of leverages, Effects of operating and financial leverage on profit, Analyzing alternate financial plans, combined financial and operating leverage.

**Capital Structure Theories:** Traditional and M.M. hypotheses- Determining capital structure in practice.

**Unit-4 Dividend Policies:** Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, Dividend and uncertainty, Relevance of dividend, Dividend policy in practice, Forms of dividends, Stability in dividend policy, Corporate dividend behaviour.

**Requirement of Working Capital & Financing** :Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements, Financing of working capital, Source of working capital, Spontaneous Source and Negotiated Source,

**Unit-5 Management of Working Capital:** Dimensions of Working Capital Management, Management of Cash, Management of receivables and Management of Inventory.

### **References**

1. Van Horn : Financial Management- Pearson Education.
2. I M Pandey - Financial Management, Vikash
3. Prasanna Chandra - Financial Management, TMH
4. Khan & Jain - financial Management, Tata McGraw - Hill
5. Banerjee: Financial policy and Management Accounting (PHI)
6. Sahoo, P K - financial Management, Pen Point Communication.

# PG DIPLOMA IN HUMAN RESOURCE MANAGEMENT

## **1ST SEMESTER**

<b>Year/ Semester</b>	<b>Paper</b>	<b>Title of the Paper</b>	<b>Max. Marks</b>
<b>1<sup>st</sup> Sem.</b>	PAPER-1	MANAGEMENT CONCEPTS AND PRACTICES	100
	PAPER-2	ORGANIZATION BEHAVIOUR	100
	PAPER-3	BUSINESS ETHICS	100
	PAPER-4	HUMAN RESOURCE MANAGEMENT	100
	PAPER-5	MANAGEMENT OF CHANGE & STRATEGIC ISSUES	100

### **PAPER-1**

#### **MANAGEMENT CONCEPTS AND PRACTICES**

**Unit-1** Concept of Management, Functions, Skills of a Manager, Process of Management, Development of management ( Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo)

**Unit-2** Planning: Concept, Process, Type, Importance; Decision making: types of Decision, Process of decision making, Models & Issues.

**Unit-3** Principles of Organisation: structure & Types of Organisation; Departmentation, Decentralisation, Delegation, Span of management. Line & Staff Organisation, Matrix Organisation.

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**Unit-5** Contemporary Issues: -Recent Trends and Challenges, -Role of Managers in Changing environment, -Contemporary Organisational Structure, Trends in Management, Challenges in today's global environment and competitiveness.

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2. Management – Robbins & Coulter (Pearson)
3. Principles of Management – Stoner & Freeman
4. Principles of Management – Chandra Bose (PHI)

### **PAPER- 2. ORGANISATIONAL BEHAVIOUR**

**Unit-1 The Study of Organizational Behaviour:** Focus and Purpose, Nature, Scope and Development, OB Models and Models of Man.

**Unit-2 Personality:** Determinants of Personality, Theories of Personality, Individual Difference, Matching Personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and O B

**Unit-3 Learning and Behaviour Modification:** Learning process, Theories of Learning, Attitude - Characteristics and Components of Attitude, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity

**Unit-4 Motivation:** Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y, Two Factor Theory, E R G Model, Limitations and Criticisms of Motivation Theories.

**Unit-5 Leadership:** Importance, Functions, Style, Theories of Leadership, Types. Communication: Importance of communication, communication Process, Barriers to Communication, Steps for improving Communication, Transactional Analysis.

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1. Stephen P Robbins - Organization Behaviour, (PHI )
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3. R Aswathappa - Organizational Behaviour, Himalaya Pub House
4. Michael, V.P. : Organisational Behaviour & Managerial Effectiveness (S.Chand)
5. S.S.Khanka-Organisational Behaviour (S.Chand).
4. Letitia Baldrige's New Complete Guide to Executive Manners.

### **PAPER-3 BUSINESS ETHICS**

**Unit- 1 Business Ethics-** An Introduction. Business ethics and law , Ethics in the context of Globalization., Sustainability as a goal of business ethics. , Environmental perspective of business ethics, Theories of Business Ethics, normative ethical theories, virtue ethics, discourse ethics, feminist ethics.

**Unit- 2 The Indian Perspective on Ethics.** Four goals of life Dharma Artha karma mokshya , Karma Yoga and Bhagabat Gita , Vedantic View of Life & ethics of Ethics froart , Lesson Ramayana and Mahabharata views of Gandhi, Aurobindo & Vivekananda.

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**Unit- 5 Ethical Issue II :** IT, Medical, Engineering, Public Servants Matter, Case: Oxford University press- 2007.

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2. Business Ethics- Text & Cases- C.S.V murthy- Himalaya Publishing House- 2012 ISBN- 978-93-5051-812-0 j.
3. Professional Ethics KR Govindan S. Sen thil Kumar Anuradha Agencies 2004. Ethics in Management Vedantic Perspectives
4. S. K Chakravorty- Oxford University Press- 2006 ISBN No- 019564092-6 Indian Ethics- Modern Management mantra Kumar Dutta A. Ganjree

### **PAPER-4 HUMAN RESOURCE MANAGEMENT**

**Unit-1** Concept, Importance of HRM Emergence of HRM, Feature, Scopes, Relationship with line function, Role and functions of HR Managers, HRM Practices in India,

**Unit-2** Human Resource Planning, Concept, Need, Method and Techniques, Market and HR Planning, Recruitment: Concept, Policy and Procedures, Sources, Selections, Concept, Policy, Types, Procedures, Induction: Concept, Objective.

- Unit-3** Promotion: Purpose, types, Methods, Transfer: Concept Purpose, Types, Separation; Different Schemes and Practices. Performance Appraisal: Concept, Objective, Method. Practice with cases. Potential Appraisal: Practices with cases.
- Unit-4** Compensation Management: Concept, Objectives Wages & Salary and incentives: Types and Practices. Training & Development – Concept, Objective, Types, Methods and practices. Training Need Assessment & Evaluation
- Unit-5** IHRM Difference between Domestic and International Manager. International Recruitment Sources and Selection, Training, Types of Cross Cultural Training. Multinational performance management, International compensation system, Objectives, Approaches and practice.

### ***Books Recommended***

1. Pattanayak – Human Resource Management. (PHI)
2. Kandula – Human Resource Management in Practice with 300 models, Techniques & Tools (PHI)
3. Personnel Management and Industrial Relations – R.S. Davar: Vikash Publishing House Pvt. Ltd.
4. Human Resource Management – Subba Rao: HPH

### **PAPER-5 MANAGEMENT OF CHANGE AND STRATEGIC ISSUES**

- Unit-1** Concept of Change – Relevance for Organisation Nature, Forces & Types of Changes, I Impact on Management, Organisational Vision and Strategic Planning.
- Unit-2** Managing Change Concept– Models of Change, Process of Change, Transformation Planning, Managing Transitions, Change Agent-Role and Skills of a change Agent., Resistance to Change and minimising the resistance.
- Unit-3** Intervention Strategies: OD Model, Process, Mechanisms TQM and Other Quality improvement Programmes..Corporate Social responsibilities Issues.
- Unit-4** Understanding Culture , Cross- Cultural Issues in management. Managing people in International Firms Cross Cultural Theory (Halls & Lorange).Expatriation and Repatriation process, Cross Cultural Negotiations
- Unit-5** Merger & Acquisition (Restructuring), LPG Model, Recent Trends, EPRG Model. Globalization Approaches, Globalization and the strategies, the competency required for International Managers in implementations of change.

### ***Suggested Readings***

1. SEN GUPTA – Managing Change in Organisations (PHI)
2. Organisational Change and Development K.Singh Excel Books
3. Management of Organisational Change: K. Harigopal (Response)
4. Management of Change:Ramnarayan (Response)
5. Organisational Behaviour : Robbins (PHI)

# PG DIPLOMA IN MARKETING MANAGEMENT

## 1ST SEMESTER

Year/ Semester	Paper	Title of the Paper	Max. Marks
1 <sup>st</sup> Sem.	PAPER-1	MANAGEMENT CONCEPTS AND PRACTICES	100
	PAPER-2	ORGANIZATION BEHAVIOUR	100
	PAPER-3	BUSINESS ETHICS	100
	PAPER-4	MARKETING MANAGEMENT	100
	PAPER-5	RETAIL MANAGEMENT	100

### **PAPER-1**

#### **MANAGEMENT CONCEPTS AND PRACTICES**

**Unit-1** Concept of Management, Functions, Skills of a Manager, Process of Management, Development of management ( Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo)

**Unit-2** Planning: Concept, Process, Type, Importance; Decision making: types of Decision, Process of decision making, Models & Issues.

**Unit-3** Principles of Organisation: structure & Types of Organisation; Departmentation, Decentralisation, Delegation, Span of management. Line & Staff Organisation, Matrix Organisation.

**Unit-4** Coordination and Controlling: Principle of Coordination –Process of Coordination, Control – Tools and Techniques, -MBO.

**Unit-5** Contemporary Issues: -Recent Trends and Challenges, -Role of Managers in Changing environment, -Contemporary Organisational Structure, Trends in Management, Challenges in today's global environment and competitiveness.

#### **References**

1. Essentials of Management – Koontz, O'Donnel & Wehrich (Tata Mc.Graw)- Reading in Management Peter Ducker
2. Management – Robbins & Coulter (Pearson)
3. Principles of Management – Stoner & Freeman
4. Principles of Management – Chandra Bose (PHI)

### **PAPER- 2. ORGANISATIONAL BEHAVIOUR**

**Unit-1 The Study of Organizational Behaviour:** Focus and Purpose, Nature, Scope and Development, OB Models and Models of Man.

**Unit-2 Personality:** Determinants of Personality, Theories of Personality, Individual Difference, Matching Personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and O B

**Unit-3 Learning and Behaviour Modification:** Learning process, Theories of Learning, Attitude - Characteristics and Components of Attitude, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity

**Unit-4 Motivation:** Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y, Two Factor Theory, E R G Model, Limitations and Criticisms of Motivation Theories.

**Unit-5 Leadership:** Importance, Functions, Style, Theories of Leadership, Types. Communication: Importance of communication, communication Process, Barriers to Communication, Steps for improving Communication, Transactional Analysis.

### **References**

1. Stephen P Robbins - Organization Behaviour, (PHI )
2. L M Prasad - Organizational Behaviour, (Sultan Chand)
3. R Aswathappa - Organizational Behaviour, Himalaya Pub House
4. Michael, V.P. : Organisational Behaviour & Managerial Effectiveness (S.Chand)
5. S.S.Khanka-Organisational Behaviour (S.Chand).
4. Letitia Baldrige's New Complete Guide to Executive Manners.

### **PAPER-3 BUSINESS ETHICS**

**Unit- 1 Business Ethics-** An Introduction. Business ethics and law , Ethics in the context of Globalization., Sustainability as a goal of business ethics. , Environmental perspective of business ethics, Theories of Business Ethics, normative ethical theories, virtue ethics, discourse ethics, feminist ethics.

**Unit- 2 The Indian Perspective on Ethics.** Four goals of life Dharma Artha karma mokshya , Karma Yoga and Bhagabat Gita , Vedantic View of Life & ethics of Ethics froart , Lesson Ramayana and Mahabharata views of Gandhi, Aurobindo & Vivekananda.

**Unit- 3 Ethical Leadership and Value System.** Moral and Ethics, Ethical issues for leaders. Fundamental Issues- Long Term , Goals- Good of Society and Mankind,

**Unit- 4 Ethical Issue I :** Marketing , HR, Finance

**Unit- 5 Ethical Issue II :** IT, Medical, Engineering, Public Servants Matter, Case: Oxford University press- 2007.

### **Reference-**

1. Business Ethics, Andrew Crane Dirk. The Good Struggle responsible leadership in an unforgiving world- joseph L. Badaracco Harvard Business publishing 2013. ISBN- 13978-1-4221-9164-4.
2. Business Ethics- Text & Cases- C.S.V murthy- Himalaya Publishing House- 2012 ISBN- 978-93-5051-812-0 j.
3. Professional Ethics KR Govindan S. Sen thil Kumar Anuradha Agencies 2004. Ethics in Management Vedantic Perspectives
4. S. K Chakravorty- Oxford University Press- 2006 ISBN No- 019564092-6 Indian Ethics- Modern Management mantra Kumar Dutta A. Ganjree

### **PAPER-4 MARKETING MANAGEMENT**

**Unit-1 Introduction to Marketing:** Meaning, Importance, Core Concept, Marketing Management Process, Marketing Environment.

**Unit-2 Marketing Planning:** Identification of market, Market Segmentation, MIS, MR, Consumer Behaviour and Demand Forecasting

**Unit-3 Product Pricing Strategy:** Product, Product Classifications, Product Strategies, New Product Development, Product Life Cycle and Marketing Mix Strategy, Branding, Labeling and Packaging Strategies, Pricing Methods and Strategy.

**Unit-4 Promotion and Placement Management:** Integrated Marketing Communication (IMC) and tools of Promotion and Promotional Strategy, Meaning and Importance of Distribution System, Functions of wholesaler and retailer.

**Unit-5 Contemporary topics in Marketing:** in Practice, Marketing of Services, Rural Marketing, International Marketing and Digital Marketing and Green Marketing

### **References**

1. Philip Kotler - Marketing Management, 12th Edn , PHI
2. Sherlekar, S.A. Marketing Management, HIMALAYA.
3. Stanton : Fundamentals of Marketing.
4. Kotler & Arm Strong : Principles of Marketing ( Asian Perspective)
5. Rajan Saxena - Marketing Management, Tata - McGraw Hill
6. Ramaswarny & Namakumari - Marketing Management, McMillan

## **PAPER-5 RETAIL MANAGEMENT.**

### **Unit -1 An Overview of Retailing:**

Introduction to Retailing; Evolution of Indian Retail Industry; Emerging Sectors in Retailing; Changing Trends in Retailing; Importance in Retailing; Overview of Retail Sector; Market in Recession Worldwide; Impact on Retail Industry.

### **Unit-2 Types of Retail Stores and strategy**

Introduction to Retail Types; Department Stores; Super Markets; Chain Stores. Introduction to Retail Strategy; Location Decisions; Store Image Decisions; Market Decisions; Retail Mix and Environment Elements of Retail Mix; Retail Store

### **Unit-3 Location and Layout;**

Characteristics used in Location Analysis; Country and Regional Analysis; Trade Area Analysis; Reilly's Law; Huff's Model; Store Design and Layout General Requirements in Store Design; Exterior Design and Layout; Interior Store Design and Layout; Elements;

### **Unit-4 Retail Pricing and Merchandise Performance;**

Element of Retail Price; Developing a Pricing Strategy; Approaches to a Pricing Strategy; Merchandise Location; Analysis of Merchandise Performance; Introduction to Retail Promotion Mix; Advertisement- Elements ; Objectives; Functions of Advertising; Characteristics of Good Advertising;

### **Unit-5 Globalization and Retailing**

Introduction to Globalization and Retailing; Changing Retail Scenario; Environment and Experience;

Competitive Sales; Economic Development; Emerging New Face of Retailing; Alternative Sales Channels; Forecast Total Retail Sales; e-Retailing; e-Commerce and Retailing;



