

# **REGULATION & SYLLABUS**

**FOR**

**Post Graduate Diploma in Human Resources Management  
Post Graduate Diploma in Financial Management  
Post Graduate Diploma in Marketing Management  
Post Graduate Diploma in Tour and Travel Management  
Post Graduate Diploma in Dietetics and Nutrition Management  
Post Graduate Diploma in International Business Management  
Post Graduate Diploma in Entrepreneurship & Leadership Management  
Post Graduate Diploma in Banking and Insurance Management  
Post Graduate Diploma in Production and Operation Management  
Post Graduate Diploma in Watershed & Wasteland Management  
Post Graduate Diploma in Pharmaceutical Marketing Management  
Post Graduate Diploma in Journalism & Mass Communication  
Post Graduate Diploma in E- Commerce and E-Governance**



**DIRECTORATE OF DISTANCE & CONTINUING EDUCATION**

**UTKAL UNIVERSITY**

**BHUBANESWAR**

**FROM ACADEMIC SESSION 2006-2007**

**Regulations for Post Graduate Diplomas In**  
**Human Resources Management**  
**Financial Management**  
**Marketing Management**  
**Tour and Travel Management**  
**Dietetics and Nutrition Management**  
**International Business Management**  
**Entrepreneurship & Leadership Management**  
**Banking and Insurance Management**  
**Production and Operation Management**  
**Watershed & Wasteland Management**  
**Pharmaceutical Marketing Management**  
**Journalism & Mass Communication**  
**E- Commerce and E-Governance**

**1. Eligibility :**

- 1.1. Bachelor Degree in Commerce/ Arts/ Science/ Business Administration/ Engineering/ Pharmacy or Equivalent from a University.
- 1.2 Any student who has passed Diploma in Office Management from State Council of Vocational and Technical Education established by Govt.
- 1.3 A student may concurrently pursue any of the PG Diploma courses with any other courses on regular mode. In such cases CLC shall not be insisted upon.

**2. Duration :**

- 2.1 One year of two semester in toto.
- 2.2 Odd semester is from June to December ( i.e. 1st semester).  
The examination shall be held in tentatively the month of December.
- 2.3 Even semester is from January to May ( i.e. 2nd semester).  
The examination shall be held in tentatively the month of June.
- 2.4 A student would be required to complete the course within three academic years from the date of admission.

**3. Contact Hour :**

- 3.1 Under Personal Contact Programme,  
2 credit points :- 10 hours,  
3 credit points :- 15 hours,  
4 credit points :- 20 hours,

4. **Grading System :**

4.1.	Grade		Mark Secured from 100	Points
	Qustanding	'O'	100-90	10
	Excellent	'E'	89-80	9
	Very Good	'A'	79-70	8
	Good	'B'	69-60	7
	Fair	'C'	59-50	6
	Pass	'D'	49-36	5
	Failed	'F'	Below 36	0

**N.B. A Candidate has to secure Grade -D or above to pass in each of the Papers**

4.2. A transitory letter grade I ( carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade(s) as and when the results are complete.

4.3. A student's level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as :

**SGPA - Semester Grade Point Average**

**CGPA - Cumulative Grade Point Average**

(a) **POINT** - Integer equivalent of each letter grade

(b) **CREDIT** - Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.

**CREDIT POINT** - (b) X (a) for each course item

**CREDIT INDEX** -  $\square$  **CREDIT POINT** of course items in

**GRADE POINT AVERAGE** - **CREDIT INDEX**

$\square$  **CREDIT**

**SEMESTER GRADE POINT AVERAGE (SGPA)** =  $\frac{\text{CREDIT INDEX}}{\square \text{ CREDIT}}$  for a Semester

**CUMULATIVE GRADE POINT AVERAGE(CGPA)** =  $\frac{\text{CREDIT INDEX of all previous Semester upto a Semester}}{\square \text{ CREDIT}}$

4.4 In addition to the points marks/ percentage would also be awarded and shall also be reflected in the Mark Sheet.

5. **Repeat and Improvement :**

5.1 A student has to clear back papers ( i.e. in the paper/papers one has failed ) by appearing at subsequent two semester examinations.

5.2 A student may appear improvement in any paper / papers in the immediate subsequent examination. Only one chance can be availed. The higher mark of the two chance ( i.e. first and the improvement ) shall be valid.

6 **Hard Case Rule :**

6.1 1% of grace mark on the aggregate mark subject to maximum of 3 (three) marks in single paper taking aggregate as a subject shall be given. This shall be applicable in each semester.

## PG. DIPLOMA IN HUMAN RESOURCES MANAGEMENT

Sl.no Code	Paper Name	Credit Point	Marks Distribution			
			UU.Th	UU L/P	Int.Th.	Int.L/P
<b><u>I st Semester</u></b>						
1	Management Concept & Practices	4	70	--	30	--
2	Organisational Behaviour	4	70	--	30	--
3	Human Resources Management	4	70	--	30	--
4	Management of Change & Strategic Issues	4	70	--	30	--
5	IT in Business	4	40	30	20	10
<b><u>II nd Semester</u></b>						
6	Human Resources Planning & Development	4	70	--	30	--
7	Manageing Employee Relation & Related Laws	4	70	--	30	--
8	Management of Training & Development	4	70	--	30	--
9	International Human Resources Management	4	70	--	30	--
10	<b>Project Report &amp; Viva-voce.</b>	4	70(Preparation)		30(Presentation)	

## PG. DIPLOMA IN MARKETING MANAGEMENT

<b><u>I st Semes</u></b>						
1	Marketing Management	4	70	--	30	--
2	Market Research	4	70	--	30	--
3	Marketing Services	4	70	--	30	--
4	International Marketing Management	4	70	--	30	--
5	IT in Business	3	40	30	20	10
<b><u>II nd Semester</u></b>						
6	Consumer Behaviour	4	70	--	30	--
7	Advertising & Promotion Management	4	70	--	30	--
8	Sales & Distribution Management	4	70	--	30	--
9	Product & Brand Management	4	70	--	30	--
10	<b>Project Report &amp; Viva-voce.</b>	4	70(Preparation)		30(Presentation)	

## PG. DIPLOMA IN FINANCIAL MANAGEMENT

<b><u>I st Semester</u></b>						
1	Accounting for Decision Making	4	70	--	30	--
2	Financial Management	4	70	--	30	--
3	Merchant Banking & Financial Services	4	70	--	30	--
4	Financial Market & Institution	4	70	--	30	--
5	IT in Business	4	40	30	20	10
<b><u>II nd Semester</u></b>						
6	Security Analysis & Portfolio Management	4	70	--	30	--
7	Mergers & Acquisition	4	70	--	30	--
8	Corporate Tax Planning	4	70	--	30	--
9	International Finance	4	70	--	30	--
10	<b>Project Report &amp; Viva-voce.</b>	4	70(Preparation)		30(Presentation)	

## PG. DIPLOMA IN DIETETICS AND NUTRITION MANAGEMENT

### Ist Semes

1	Nutritional Management	4	70	--	30	--
2	Food & Meal Management	4	70	--	30	--
3	Dietic and Therapeutic Management	4	70	--	30	--
4	Dietary Care Management	4	70	--	30	--
5	IT in Business	4	40	30	20	10

### II nd Semester

6	Public Health Management	4	70	--	30	--
7	Human System Management	4	70	--	30	--
8	Microbial Management & Food Industry	4	70	--	30	--
9	Deficiency Diseases & Nutritional Management	4	70	--	30	--
10	<b>Project Report &amp; Viva-voce.</b>	4	70(Preparation)		30(Presentation)	

## P.G. DIPLOMA IN TOUR & TRAVEL MANAGEMENT

### Ist Semester

1	Management Concept & Practices	4	70	--	30	--
2	Managerial Communication Skill & Development	4	70	--	30	--
3	Cultural History of India	4	70	--	30	--
4	Tourism in Orissa	4	70	--	30	--
5	IT in Business	4	40	30	20	10

### II nd Semester

6	Tourism & Travel Trade	4	70	--	30	--
7	Hotel Management	4	70	--	30	--
8	Tourism Marketing & Event Mgt	4	70	--	30	--
9	Tour Organisation & Travel Mgt	4	70	--	30	--
10	<b>Project Report Viva-voce.</b>	4	70(Preparation)		30(Presentation)	

## PG DIPLOMA IN PRODUCTION & OPERATION MANAGEMENT

### Ist Semester

1	Production Management	4	70	--	30	--
2	Operation Management	4	70	--	30	--
3	World Class Management	4	70	--	30	--
4	Logistics Management	4	70	--	30	--
5	IT in Business	4	70	--	30	--

### II nd Semester

6	Total Quality Management	4	70	--	30	--
7	Purchasing and Material Management	4	70	--	30	--
8	Operation Production Planning & Control	4	70	--	30	--
9	Technology Management	4	70	--	30	--
10	<b>Project Report &amp; Viva-voce.</b>	4	70(Preparation)		30(Presentation)	

## PG DIPLOMA IN BANKING & INSURANCE MANAGEMENT

### I st Semester

1	Accounting for Decision Making	4	70	--	30	--
2	Financial Management	4	70	--	30	--
3	Management of Banking Companies	4	70	--	30	--
4	Management of Insurance Companies	4	70	--	30	--
5	IT in Business	4	70	--	30	--

### II nd Semester

6	Risk Management	4	70	--	30	--
7	Insurance Laws & Regulation	4	70	--	30	--
8	Banking Law & Regulation	4	70	--	30	--
9	Claims Management	4	70	--	30	--
10	<b>Project Report &amp; Viva-voce.</b>	4	70(Preparation)		30(Presentation)	

## PG DIPLOMA IN ENTREPRENEURSHIP MANAGEMENT

### I st Semester

1	Management Concept & Practices	4	70	--	30	--
2	Organisational Behaviour	4	70	--	30	--
3	Managerial Communication Skill & Development	4	70	--	30	--
4	Entrepreneurship Development	4	70	--	30	--
5	IT in Business	4	70	--	30	--

### II nd Semester

6	Financing Small Business	4	70	--	30	--
7	New Entrepreneurship Management	4	70	--	30	--
8	Entrepreneurship for Small Business	4	70	--	30	--
9	Export & Import Producing Business	4	70	--	30	--
10	<b>Project Report &amp; Viva-voce.</b>	4	70(Preparation)		30(Presentation)	

## PG DIPLOMA IN INTERNATIONAL BUSINESS

### I st Semester

1	Business & Economic Environment	4	70	--	30	--
2	International Business	4	70	--	30	--
3	International Finance	4	70	--	30	--
4	International Human Resources Management	4	70	--	30	--
5	IT in Business	4	70	--	30	--

### II nd Semester

6	International Marketing Management	4	70	--	30	--
7	Multinational Financial Management	4	70	--	30	--
8	International Business Environment	4	70	--	30	--
9	Global Capital Market	4	70	--	30	--
10	<b>Project Report &amp; Viva-voce.</b>	4	70(Preparation)		30(Presentation)	

## P.G. DIPLOMA IN HUMAN RESOURCES MANAGEMENT

### Ist Semester

#### **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 & Weihrich (Tata Mc.Graw)
- 2.Management – Robbins & Coulter (Pearson)
- 3.Principles of Management – Stoner & Freeman
- 4.Principles of Management – Chandra Bose (PHI)

#### **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





Ltd; N. Delhi

#### **4** **Management of Change and Strategic Issues**

- Unit-1** Concept of Change – Relevance for Organisation Nature, Forces & Types of Changes, Impact on Management, Organisational Vision and Strategic Planning.
- Unit-2** Managing Change - Concept, 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, TQM and Other Quality improvement Programmes.
- Unit-4** Corporate Social responsibilities Issues, Cross- Cultural Issues in management.
- Unit-5** Merger & Acquisition (Restructuring), LPG Model, Recent Trends, EPRG Model.

#### **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)

#### **5. Information Technology in Business**

- Unit – 1 Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing,
- Unit - 2 Hardware & Software:** Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory , Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language
- Unit – 3 Modern Information Technology:** Basic Application of LAN, and WAN, Internet, Intranet and Extranet. Internet Technologies, Communication Technologies, Multimedia.
- Unit-4 Introduction to Operating System:** Evolution of Operating System, Functions of Operating System, Definition and Types of Operating System, Practical Application of Windows Operating System.
- Unit-5 (LAB)**
- Working with Text, Menu Commands, Tables, Checking Spelling and Grammar, Mail Merge etc.

Working with Worksheet, Working with Power Point

## **References**

Rajaraman – Introduction to information technology by Rajaraman

Computer Fundamentals by Pradeep K. Sinha, Priti Sinha BPB Publications.

Introduction to Information Technology, IITL Education Solutions Limited, PEARSON Education.

Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

## **II Semester**

### **6**

### **Human Resources Planning & Development**

**Unit-1** HRP concepts, importance, objective, type of HR plan, HRP approaches, (Social demand approach, rate of return approach and man power requirement approach).

**Unit-2** HRIS importance, types, sources, and procedure of maintaining HRIS, Human Resource reporting, HR audit and HR accounting.

**Unit-3** HRD, Concept system, HRD matrixes climate, elements,

**Unit-4** HRD Interventions, Quality of Work life, Models

**Unit-5** Career planning concept objective process Career planning and Career development, Career planning Vs Succession planning.

## **References**

1.Pattanayak – Human Resource Management – PHI

2.Manpower Planning and Development –Excel Publisher.

3.Kandula – Strategic Human Resource Development – PHI.

4.Arthur, M Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991

5.Belkaoui, A R and Belkaoui, J M Human Resource Valuation; A Guide to Strategies and Techniques Greenwood, Quorum Books, 1995

6.Dale, B Total Quality and Human Resources ; An Executive Guide, Oxford, Blackwell 1992

7.Greenhaus, J H Carrer Management, New York, Dryden, 1987

8.Thomson, R and Mabey, C, Developing Human Resources, Oxford, Buffterworth - Heinemann 1994

### **7**

### **Managing Employee Relation & Related Laws**

**Unit-1** Industrial relations concept and scope, approaches to IR, Different actors & role of state in IR, legal frame work of IR, Collective Bargaining, concept scope and values, Collective Bargaining

in India, worker participation management, concept approaches factors promoting WPM and Practice of WPM in India, Quality Circle

**Unit-2** Labour legislation, need, objective, scope, growth, growth of labour legislation in India, impact of ILO & LL

Protective and regulative labour legislations, factory Act 48, Mines Act-1952.

**Unit-3** Legislation concerning wages and bonus, Payment of Wages Act -1936, Minimum Wages Act-1948, Payment of Bonus Act-1965, Equal Remuneration Act-76,

**Unit-4** Legislation concerning Industrial Relations: Industrial Dispute Act -1947, Trade Union Act-1926, Industrial Employment and standing order Act 46

**Unit-5** legislation concerning social security, Workmen's compensation act 1923, Employee state insurance act 1948, Employees Provident fund act 1952, Maternity Benefit act 1961, Payment of gratuity act 1972, and Misc. Act 1996.

**Reference Study:**

1. Gomez –Mejia – Managing Human Resource –PHI
2. Seperich & Mccalley6 – Managing Power and People – PHI

## **8 Management of Training and Development**

**Unit -1** Concepts of training, comparison between training and development, concept of skill up gradation different aspects of trainings

Concept of learning, techniques of learning, adult learns principles and pedagogy, designing a learning environment

**Unit-2** Concept of training need; identification of training need, methods of training and techniques of training, on the job, off the job, lecture, role play , case study, vestibule training, simulation techniques, in basket exercise, syndicate method, T group training, psychological lab, business game, activity based training, programme instruction training Choosing the right training techniques

**Unit-3** Training aids; different type of training aids choosing the appropriate training aids

Training module; concept, dimension and designing an appropriate training module

**Unit-4** Administrative procedure for training; Training file, need assessment form, feedback form, format for request letter for trainers and trainees, there certificate of participation and learning diary

Training Calendar, Training Policy

**Unit-5** Evaluation of Training effectiveness, assessment criteria

**Reference Studies:**

- 1.FORD- Bottom Line Training – How to Design and Implement Successful Programs that boost profits –PHI.
- 2.Dr. B. Rathan Reddy “Effective HR Training and Development Strategy” HPH

**9** **International Human Resource Management**

**Unit-1** IHRM Difference between Domestic and International Manager, Issues in IHRM, Developing International Strategy, Understanding Culture, its coverage, determinants, Cross Cultural Theory (Halls & Lorange).

**Unit-2** Cross Cultural Negotiations, Planning and preparation parameter, Types and Strategy of Organisational Culture.

**Unit-3** International Business and IHRM: Approaches, Globalisation Approaches, Globalisation and the strategie, the competency required for International Managers.

**Unit-4** International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross Cultural Training. Multinational performance management, Developing International staff and Multinational Team.

**Unit-5** International compensation system, Objectives, Approaches and practice, Expatriation and Repatriation process, Managing people in International Firms.

**Reference Studies**

- 1.S.C.Gupta Text Book of IHRM. McMillan.
- 2.Punnett- International Perspectives on Organisational Behaviour and Human Resource Management (PHI)

**10** **Project Report & Viva-voce.**

For detail guide line visit the website [www.ddceutkal.org](http://www.ddceutkal.org)

## P.G. DIPLOMA IN MARKETING MANAGEMENT

### 1st Sem

#### 1                                 Marketing Management

**Unit – 1**        **Introduction to Marketing:**Meaning, Importance, Scope, Core Concept, Marketing Management Process, Marketing in Economic Development Process, Marketing Environment.

**Unit – 2**        **Marketing Planning:**Identification of market, Market Segmentation, MIS, and M.R. Studying of Consumer Behaviour.

**Unit – 3**        **Product Pricing Strategy:**Product, Product Classifications, Product Strategies, Product Life Cycle and Marketing Mix Strategy, Branding, Levelling and Packaging Strategies, Methods of Pricing and Strategy.

**Unit – 4**        **Promotion and Placement Management:**Meaning, importance, scope and tools of Promotion and Promotional Strategy, Meaning and Importance of Distribution System, Strategic functions of whole seller and retailer.

**Unit – 5**        **Strategic Marketing:**in Practice, Marketing of Services, Rural Marketing, International Marketing and Cyber Marketing.

#### **References**

- 1.Sherlekar, S.A. Marketing Management, HIMALAYA.
- 2.Philip Kotler - Marketing Management, 12th Edn , PHI
- 3.Rajan Saxena - Marketing Management, Tata - McGraw Hill
- 4.Ramaswarny & Namakumari - Marketing Management, McMillan

#### 2                                 Market Research

**Unit-1**        Marketing Research (MR): Its Nature and Scope, Use of Research in Marketing, MR Agencies in India, MR and Marketing, MR Process, Problem Identification and Defining Objectives.

**Unit-2**        Research Design: Meaning and Importance, Types of Research Designs- Exploratory, Descriptive, Casual, Experimental, Case Studies, Designing a Research.

**Unit-3**        Measurement and Scaling Techniques- meaning and Importance of Scales, Developing the Scale, testing and Description of Different Types of Scales.

Obtaining and Organising Data- Sources of Data, Methods of Collection of Data, Questionnaire

Design.

- Unit-4** Sampling - Methods, Procedures and Importance, Determination of Sample Size.  
Data Processing and Data Analysis- Editing, Coding, Classification, Presentation and Inference  
Drawing.
- Unit-5** Data Analysis : Univariate and Multivariate, Parametric and Non-parametric Test, Chi-square Tests, T-Tests, Z-Tests, ANOVA, Multivariate Analysis- Multiple Regression, Factor Analysis, Clustering, Multidimensional Scaling, Conjoint Analysis and their Application.

**Suggested Readings:**

1. Paul E. Green and Tull :- Research for Marketing Decisions- PHI, New Delhi.
2. C. R. Kothari- Research Methodology.
3. Ramanuj Majumdar- Marketing Research-Wiley Eastern Ltd.

**3** **Marketing Services**

- Unit-1** Marketing of Services - Concepts and Issues - Conceptual Framework - Services Marketing : Basic Issues - Designing Service Strategy .
- Unit-2** Marketing of Financial Services : The Indian Scene - Branding and Advertising of Financial Services - Consumer Banking. - Credit Card in India.
- Unit-3** Marketing of Hospitality Services : Concepts & Issues : Marketing of Hospitality and Tourism Services - Management and Marketing of Tourism in India- Hospitality Marketing : A Special Case in Services Marketing.
- Unit-4** Marketing of Health Services : Health Services : The Indian Scene - Marketing of Family Planning - Marketing of Cardiac Care - Marketing of Health Services
- Unit-5** Marketing of Education and Professional services : Marketing of Educational Services - Professional Education : Marketing of Services - Marketing of Professional support Services : Implications for Advertising Agencies - Indmark - The Trademark Research Group (A). Marketing of Logistics- Marketing approach in India - Is the Consumer Always Right?

**REFERENCE BOOKS :**

1. The Essence of Services Marketing : Christopher Love Lock ;
2. Marketing of Service : Ravi Shankar (Ed) ;
3. Marketing of Services : The Indian Experience : JHA , S.M.

4.Services Marketing ; Adrian Palmer

5.Services Marketing : Principles and Practice ; Kotas R., 1985,

6.Marketing Orientation in the Hotel and Catering Industry, Hawkings, Shafer & Roverstood (ed) ,  
tourism Marketing and Management Issues.

## **4**

### **International Marketing Management**

**Unit-1** Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences Between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing, Changes of Development into Global Marketing

**Unit-2** Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment.

**Unit-3** Indian Foreign Trade: Indian Trade Policy, Recent Transit in India's Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India

**Unit-4** Identification of Foreign Markets: Product Planning for Exports, Export Pricing, market Entry and Overseas Distribution System, Promoting Products, Internationally Role of WTO

**Unit-5** Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures

#### **References**

1.R Srinivasan, International Marketing, Prentice Hall of India, New Delhi

2.Onkvisit & Shaw – International Marketing: Analysis and Strategy. (PHI)

3.Keegan, Global Marketing Management, PHI

4.Rathore & Rathore, International Marketing, Himalaya Publishing , New Delhi

5.Gitman, Global Marketing, Pearson

6.Francis Chernnilam, International Marketing, Himalaya Publishing Home

## **5. Information Technology in Business**

**Unit – 1 Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital

Management, Mobile Computing,

**Unit - 2 Hardware & Software:** Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory , Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language

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**Unit-5 (LAB)**

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### **References**

- 1.Rajaraman – Introduction to information technology by Rajaraman
- 2.Computer Fundamentals by Pradeep K. Sinha, Priti Sinha BPB Publications.
- 3.Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
- 4.Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

## **IInd Semester**

### **6 Consumer Behaviour**

**Unit-1:** Introduction: the application of consumer behaviour, principle to strategic marketing, Consumer Research, Consumers Psychographics; Constructing a Psychographic inventory, application of psychographic analysis

**Unit-2:** The nature of consumer's attitude; structural models of attitudes, measurement of attitudes, social class and consumer behaviour; the measurement of social class, life style profiles of the social classes

**Unit-3:** The influence of culture on consumer behaviour, characteristics of culture, the measurement of culture personal influence and the opinion leadership process; measurement of opinion leadership

**Unit-4:** Consumer Decision making; Four view of consumer - Economic man, Passive Man, Cognitive



Man, Emotional Man, Consumer Decision Process, Comprehensive Models of Consumer Decision Making; Nicosia Models Howard - Sheth Model, Engel - Kollat - Blackwell Model.

**Unit-5:** Diffusion of innovations; the diffusion process, the adoption process, a profile of the consumer innovator consumer behaviour, application for profit and Non profit service Organisation

### **References**

- 1.Solomon –Consumer Behaviour-Buying, Having & Being. PHI.
- 2.Assael H Consumer Behaviour and Marketing Action, Ohio, South Westem, 1995
- 3.Engle, J F etc Consumer Behaviour Chicago, Dryden Press, 1993
- 4.Howard, John A etc consumer Behaviour in Marketing Englewood Cliffs, New Jersey, Prentice Hall Inc , 1989
- 5.Hawkins, D I etc Consumer Behaviour, Implications for Marketing Strategy, Texas, Business, 1995
- 6.Mowen, John C Consumer Behaviour, New York, MacMillan, 1993
- 7.Schiffman L G and Kanuk, L L Consumer Behaviour, New Delhi, Prentice Hall of India, 1994 (7<sup>th</sup> Edn)
- 8.Kardes-Consumer Behaviour and Managerial Decision Making (2<sup>nd</sup> ) PHI

## **7 Advertising and Promotion Management**

**Unit-1:** Advertising and the marketing process, Media planning and selection, Campaign planning and lunning.

**Unit-2:** Message designing and development. Advertising budgeting, Corporate Advertising.

**Unit-3:** Client-Agency Relationship - The role and working of an Ad Agency.

**Unit-4:** Measurement of Advertisement Effectiveness - DAGMAR Approach. Pre-Testing, Post-Testing Techniques of measuring Ad. Effectiveness.

**Unit-5:** Sales Promotion- Consumer Promotion, Dealer Promotion, Sales Force Promotion. Sales force planning and execution. Recent trends. Elementary knowledge of public relations.

### **References**

- 1.Sharma & Singh –Advertisng, Planning & Implementaion – PHI
- 2.Wells, Burnett, Moriarty – Advertising –Prin & Practice. PHI.
- 3.Chunawalla and Sethia - Advertising Management –(HPH)
- 4.S.A.Chunawala - HPH

## **8      Sales & Distribution Management**

**Unit-1:** Introduction to Sales Management- Understanding Basics of Selling- Meaning, Importance and Scope, Selling, Salesmanship, Selling Process, Selling Skills

**Unit-2:** Sales Organisation and Territory Management- Importance of Sales Organisation, Types of Sales Organisation, Rates, Responsibilities of Sales Manager, Sales Forecasting and Budgeting, Territory Management, Sales Quotas, Sales Displays and Sales Promotion

**Unit-3:** Sales Force Management- Meaning, Importance of Sales Force, Recruitment, Selection of Sales Force, Training, Compensation, motivation, Performance Education and Controlling of Sales Force

**Unit-4:** Distribution Management- Introduction to Indian Distribution System, Factors in Designing Strategic Distribution System, Logistics, Managing Physical Distribution System

**Unit-5:** Management of Channels of Distribution - Meaning and Importance of Channel Members, Designing Channel Strategies, Management of Whole selling, Management of Retailing, Horizontal and vertical Marketing System

### **References:**

1. STILL, Cundiff, Govoni – Sales Management : Decision, Strategies & cases (5<sup>th</sup> Edition) PHI.
2. R L Spiro, W J Stanton, G A Rich “Management of a Sales Force”, Tata McGraw Hill Publication
3. D Jobber and L Lancaster, “Selling and Sales Management”, Pearson Publishing House
4. Chunawalla, “Sales Management”, Himalayan Publishing House
5. S L Gupta, “Sales Distribution Management”, Excel Book
6. T Panda, S Sahadevan, “Sales and Distribution Management”, Oxford
7. Das Gupta- Sales Management – In the Indian Perspective, PHI.

## **9                      Product & Brand Management**

**Unit-1**              New Product development process, Research techniques used in the process, Product development strategies: Idea generation, Concept, Concept testing, Concept evaluation, Product testing, Pre-test Marketing and Test Marketing, Launching strategies for new Product

**Unit-2**              Product lifecycle Management, Production Portfolio Analysis and Management, Industrial Products and Consumer Products, Shopping (Durable) goods and services and convenience

(FMCG) goods and services, Specially goods and services

**Unit-3** Understand Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value addition from Branding - Brand - customer Relationships, Brand Loyalty and Customer Loyalty

**Unit-4** Managing Brands; Brands Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio; Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change

**Unit-5** Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands

**References:**

- 1.Majumdar-Product Management in India –PHI.
- 2.Aaker, David, A, Managing Brand Equity, New York, Free Press, 1991
- 3.Cowley, Don, Understanding Brands London, Kogan Page, 1991
- 4.Czemiswsky, Richard D & Michael W Maloney Creating Brand Royalty AMACOMNY, 1999
- 5.Kapferer, J N Strategic Brand Management, New York, Free Press, 1992
- 6.S.A.Chunawalla. “Product Management”. HPH.

**10** **Project Report & Viva-voce.**

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**P.G. DIPLOMA IN FINANCIAL MANAGEMENT**

**1st Semester**

**1**

**Accounting for Decision Making**

- 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.Meigs & Meigs :Accounting: The Basic for Business Decisions (McGraw Hill)
- 2.Bhattacharya & Dearden : Accounting for Management: Text and Cases (Vani)
- 3.Juneja, Saxena & Chawla : Accounting: Theory & Practice (Kalyani)
- 4.Prasanna Chandra : Managers Guides to Finance to Accounting (Tata McGraw Hill)
- 5.Grewal, T S : Introduction to Accountancy (S Chand)
- 6.Ashok Banerjee : Financial Accounting: A Managerial Emphasis(Excel Books)

## 2 **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, Pay back 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 earning, 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. Banerjee: Financial policy and Management Accounting (PHI)
2. Prasanna Chandra - Financial Management, TMH
3. Sahoo, P K - financial Management, Pen Point Communication
4. I M Pandey - Financial Management, Vikash
5. Chandra Bose: Financial Management (PHI)

## 3 Merchant Banking & Financial Services

**Unit-1** Financial Services: Introduction, Role & Functions.

Merchant Banking: Concept, Functions, Growth, Policy Measures, SEBI Guidelines, Future of Merchant Banking in India.

**Unit-2** Lease: Meaning, importance, types, evaluation of lease form the point of view of leaser and leases, leasing vs. Buy Decision.

Hire Purchase and instalment credit, types. Housing Financial: Sources and policies for housing finance.

**Unit-3** Mutual Funds: Concept, different schemes, advantages, UTI: Objective, functions, Regulation of Mutual Fund, Role of UTI in Industrial Finance.

Venture Capital: Concept, and developments in India, Process and methods of financing

**Unit-4** Factoring, Forfeiting, Credit Rating: Meaning and necessity methodology of credit rating.

Factoring, Forfeiting,

**Unit-5** Merger and acquisitions: Merger and take over, Main highlights, take over by bids and acquisitions, guiding principles, BIFR & Merger.

Insurance Sector: Objective, Role, investment practice, IRDA: Role and Functions.

**Reference:**

1. Banking By Gordon and Natrajan.

#### **4 Financial Market & Institutions**

**Unit-1** **Financial System:** Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System, & Economic Development, Financial Sector Reforms.

**Unit-2** **Capital Market:** Constituents, Functions, Capital Market instruments, New issue Market, Private Placement, Security Exchange Board of India, Regulation and Investor Protection

**Unit-3** **Secondary Market:** Stock Exchange; Rules & Regulation of Trading & Settlement, Stock Market Reforms, Listing of Shares, Depositories System.

**Unit-4** **Money Market:** Constituents and functions , Types of Money Market, Government Security Market, Money Market Instruments, Regulations of the Money Market

**Unit-5** **Financial Institutions:** Reserve Bank of India, Commercial Banks, Developmental Financial Institutions, Investment institutions, Role & Functions.

**Reference Studies**

1. Shashi K. Gupta, Nisha Aggarwal, Neeti Gupta, "financial Institutions and Markets" –Kalyani Publishers

2. Fabozzi & Modigliani – Capital Markets Institutions and Instruments (3<sup>rd</sup> Edn) – PHI.

#### **5. Information Technology in Business**

**Unit – 1** **Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing,

**Unit – 2** **Hardware & Software:** Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory , Communication Devices, Configuration of Hardware Devices and their

Applications, Software, Different types of Software, Programming Language

**Unit – 3 Modern Information Technology:** Basic Application of LAN, and WAN, Internet, Intranet and Extranet. Internet Technologies, Communication Technologies, Multimedia.

**Unit-4 Introduction to Operating System:** Evolution of Operating System, Functions of Operating System, Definition and Types of Operating System, Practical Application of Windows Operating System.

**Unit-5 (LAB)**

Working with Text, Menu Commands, Tables, Checking Spelling and Grammar, Mail Merge etc.  
Working with Worksheet, Working with Power Point

**References**

- 1.Rajaraman – Introduction to information technology by Rajaraman
- 2.Computer Fundamentals by Pradeep K. Sinha, Priti Sinha BPB Publications.
- 3.Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
- 4.Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

**IInd Semester**

**6 Security Analysis & Portfolio Management**

**Unit-1** Introduction to Portfolio Management: Risk & Return in a Portfolio, Markowitz Model, Two & Multi Assets Portfolio, Sharpe Model.

**Unit-2** Portfolio Selection Process : Optimal Portfolio, Concept & Determination, Utility Theory, Indifference Curve, Capital Assets Pricing Model & Arbitrage Pricing Theory, Efficient Market Hypothesis.

**Unit-3** Building Fixed Income Security Portfolio- Bond VALUATION: Yield to Maturity, Duration & Immunisation, Valuation of Convertibles & Warrants, Bond Management Strategies

**Unit-4** Fundamental Analysis : Economic, Industry, Company & Environment Analysis, Technical Analysis, Volume & Price Trends, Tools of Analysis, Derivative Instruments, Forward Futures, Options & Swaps

**Unit-5** Evaluation of Portfolio Performance- Framework of Evaluating Performance, Measures of Portfolio Performance, Reward to Variable Measure, Measure Problems with Portfolio Management

## References

1. Kevin – Security Analysis and Portfolio Management - PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey
4. Jordan and Fisher - Security Analysis and Portfolio Management, Prentice-Hall
5. Fuller and Farrell - Modern Investments and Security Analysis, McGraw-Hill
6. SAPM – VA Avdhani.

## **7** **Mergers and Acquisition**

### Unit - 1

Introduction, Stages (5-S) of M & A, Historical Development of M&A, Different perspectives of M&A.

### Unit - 2

Defining success of M&A, Sources and limits of value creation in -horizontal mergers, Consolidating fragmented industries, Vertical mergers, Conglomerate acquisitions (Introduction).

### Unit - 3

Cross Border Acquisition, Leverage buyouts, Acquisition Decisions, and management acquisition decisions.

### Unit - 4

Sources of value in acquisitions, PER model

Business Combinations, Types

### Unit - 5

Post-acquisition integration and organisational learning, audit,

Meeting the challenges of mergers and acquisitions

## References

1. S. Sudarsanam ,Creating Value from Mergers and Acquisitions (Pearson)
2. S. Shivaramu, Corporate Growth through Mergers & Acquisition, Response.
3. S. Ramanarayan, Mergers et.al, TMH.
- 4.

## **8** **Corporate Tax Planning**



**Unit - 1** Tax planning concept, tax planning in different organizations, Concept of capital and revenue, income, receipt and expenditure; computation of income for corporate form of organizations, deductions and reliefs, rebates, exemptions, recent development.

**Unit - 2** Business expenditure and tax planning, Depreciation and tax planning, Capital gains and tax planning.

**Unit – 3** Tax planning for new industries, export oriented units, holding company and subsidiary company, new projects in infrastructure like power, telecom, incentives for new project.

**Unit – 4** Tax Planning for foreign companies, foreign collaborations, foreign technicians, Amalgamation, Mergers.

**Unit – 5** Administration - Income Tax Authorities, Assessment, Procedures, Tax payment, interest penalties, MAT, search and seizure, Appeals and Remission.

#### **References**

- 1.R. N. Lakhotia & S. Lakhotia - Corporate Tax Planning, Vision Books.
- 2.R. N. Lakhotia - Tax Planning for Non-Resident Indians, Vision Books.
- 3.R. N. Lakhotia - Dictionary of Business Expenditure, Vision Books.
- 4.V. K. Singhanian - Direct Taxes, Planning and Management, Taxmann's Publication.

## **9 International Finance**

**Unit-1 International Monetary and Finance System:** Importance of international finance, Bretton woods conference and afterwards, European monetary system – Meaning and Scope.

**Balance of payment and International Linkages:** Balance of payments and its components, International flow of Goods, Services and Capital.

**Unit-2 Foreign Exchange Markets:** Determining exchange rates, fixed and flexible exchange rate system, Exchange rate theories, Participants in the foreign exchange markets, Foreign exchange market spot markets, Exchange rate quotes, LERMS, Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts, Foreign exchange and currency possession, Information and Communication, Foreign exchange trades.

**Unit-3 Foreign Exchange Risk:** Transaction exposure, Transaction exposure and Economic exposure, Management of exposures – Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques.

**Management of Risk in Foreign Exchange Markets:** Forex derivatives – Swaps, Future and Option and Forward Contracts.

**Unit-4 International Capital and Money Market and Instruments:** Salient features of different international markets, GDRs, ADRs, IDRs, Eurobonds, Euro loans, CPs, Floating rate Instruments, Loan syndication and Euro deposits.

**Unit-5 Multilateral Finance Institutions:** Role of IMF, IBRD and other development banks, International investors and foreign investment institutions.

#### **Reference Studies**

5. Sharan – International Financial Management – PHI

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### **P.G. DIPLOMA IN DIETICS & NUTRITION MANAGEMENT**

#### **1st Semester**

#### **1. Nutritional Management**

**Unit-1 Introduction and definition of food and nutrition. Functions of food and nutrition on health.**

**Aspects of health and nutrition.**

**Unit-2**        **Nutrients- Classification of Nutrients. Types of Nutrients- Carbohydrates, Fats and oils, Proteins, Vitamins, Minerals & Water. Functions of Nutrients.**

**Unit-3**        **Energy Yielding foods - Carbohydrates and fats and oils, Classification, Composition, Sources, Recommended Allowance as per ICMR.**

**Unit-4**        **Body building foods.**

Proteins –It's Classification, Composition, Sources, Recommended Allowances as per ICMR and Role of Complete protein.

**Unit-5**        **Protective and Regulatory foods - Vitamins and Minerals, Classification, Composition, Sources, Recommended Allowances as pr ICMR.**

**Reference:**

1. Food & Nutrition by Arya Publication

## **2. Food and Meal Management.**

**Unit-1:**        **Food Groups - Five Basic Food groups, Seven Basic Food groups, Three Basic food groups as per ICMR. Basic food groups – Their Nutritive Value.**

Milk and Milk Products

Fish, Meat, Egg.

Cereals.

Oils, Butter, Sugar, Jaggery.

Pulses.

Vegetables and Leafy Vegetables.

Fruits

Roots and Tubers.

**Unit-2**        **Cooking, Objectives of Cooking, Methods of Cooking, Nutritional aspects of Cooking, Importance of Microwave Cooking and Solar Cooking. Effects of Cooking on Food.**

**Unit-3**        **Meal Management –Principles and Objectives, Concept of Balanced diet and it's components.**

**Unit-4**        **Meal Planning -Principles, Objectives, Preparation of Menu, Planning of meal for Special Conditions-**

i. Infancy,

- ii. Childhood,
- iii. Adolescents
- iv. Pregnancy
- v. Lactation
- vi. Old age

**Unit-5** Diet Planning as per income and activity, Factors affecting menu planning, Preparation of Menu for

- i. High income,
- ii. Middle income
- iii. Low income
- iv. Sedentary
- v. Moderate
- vi. Heavy

**Reference:**

Food & Nutrition by Arya Publication

**3. Dietetic and Therapeutic Management.**

**Unit-1** Therapeutic Diet – Concept, Purpose, Principles, Classification, Factors Responsible for Therapeutic nutrition.

**Unit-2** Dietary Modification – Objectives, Types of Modified diet, Modification of Normal diet, Routine Hospital Diet, (Regular diet, Light diet, soft diet, Full diet and Tube feeding)

**Unit-3** Diet for Dietary health hazards & Diseases  
 Febrile Condition, Infections and Surgical Conditions, Peptic Ulcer, Artherosclerosis, Hypertension, Renal Problem, Diabetic Mellitus, Causes, Aetiology and symptoms.

**Unit-4** Planning of therapeutic diet- Normal diet, liquid diet, Soft diet, low calorie and High Calorie diet, Dietary principles and dietary treatment.

**Unit-5** Planning of balanced diet for diseases – Peptic Ulcer, Cirrosis of lever, diabetic Mellitus, hypertension, Nephritis.

**Reference:**

1. Nutrition and Dietetics by Subhangini Joshi.

by M. Swaminathan V I & II

#### **4** **Dietary Care Management**

- Unit-1** Introduction to dietary Care, Planning and implementing dietary Care, Dietary Prescription and follow-up. Preparation of diet chart. Dietary Management (pre and post) operative care.
- Unit-2** Role of dietician, Interpersonal relationship with patient and diet counselling. Factors affecting family diet Counselling.
- Unit-3** Assessment of nutritional status, methods of assessing nutritional status. Population sampling, data collection, anthropometric measurements, clinical examination, Radiological and biophysical deficiencies and Biochemical assessment.
- Unit-4** Food Fadism and faulty Food Habits – Types of beliefs (Geographic, Religious, Traditional, Food fads and cults and changing food habits), Psychology of patient, and assessment of patient need.
- Unit-5** Diet and Nutritional Counselling - Pre School Children; adolescent girl, Importance of snacks for school going children, Causes and physiological need.

#### **Reference:**

Nutrition and Dietetics by Subhangini Joshi

#### **5** **Information Technology in Business**

- Unit – 1** **Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing,
- Unit – 2** **Hardware & Software:** Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory , Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language
- Unit – 3** **Modern Information Technology:** Basic Application of LAN, and WAN, Internet, Intranet and Extranet. Internet Technologies, Communication Technologies, Multimedia.
- Unit-4** **Introduction to Operating System:** Evolution of Operating System, Functions of Operating System, Definition and Types of Operating System, Practical Application of Windows Operating System.
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- 1.Rajaraman – Introduction to information technology by Rajaraman
- 2.Computer Fundamentals by Pradeep K. Sinha, Priti Sinha BPB Publications.
- 3.Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
- 4.Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

## **2nd Semester**

### **6. Public Health 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 customs).

**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** Drugs and Nutritional Status – Types of drugs, Effects of drug action on nutritional status, Importance of drugs for patients. Immunisation from birth to adulthood period.

**Unit-5** Environmental Pollution – Introduction, Types of pollution, Types of pollution - Air, Water, Pesticide, soil, and its measures. Nutrition Programmes for rural people.

#### **Reference:**

- 1.Dietetics Management by Proudfit and Robinson

### **7. Human System Management**

**Unit-1** Introduction to human body, Cell –Structure, Characteristics, Reproduction, Function.

**Unit-2** Respiratory System – Structure and functions of respiratory Organs (Nose, Larynx, Trachea, Bronchi and Lungs) Types of respiration – Pulmonary and Tissue.

**Unit-3** Digestive System – Structure and functions of digestive Channel (Teeth, Tongue, Salivary Gland, Liver, Pancreas, Gall Bladder, Oesophagus, Stomach, Small and Large intestine), Digestion and absorption of nutrients – Proteins, fats and carbohydrates.

**Unit-4** Circulatory System – Blood – Composition, Functions, Blood Clotting, Blood Groups, Blood vessels, Heart – Structure, Functions, Blood pressure, pulse rate and Cardiac Cycle.

**Unit-5** Excretory System - Structure and function, renal organs-Kidney, Ureter, Urinary bladder, Composition and formation of urine.

**Reference:**

1. Anatomy and Physiology by Pearce.

**8. Microbial Management and Food Industry.**

**Unit-1** Introduction to Microbiology, General Characteristics of Micro organism, Types of Micro organisms in Food Industry - Bacteria, Fungi, Virus, Algae, Moulds, Yeasts, Parasites.

**Unit-2** Food degradation - Introduction, Definition, Factors influencing the growth of microorganisms, Control of microorganisms, symptoms of degradation –Fresh, Dry and preserved foods.

**Unit-3** Control of food quality  
-Indian Standards (Compulsory Standards, Voluntary Standards, Agmard, I.S.I, and F.P.O., Adulteration, Misbranding, Municipal health laws.

**Unit-4** Food Technology (Chemical and Radiation Hazards).  
Chemical Hazards - Preserving agents, colouring agents, Sweetening agents, Flavouring agents, Anti oxidants, Pesticides, Antibiotics,  
Radiation Hazards - Irradiation of food, and natural radiation (Fall-Out, Iodine-131, Strontium-90, Cesium-137)

**Unit—5** Infective agents in food  
-Chemicals, Antibiotics, Metal Contamination, Tonic foods, Criteria's for receiving safe food.

**Reference:**

1. Health and Hygiene and Sanitation by S.Rodey.

**9. Deficiency Diseases and Nutritional Management.**

- Unit-1** Nutritional Status-Introduction, Types, Nutritional deficiencies – Under Nutrition and Malnutrition. (PEM, Kwashiorkor, Marasmus)
- Unit-2** Vitamin and Mineral deficiency- Xerophthalmia, Beriberi, Scurvy, Rickets, Anaemia, Goitre.
- Unit-3** Dietary hazards – Diabetic Mellitus, Nephritis, Hepatitis, Cirrhosis of Liver, Peptic Ulcer, Constipation Hypertension. (Aetiology, Causes, Physiological Complications, Dietary emphasis)
- Unit-4** Food borne illness –food poisoning, Food infection, Bacterial food poisoning, parasitic infestations etc. Food Allergy – Types Causes, Dietary emphasis during allergy condition.
- Unit-5** Preparation of diet as per the ICMR recommendations, Diets for special conditions, infancy, Childhood, Adolescents, Pregnancy, Lactation Period, Old age, Food exchange list for special conditions.

**Reference:**

- 1.Health and Nutrition by B.Srilakshmi.
- 2.Dietetics Management By Prodfit and Robinson.

**10**

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**P.G. DIPLOMA IN TOURS AND TRAVELS MANAGEMENT**

**1st Semester**

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

## **2. Managerial Communication Skill and Development.**

**Unit-1 Introduction to Official Documentation and Business Communication.**Basic Concepts of Business Communication, Principles of Good Writing, Format and Types of Business Letter. Procedure of Filing and File movements, E-filing.

**Unit-2 Managerial Communication (Written)**  
Official Letters, Memos, Notice, Circular, Letter Relating to Personnel Department, Correspondence with Banks, E-Mails, Fax, Correspondence With Media, Drafting of Advertisements, Report Writing.

**Unit-3 Business Etiquettes and Executive Manners.**  
Etiquette in office, Meetings, Seminars and Conferences, How to dress up according to the occasion, Dress Code, table manners, dining etiquettes, Elevator Etiquettes, Electronics Etiquettes.

**Unit-4 Succeeding in Job Interviews**  
Writing a C.V. and Cover Letter, JOB INTERVIEWS, Over-coming Common Mistakes in Interview, Confidence Building.

**Unit-5 Group Discussion**  
Basic Concepts of Group Discussion, Types of Group Discussion, Preparation for Group Discussion, Process of Group Discussion, Category of Topics in Group Discussion, What is observed in Group Discussion. Critical Success Factors in Group Discussion, Overcoming

Mistakes in Group Discussion.

**Suggested Readings**

1. Business Communication Today- Bovee, Thill, Schwatzman, Pearson Education.
2. Business Communication Concepts, Cases and Applications- P.D. Chaturvedi, Mukesh Chaturvedi.
3. Communication for Business- Shirley Taylor, 3rd Edition, Pearson Education.
4. Letitia Baldrige's New Complete Guide to Executive Manners.
5. Business and Management Chronicle- Jan, 2006.
6. KAUL – Business Communication (PHI)

**3. Cultural History Of India**

Unit-1



# Maahabharata Archieology Painting

- Unit-2** Religion- Vedic, Buddhism and Jainism, Six Systems of Indian Philosophy.
- Unit-3** Art and Architecture of Ancient India : Mauryan, Kushan Period, Gupta, Vakataka Age.
- Unit-4** Art & Architecture of Medieval Age : Regional Styles, South, North and West, Delhi Sultanate and Mughals.
- Unit-5** Modern Indian Culture : Brief History of Indian Painting Renaissance in Modern India, Important Christian Monuments.

## REFERENCE BOOKS :

1. Indian Heritage & Culture - Malpani & Malpani (Kalyani)
2. Races and Culture of India - Majumdar D.N. (Kalyani)
3. Social & Cultural History of India - (Vol. I, II, III)- Chopra- Mac Millan

## **4. Tourism In Orissa**

- Unit-1** An outline of History of Orissa from Ancient Time to Independence
- Unit-2** History of Religions of Orissa : Jainism, Buddhism, Saivism, Vaisnavism, Saktism, Bramho Dharma, Mahima Dharma, Christianity, Islam
- Unit-3** Development of Art and Architecture in Orissa from 3rd century B.C. to 16th century A.D., Sculpture, Temple Architecture, Paintings, Important Archaeological Sites- Hindu, Buddhist & Jain
- Unit-4** Tour Potentiality, Wildlife, Natural Flora and Funna, Zoological and Botanical, Tourist attractions- Hills, Beaches, Waterfalls, Fairs and Festivals of Orissa : Music and Dance forms, Textiles, Handicrafts and Paintings, Fairs and Festivals with special reference to Classical Dances,

Textiles and Handicrafts.

**Unit-5** Tourist Infrastructure in Orissa : Transport facilities- Air, Rail and Road, Accommodation for the Rich and Middle Class.

**REFERENCE BOOKS :**

1. History of Orissa - Das. P. C. (Kalyani)
2. An Advanced History of Orissa - Patra K. M. & Devi Bandita (Kalyani)
3. Orissa, People, Culture & Policy - B. B. Jena

**5 Information Technology in Business**

**Unit – 1 Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing,

**Unit - 2 Hardware & Software:** Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory , Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language

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3. Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
4. Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

**IInd Semester**

**6. Tourism & Travel Trade**

- Unit-1** Definition & Historical Development, Forms of Tourism, Inbound & Outbound, International & Domestic, Adventures & Sports, Cultural, Health, Commercial, Research & Educational, Wildlife & Eco Tourism
- Unit-2** Industry, Nature & Characteristics, Components, Economics of Tourism, Implication & Significance, Attraction; Alternation, Transport, Accommodation, Shopping, Entertainment, Infrastructure & Hospitality
- Unit-3** Destination & Attraction : Tourist Spots, The elements of Tourist Destination & its Understanding, Activities, Influence on Tourist flows & Planning, Concepts & Patterns of Destination use
- Unit-4** Tourism Products : It's difference from other types of consumer products, elements & characteristics of Tourism Products, Product Life Cycle, Natural & Man-made attractions, Special interest tour; Ethnic Tourism, Rural Tourism, Theme Parks etc.
- Unit-5** Present State of Indian Tourism : Case Studies of Rajasthan, Goa & Kerala, Emerging Trends & New Thrust Areas (Innovations such as House Boating, Herbal Treatment, Resorts, Train Tourism etc.)

**REFERENCE BOOKS :**

1. Tourism & Hoteling - M.S. Negi
2. Tourism - Rob Davidson - (ELBS)
3. Travel & Tourism Management- Ghosh, Biswanath
4. Professional Hotel Management - Jogmohan Negi

**7. Hotel Management**

- Unit-1** Evolution of Hotel Industry : Types of Hospitality Industry & Catering Industry,
- Unit-2** Types of Hospitality : Rooms & Accommodation, Product Details, Service Details, Accommodation Planning, Classification of Hotel, i.e., Camping, Caravan, B & B, Pension / Guest House/ Boarding House/Resorts Motel, Inn, Budget; Mid price, Types of Hotel : Casino, all Suit Hotels, Heritage Hotels, Prime Planning : Conferences and Banqueting.
- Unit-3** Operations : Internal Operations, Departmental wise in Hospitality Industry, Front Office, House Keeping, Food & Beverage, Maintenance, Productions

**Unit-4** Accommodation Tariff, GIT, FIT, Check in & Check Out, Rack rate, seasonal and off-seasonal rate, Travel agency coordination towards Hotel booking, Reservation formalities, Hour rules of the Hotel, Registration, Cancellation

**Unit-5** Present state of Indian Hotels : Emerging trends & New thrust areas like Eco Friendly Hotels, Motels, Time shares, Boatels and Luxury Cruise, Herbal Treatment resort.

**REFERENCE BOOKS :**

1. Food & Beverage Service Manual - Andrewes (TMGH)
2. Hotel Housekeeping Training Manual - Andrewes (TMGH)
3. Hotel Front Office Training Management - Andrewes (TMGH)
4. Marketing & Sales Techniques in Hotel - Jagmohan Nagi (S.Chand & Co.)
5. Professional Hotel Management - Jagmohan Nagi (S.Chand & Co.)
6. Introduction to Tourism & Hotel Industry : With Special Focus on Hotel Front Office Management -

**8. Tourism Marketing & Event Management.**

**Unit-1** Meaning & Scope of Marketing, Modern Concepts of Marketing, Difference Between Marketing of Products and Services, An Overview of Indian Markets, Marketing strategy, Target marketing, Positioning, 8 p's of Marketing, Market Research & it's Procedure, Demand Forecasting, Promotion Mix-Advertising, Advertising Sales Promotion & Publicity, Pricing Policy, Distribution System in Travel & Tourism

**Unit-2** Managing the sales force, Selecting sales strategy, Salesmanship, Motivating Professional Sales Force, Marketing evaluation & Control, Intimating to the concept Travel & Insurance Agency & Embassy

**Unit-3** Event Management : Importance of Event Management., Introduction to Meeting, Meeting incentives, conventions & exhibition ,

**Unit-4** Definition of Conference & Components of Conference, Corporate Meetings, Festivals & Cultural Events : Organising, planning & Managing of Different types of Festivals like New Years Day, Christmas Celebration, Holi, Diwali etc. , knowledge of different marriage events & it's celebrations.

**Unit-5** Trade shows & Exhibitions , principal Purpose, Types of shows, Benefits, Participants,

Organisation & Membership, Evaluation of Attendees, Residential Conference Arrangement and making their check list and other requirements, Cruisers event management.

## **9. Tour Organisation & Travel Management**

**Unit-1** Importance of Tour Organisation and Travel Management. , Types of Travel Agencies & Tour Operations & Their Organisational Setups, Present Trends and Patterns, Prospectus, Problem and Issues, the Indian Travel Agencies and Tour Organisations an Overview

**Unit-2** Setting up of a Travel Agency, Market Research & Investment Provision

**Unit-3** Preparing Feasibility Report, Procurement of Legal Certification for Setting of a Travel Agency, Affiliation Membership from Reputed Association like IATA, UFTA, TAAI, WATA, FHRA etc.

**Unit-4** Functions of a Travel Agency, Understanding Functions of a Travel Agency, Travel Information, Documentation, Planning & Casting Tours, Ticketing Product Promotion and Other Miscellaneous Works, Customer's Service & Use of Foreign Language & its Incentives, Sources of Income, Commission, Service Charges Make up on Tours.

**Unit-5** Organisational Structure of Standard Agencies Such as SITA / TCI / SOTC / SHIKHAR , International Conventions- Warshaw Convention 1929, Chikago 1944, Brussels Convention 1961, Berne Convention 1961-66.

### **REFERENCE BOOKS :**

- 1.Tourism Development Principles & Practices - A. K. Bhatia
- 2.Tourism - Rob Davidson

## **10 Project Report & Viva-voce.**

For detail guide line visit the website [www.ddceutkal.org](http://www.ddceutkal.org)



## **PG DIPLOMA IN PRODUCTION & OPERATION MANAGEMENT**

### **1st Semester**

#### **1**                                 **Production Management**

**UNIT-1**            Operation Strategy: Product LIFE CYCLE; Types of production system, Productive system, Positioning Strategies.

**UNIT-2**            Product design and process selection: Technology choice, Types of process technology, General versus special purpose technology, Manual, Mechanized & Automated Technology, Group Technologies

**UNIT-3**            Forecasting & Planning Future Activity Levels: Extra Polotive Methods, Causal or Explanatory Methods, Quantitative and Judgemental Methods.

**UNIT-4**            Capacity Planning: Predicting future capacity requirements, Generation & economic evaluation of alternative capacity plans;

**UNIT-5**            Facility location decision: Operation Research Models for Single and Multiple Facility Locations Facility layout Planning : For process focused and product focussed systems GT layout & Service facility Layout .

#### **REFERENCE BOOKS :**

1. Buffa E.S. & Sarin R.K. Modern Production & Operation Management, Jhon Wily
2. Adam E.E. & Ebert R.J. Production & Operation Management, Prentice Hall Ltd.
3. Sehroder, Roger G. Operation Management : Decisions in the Operation Function, Mc Graw Hill
4. Chary S.N. Production & Operation Management Mc Graw Hill
5. Chase R.B. & Aquialano N.J. Production & Operation Management : Manufacturing & Services, Irwin

Inc

6.Aswathappa & Bhatta Production & Operation Management , Himalay

7.Nair N.G. ,Production & Operation Management, Tata Mc. Graw Hill.

## **2** Operation Management

**Unit-1** Work study & measurement : Design of Jobs & Job Processes, Method Study, Time Study, Work Sampling & Incentive Schemes.

**Unit-2** Aggregate Planning ; Chase & Level Plan, Transformation Model as applied to Aggregate Planning, Master Production Schedule. Inventory Planning & Control : Independent Demand System , Dependent Demand Systems , Maximum Retail Price & Maximum Retail Price-II.

**Unit-3** Operation scheduling: Job shop, Scheduling for Single & Multiple Processors, Use of GANTT charts , Batch shop Scheduling, Personnel Scheduling in Service Systems

**Unit-4** Project Planning & scheduling: Net work scheduling, CPM, PERT, Time / cost trade off analysis. Statistical Quality Control : Statistical Process Control & Acceptance Sampling

**Unit-5** Modern concepts: Japanese manufacture methods , Just in Time (JIT) , Production & purchasing , Total Quality Management (TQM), Enterprises Resources Planning(ERP), Business Process Reengineering & Supply Chain Management (SCM).

### **REFERENCE BOOKS :**

1.Buffa ES.& Sarin RK. Modern Production and Operation Management, John Whitley & Sons 1987

2.Schroder, Roger G. Operation Management : Decision Making in the Operations Function, 2nd Ed., Mc Graw Hill Book Co., New York, 1985.

3.Chary, S.N., Production and Operation Management , Tata Mc Graw Hill, New Delhi, 1988.

4.Waller, Derek I., Operations Management : A supply Chain Approach, International Thomson Business Press, 1999.

5.Aswathappa & Bhatt Production & Operation Management , Himalaya.

## **3** World Class Management

**Unit-I** World Class Manufacturing Environment and Competitive Challenges, Strategic Planning Decisions in Manufacturing Management, Technology Management- Mechanisation and Automation in Design and manufacturing, Facility Layout and Automated Material Handling System, CAD / CAM, Choice of Technology, International Operation Management, Productivity Management, Measurement, Evaluation, Planning and Implementation in Manufacturing and Service

Organisations.

- Unit-II** Aggregate Planning and Master Production Scheduling, MRP-I & MRP-II Software in Use, Implementation Problems / Indian Experience, Just-In-Time System : JIT Manufacturing System, Kanban, JIT Purchase Source Development, Buyer- Seller Relationship, Supply Chain Management.
- Unit-III** Management of Quality of Products and Services, Total Quality Management (TQM)- Philosophy, Principles and Tools, Quality Analysis and Control- Statistical Quality Control (SQC)- Process Quality Control and Acceptance Sampling, Inspection, Quality Circles, Quality Management Systems and ISO 9000 Standards.
- Unit-IV** Maintenance Management Systems - Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, Condition Monitoring System, Failure Analysis, Reliability and Maintainability, Total System Effectiveness.
- Unit-V** Role of IT in World Class Manufacturing, Flexibility Manufacturing System (FMS), Group Technology, Cellular Manufacturing System, Six Sigma

### **Books Recommended**

- 1.Schonberger, Richard, J- Japanese Manufacturing Techniques - NY. Free Press.
- 2.M. P. Groover- CAD / CAM- PHI.
- 3.Chase, Aquilano, Jacobs- Production and Operation Management-TMH.
- 4.Chitale and Narang- Just in Time Management for World Class Manufacturing- Ajanta Publications.
- 5.Buffa and Miller- Production Inventory Planning and Control- D. Irwin.

## **4 Logistics Management**

- Unit-1** Logistic Management- Objectives, Scope and Functions, Physical Distribution System Framework, Role of Logistics in Supply Chain.
- Unit-2** Order Processing- Components, Order Cycle, Order Matching, Computer based Order Management Process, Facility Location Decisions, Relative Importance of Location Factors, Quantitative and Qualitative Techniques / Models for Facility Location , Ware Housing and Network Design.
- Unit-3** Facility Layout and Materials Handling- Basic Types of Facilities Layout, Layout Factors and Design Procedures, Flow and Activity Analysis, Computerised Layout Planning, Material Handling- Scope, Objectives and Principles, Material Handling Systems and Equipments, Selection and

Design of Handling Systems, Evaluation of Material Handling Performance.

**Unit-4** Transportation Problem- Transportation Functions, OR Models / Techniques on Transportation and Transshipment Problems, Vehicle Scheduling and Different Problems of Physical Distribution.

**Unit-5** Logistic Management and its Links with Inventory Control and Other Areas, Inventory Management and Control, Functions of Inventory, Classification of Inventory Systems, Selective Inventory Management, Inventory Models- Deterministic and Probabilistic, Inventory Problems with Planned Backlogging and Quantity Discounts, Recent Development in Inventory Management, MRP-I

**Recommended Books:**

1. James C.J. and Wood Donald F : Contemporary Logistics, NY, Mac Millan.
2. Ballav, Ronald H, Business Logistic Management- NY, PHI
3. Christopher M, Logistics and Supply Chain Management- Strategies for Reducing Costs and Improving Services, London, Pitsman.
4. Chase, Aquilano, Jacobs : Production and Operations Management- TMH.

**5. Information Technology in Business**

**Unit – 1 Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing,

**Unit - 2 Hardware & Software:** Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory , Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language

**Unit – 3 Modern Information Technology:** Basic Application of LAN, and WAN, Internet, Intranet and Extranet. Internet Technologies, Communication Technologies, Multimedia.

**Unit-4 Introduction to Operating System:** Evolution of Operating System, Functions of Operating System, Definition and Types of Operating System, Practical Application of Windows Operating System.

**Unit-5 (LAB)**

Working with Text, Menu Commands, Tables, Checking Spelling and Grammar, Mail Merge etc.  
Working with Worksheet, Working with Power Point

## References

- 1.Rajaraman – Introduction to information technology by Rajaraman
- 2.Computer Fundamentals by Pradeep K. Sinha, Priti Sinha BPB Publications.
- 3.Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
- 4.Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

## IIInd Semester

### **6** **Total Quality Management**

**Unit-1** Concept of total Quality Cost of Quality, Evolution of total Quality management, Components of Total Quality loop, principles of TQM, organisational changes for adopting TQM.

**Unit-2** Concepts on SQC Acceptance Sampling and Inspection Plans Statistical process control.

**Unit-3** Quality Management Systems, Lead Assessment and ISO9000 standards Basic approach of ISO 9000 and TQM principles and objectives Applicability and areas of coverage of ISO - 9000 standards.

**Unit-4** Strategic tools and techniques for TQM, Quality function Deployment (QFD), Failure Mode and Evaluation analysis (FMEA), Quality circle, Zero-defect programme, concurrent engineering, Taguchi's Quality loss function Affinity Diagram KJ method, Q-7 tools, bench marking, Business programme reengineering, principles and tools, six-sigma.

**Unit-5** Functional Linkage of Quality with reliability and maintainability, Failure analysis (FTA / FMEA) optimum maintenance decisions Total Production Maintenance (TPM), quality audits, Performance evaluation of TQM.

#### References:

- 1.Mukherjee : Total Quality Management (PHI)
- 2.Kulneet Suri, Total Quality Management, Principles and Practices, Tools and Techniques- S K Kataria and Sons
- 3.K C Arora- ISO 9000 to OHAS 18001- S K Kataria and Sons
- 4.J S Oakland, Butterworth- Heinemann- Total Quality Management-Oxford

### **7** **Purchasing & Material Management**

**Unit-1** **Management of materials in production system:** concept scope and methods, Objective and Organisation of Material Management

**Unit-2 Purchase system and procedures:** Objectives , Purchasing functions, Purchasing policies and decisions, Make or Buy Vender selection and Rating, Timing of Purchase, Price determination, Purchase procedures and system Public Purchasing and tendering.

**Unit-3 Inventory Management:** Introduction of inventory Systems, Functions of Inventory and Relevant Cost Concept, Classification of Inventory Systems Inventory Models : Deterministic, Discount, EOQ, EBQ , MRP-I, Selective Inventory Management ABC, VED , FSN , PQR etc

**Unit-4 Stores Management:** Introduction stores functions stores organisation, stores system and procedures : Identification system, Receipt System, Store system, Issue system Stores Accounting and Verification system, Stores address system, Stores location and layout Store equipments , Automated Storage and retrieval Standardisation Codification

**Unit-5 Waste Management:** Introduction, Scope, Objectives, Interrelation between Waste Management and resource Management, Classification of Waste Wastavity and its measurement Organisation of Waste management Waste reduction approach, Waste collection, Recycling Waste disposal system

**Books Recommended :**

1. Gopala Krishnan & Sundaresan –Materials Management an Integrated approach. PHI.
2. Chitale & Gupta- Materials Management : Text & Cases. PHI.
3. Dobler D W Etc - Purchasing and Material Management , New York , Mc Graw Hill
4. Dutta A K - Integrated Material Management- PHI

**8 Operation Planning Control**

**Unit-1** Operations planning and controlling functions. Operation control and information flow, Integrated operating Control information system.

**Unit-2** Forecasting: Qualitative forecasting, Time series prediction using regression, Exponential smoothing, Seasonal forecasting, cyclic forecasting, forecasting error analysis, Box Jerkins approach.

**Unit-3** Aggregate planning concept. Graphical / Table approach, empirical approach, optimization approach, pre-meiotic approach to production planning, desegrate into a master schedule, MRP-II.

**Unit-4** Sequencing and scheduling: overview, Job shop scheduling process, scheduling of tasks on single processor, and multiple processors, priority rule, sequencing rule.

**Unit-5** Scheduling with resource constraints: Allocations of single and multiple resource, resource balancing, line balancing, Helgeson-Birries approach. Region approach, Stochastic mixed product line balancing, personnel scheduling.

**References:**

1. Bedworth and Bailay - Integrated production Control Systems Management, Analysis and Design, John Wiley.
2. Dilworth - Operations Management- McGraw Hill.
3. Schroeder - Operations Management - McGraw Hill.
4. Buffa and Miller- Production Inventory Systems Planning and Control, D. Irwin.
5. Chase, Aquilano, Jacobs- Production and Operation Management-TMH.

**9** **Technology Management**

**Unit-1** Basic Concepts , Concept Technology, Role and importance of technology Management in India, Technology lifecycle, Science and technology policy statements of government Technology and Socio-economic planning, Technological change Macro effects of change

**Unit-2** Technology forecasting: Need, Role, Methodologies of forecasting, Various Forecasting Methods

**Unit-3** Technology Strategy: Technology Generation, Technology Development

**Unit-4** Technology transfer: Models of Transfer, Modes of Transfer, Search strategy, transfer package, agreements technology absorption, Concepts, Constraints, Management of Absorption, Govt initiatives

**Unit-5** Technology assessment methods, Technology evaluation Diffusion of Technology Strategy, Mode appropriate technology

**References:**

1. Hawthorne- The Management of Technology, McGraw Hill
2. Twiss- managing Technological Innovation, Pitman
3. Desai- Technology Absorption in Indian Industry- Wiley Eastern
4. Betz- Managing Technology, Prentice Hall
5. Rohatgetal- Technological Forecasting, Tata McGraw Hill
6. Sharif Nawaj- Technology Policy formulation and Planning : A reference manual APCTT
7. Tushar and Anderson , Managing Strategic Innovation and Change, Oxford University Press

8.C.S.V.Murthy (HPH)

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**PG DIPLOMA IN BANKING & INSURANCE MANAGEMENT**

**1st Semester**

**1 Accounting for Decision Making**

**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.Meigs & Meigs :Accounting: The Basic for Business Decisions (McGraw Hill)
- 2.Bhattacharya & Dearden : Accounting for Management: Text and Cases (Vani)
- 3.Juneja, Saxena & Chawla : Accounting: Theroy & Practice (Kalyani)
- 4.Prasanna Chandra: Managers Guides to Finance to Accounting (Tata McGraw Hill)
- 5.Grewal, T S : Introduction to Accountancy (S Chand)
- 6.Ashok Banerjee : Financial Accounting: A Managerial Emphasis(Excel Books)

**2 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, Pay back 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 earning, 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.Banerjee: Financial policy and Management Accounting (PHI)
- 2.Prasanna Chandra - Financial Management, TMH
- 3.Sahoo, P K - financial Management, Pen Point Communication
- 4.I M Pandey - Financial Management, Vikash
- 5.Khan & Jain - financial Management, Tata McGraw – Hill

## 3 **Management of Banking Companies**

**Unit- 1 Management of Banking Companies**

Principles of Banking, Debitisation of Bank, Creation of Money, Present Structure of Commercial Banking system in India, Transaction, working during 1947 to 1991 and the after.

**Unit-2 Management Principles in Banks**

**Unit-3 Management of Deposit and Advances**

**Unit-4 Investment Report** Nature of Bank Investment,

**Unit-5 Management of Finance** Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss accounts, Balance Sheet and reports.

#### **4 Management of Insurance Companies**

**Unit-1 Principles of Insurance:** Definition of Insurance, Meaning and Definition of Risks - Personal Risks, Property Risk, Liability Risks, other Risks

**Unit-2 Nature of Insurance Business:** Nature of Insurance contract Insurance Contract VS Wage sing Contract, Importance of Insurance- Uses of Insurance Business.

**Unit-3 Role of Development Officer:** Meaning - Importance of Development officer, Duties of Development Officer, Characteristics of Development officer.

**Unit-4 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 Principles in Insurance:** Management function in Insurance, hierarchy, Individual and group behaviour, Management of personnel of manager, Management process of selection, Training , Promotion etc.

#### **5. Information Technology in Business**

**Unit – 1 Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing,

**Unit - 2 Hardware & Software:** Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory , Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language

**Unit – 3 Modern Information Technology:** Basic Application of LAN, and WAN, Internet, Intranet and Extranet. Internet Technologies, Communication Technologies, Multimedia.

**Unit-4**      **Introduction to Operating System:** Evolution of Operating System, Functions of Operating System, Definition and Types of Operating System, Practical Application of Windows Operating System.

**Unit-5**      **(LAB)**  
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- 3.Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
- 4.Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

## **IInd Semester**

### **6**                              **Risk Management**

**Unit-1**      Definition of Risk, Why Risk Management? Risk identification- Why does risk arise and what to do with this?

**Unit-2**      Various Kinds of Risks- Financial Risks and Non-Financial Risks, Process of Risk Management, Identification, Quantification, Mitigation or Control, Monitoring and Reviewing

**Unit-3**      Credit Risk- Transaction Risk, Portfolio Risk

**Unit-4**      Market Risk- Interest Rate Risk, Liquidity Risk, Forex Risk

**Unit-5**      Operating Risk Systematic Risk

### **7**                              **Insurance Laws & Regulation**

**Unit-1**      **Insurance Services:**  
History and trends, Registration of Insurance Companies, Investment norms, Preparation of Financial Statements licensing of Insurance Agent, Surveyor and Loss Assessors

**Unit-2**      **Insurance Regulatory and Development Authority (IRDA)**  
Opening up of the Insurance Industry trends and thrusts, Progress and prospects of Insurance Sector.

**Unit-3**      Insurance Advertisement and Disclosure, General Insurance, Re-insurance, Assets-Liabilities,

Protection of policy holders, Life Insurance Vs General Insurance, Insurance Brokers, Agents.

**Unit-4 Capital Formation and Insurance**

Insurance as financial —, Insurance Vs other Financial Informations, Privatisation of Insurance Sector and Related Issues.

**Unit-5 Extension of Insurance to Specialised and Cliché areas**

Health Insurance, Third Party Administrators, Pensions.

**8 Banking Laws & Regulation**

**Unit-1 Banking Laws and Regulation**

Evolution of Banking Institution – Com. Bank, Co-op. Banks,

**Unit2 Negotiable Instruments Act.-1981**

**Unit-3 Reserve Bank of India -1934**

**Unit-4 Banking Regulations Act 1949**

Origin of the Act- Business of Banking Company, Capital requirements, Management, Branch Licensing policy, Inspections of Banking Companies, Winding up and amalgamation of Banking companies.

**Unit-5 Banking System in India**

The Banking Companies acquisition and transfer of undertakings act 1970 and 1980 state Bank of India act 1955 State Bank of India associates Banks act 1959, Banking reforms as per Narasimha Committee 1 and 2, Foreign Banks, OH and New Generation Private Sector Banks, Banking Schemes SAFRES.

**9 Claims Management**

**Unit- 1 Management of Risks**

R. of Risks Management, Sources of Risk, Risk Identification , Principles and process of Risk Management.

**Unit- 2 Marine Claims Management**

Kinds of Marine Losses, Notice to Abandonment, Effect of Abandonment Actual Total Loss-US-Constructive Total Loss- Average loss VS Particular Loss Claims Document, Rights of Insurer on Payments.

**Unit- 3 Claims on Fix Policies**

Various Types of Fire Policies Payment of Claims, Average Clause, Rights of Insurer.

**Unit- 4        Motor Vehicle Insurance Claims**

Classification of Motor Vehicles, Kinds of Policies, Procedure for Settlement of Claims.

**Unit- 5        Miscellaneous Claims Settlement**

Health Insurance, Mediclaim Settlement of Claims, Property Insurance claims Settlement, Cattle.

Insurance , Risk Settlement, National Agricultural Insurance Schemes, Settlement of Claims.

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## **PG DIPLOMA IN ENTREPRENEURSHIP MANAGEMENT**

### **1st Semester**

#### **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), Behavioural Approach, Systems Approach, Administrative Contingency Approach, New Human Relation Approach.

**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'Donnell & Weihrich (Tata Mc.Graw)
- 2.Management – Robbins & Coulter (Pearson)
- 3.Principles of Management – Stoner & Freeman
- 4.Principles of Management – Chandra Bose (PHI)

## **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)

### **3 Managerial Communication Skill and Development.**

**Unit-1 Introduction to Official Documentation and Business Communication.**Basic Concepts of Business Communication, Principles of Good Writing, Format and Types of Business Letter. Procedure of Filing and File movements, E-filing.

**Unit-2 Managerial Communication (Written)**

Official Letters, Memos, Notice, Circular, Letter Relating to Personnel Department, Correspondence with Banks, E-Mails, Fax, Correspondence With Media, Drafting of Advertisements, Report Writing.

**Unit-3 Business Etiquettes and Executive Manners.**

Etiquette in office, Meetings, Seminars and Conferences, How to dress up according to the occasion, Dress Code, table manners, dining etiquettes, Elevator Etiquettes, Electronics Etiquettes.

**Unit-4 Succeeding in Job Interviews**

Writing a C.V. and Cover Letter, JOB INTERVIEWS, Over-coming Common Mistakes in Interview, Confidence Building.

**Unit-5 Group Discussion**

Basic Concepts of Group Discussion, Types of Group Discussion, Preparation for Group Discussion, Process of Group Discussion, Category of Topics in Group Discussion, What is observed in Group Discussion. Critical Success Factors in Group Discussion, Overcoming Mistakes in Group Discussion.

### **Suggested Readings**

- 1.Business Communication Today- Bovee, Thill, Schwatzman, Pearson Education.
- 2.Business Communication Concepts, Cases and Applications- P.D. Chaturvedi, Mukesh Chaturvedi.
- 3.Communication for Business- Shirley Taylor, 3rd Edition, Pearson Education.
- 4.Business and Management Chronicle- Jan,2006.
- 5.KAUL – Business Communication (PHI)

### **4 Entrepreneurship Development**

**Unit – 1 The Entrepreneur:**General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits and Motivation, Woman



Entrepreneur.

**Unit – 2 Environment and Entrepreneurial Development:**Entrepreneurial environment, Development Programmes (EDPs) Role, Relevance and Achievement of EDPs in India, Institutions for entrepreneurial development.

**Unit – 3 Project Appraisal and Management:**Search for business ideas, Project identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance.

**Unit – 4 Legal and Statutory Environment for Small Industry:**Legal formalities in setting up of SSIs Business Laws, Governmental Setup in promoting small industries, Financial institutions, Social Responsibility of Business

**Unit – 5 Small Scale Industrial Undertakings:**Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in small enterprise management, Sickness and Preventions

#### **Reference**

- 1.S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurs
- 2.Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
- 3.Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998
- 4.Peter Drucker - Management : Tasks, Responsibilities and Practices
- 5.Peter Drucker - Process of Management

## **5 Information Technology in Business**

**Unit – 1 Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing.

**Unit - 2 Hardware & Software:** Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory , Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language

**Unit – 3 Modern Information Technology:** Basic Application of LAN, and WAN, Internet, Intranet and Extranet. Internet Technologies, Communication Technologies, Multimedia.

**Unit-4 Introduction to Operating System:** Evolution of Operating System, Functions of Operating System, Definition and Types of Operating System, Practical Application of Windows Operating System.

**Unit-5 (LAB)** Working with Text, Menu Commands, Tables, Checking Spelling and Grammar, Mail Merge etc. Working with Worksheet, Working with Power Point

### **References**

- 1.Rajaraman – Introduction to information technology by Rajaraman
- 2.Computer Fundamentals by Pradeep K. Sinha, Priti Sinha BPB Publications.
- 3.Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
- 4.Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

## **IInd Semester**

### **6 Financing Small Business**

**Unit-1** Raising of Finance for Small Enterprise - Role of Financing Institutions, SIDBI, IDBI, IFCI, ICICI, Commercial Banks, NABARD, SFCs, EXIM Bank, KVIC, Venture Capital, Long term and short term finance.

**Unit-2** Financial Management- Financial Needs for SSEs, Capital Structure, Cash Flow and Funds Flows Analysis, Appropriateness of Funds from Banking and Non-Banking Financial Institutions.

**Unit-3** Credit Policy of the RBI for Small Business, Financial Assistance through the Union and State Government schemes and Banks PMRY, REGP, SGSY, Stree Shakti package of SBI.

**Unit-4** Small Scale Industries under Five Year Plans, Industrial Policy Resolutions (IPRs), New Small Enterprise policy.

**Unit-5** Financing of Micro & Small Enterprise: Concept of Micro Finance, SHGs, Role of SHGs, Financing Small Enterprise through SHGs.

### **Reference**

- 1.S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
- 2.Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
- 3.Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi -

1998

## **7** **New Entrepreneurship Management**

**Unit-1** **Production:** Production Planning & Control, Purchase Technique, Inventory Management, Quality Management, Manpower Management.

**Unit-2** **Finance:** Financial Planning, Working Capital Assessment & Management Costing & Pricing, Profit assessment, Credit sales.

**Unit-3** **Marketing:** Selling & Salesmanship, Marketing Strategy, Market Segmentation, Customer Management.

**Unit-4** **Statutory:** Business Laws, Taxation Laws, VAT, Industrial Laws

**Unit-5** **Role of Entrepreneur:** Entrepreneur in Sustenance & Growth of Enterprise, Role of IT in Business, Role of Entrepreneur as Innovator, Role of Entrepreneur in Complementing and Supplementing Economic growth.

### **Reference**

- 1.S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
- 2.Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
- 3.Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998

## **8** **Entrepreneurship for Small Business**

**Unit-1** **Entrepreneur and Entrepreneurship:-** Entrepreneurship, Concept & Definition, Entrepreneur, Concept and Definition, Charms of being an Entrepreneur, Classification and Functions, Intrapreneur, Ultrapreneurship.

**Unit-2** **Entrepreneurial Behaviour :**Innovation and entrepreneur, Schumpeter's & Peter Drucker's Theories, Entrepreneurial behaviour & Psychological Theories, Mashlow's Need Hierarchy Theory, McClelland's Need Achievement Theory.

**Unit-3** **Establishing Small Scale Enterprises: -**Environment Scanning, Identification of Opportunities, Product Selection, SSI / SSE Definition and Concept, Choice of Enterprise, Demand Assessment, Choice of Technology / Business Sites.

**Unit-4** **Promotion of a Small Scale Venture:**Role of Social, Economic and Technological

Environment, Institutional Interface, Preparation Project Report, Ownership Structure; Proprietorship, Partnership, Joint Stock Company, Cooperative Enterprises etc

**Unit-5 Sustenance and Growth:** Performance Appraisal, Strategies for Stabilisation and Growth, Family Enterprise Management

#### **Reference**

- 1.S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
- 2.Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
- 3.Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998
- 4.Peter Drucker - Management : Tasks, Responsibilities and Practices
- 5.Peter Drucker - Process of Management.
- 6.Zimmer and Scarborough: Essentials of Entrepreneurship and Small Business Management 4<sup>th</sup> Edition (PHI)

## **9 Export Import Producing Business**

**Unit-1 Industrial Marketing:** Introduction, Export-Import Terminology, Internal and External Trade, Principles and Elements of Export Management, International Trade fair and Exhibition.

**Unit-2 Export Documentation, Policy and Procedures:** Export-Licensing, Import Licensing, Replenishment License, Open General License, Specific Licenses.

**Unit-3 Assistance to promote Export / Import:** Role of FIEO, STC, EP&M, Export Promotion Councils, Commodities Boards, IIFT; ECGC , Export Policy and Import Policy of India

**Unit-4 International Finance:** Introduction, Terms of Payment, Pre-shipment Finance, Post shipment Finance, Medium and Long-term Finance, EXIM Bank, Letter of Credit, Liberalised Exchange Rate.

**Unit-5 Shipping & Packaging:** Shipment of Goods, Service Rendered by C & F Agent, Containerisation, Types of Containers, Packaging, Labelling and Export Marketing, Export Promotion and Import Substitution.

## **10 Project Report & Viva-Voce.**

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## **P.G. DIPLOMA IN INTERNATIONAL BUSINESS**

### **1 Business and Economic Environment**

**Unit – 1** Business Environment & Strategic Management, International Environment, External Environment, Political & Business Society, Social Responsibility of Business, Consumerism.

**Unit – 2** Economic Roles of Government, Monetary and Fiscal Policy, Industrial Policy, Privatisation, Industrial Sickness,

**Unit – 3** MRTP Act. Globalisation and Liberalisation, Labour Welfare and Social Security, GATT & WTO.

**Unit – 4** Financial Environment: Financial Institution, RBI, Stock Exchange, Non Banking Financial Corporation, Capital Market Reform and Development.

**Unit – 5** Industrial Development Strategy and Growth under Indian Planning, Commodity Exchange and its Regulation, Price and Distribution Control, Concentration of Economic Power.

#### **References**

- 1.Francis, Cherunillam : Business Environment and Government (HPH.)
- 2.Adhikary, M : Economic Environment of Business (Sultan Chand)
- 3.Agrawal & Diwan : Business Environment (Excel)
- 4.Daniel: International Business Environment and Operations (Pearson)
- 5.Michael V.P. : Business Policy and Environment (S.Chand)

### **2 International Business**

**Unit – 1** International Business: and overview; International Business Theories

Liberalization: trade and tariff, regional blocks and world trade organization

**Unit – 2** Foreign Exchange and National Economy; Registration on International Competitions

The Competitive and Technological Environment

**Unit – 3** Multinational Enterprises and National Institutions; The Foreign Sector of the Developing Economies; Multi-cultural Management

**Unit – 4** World Monetary and Financial System; Foreign Investment Management

**Unit – 5** Intergovernmental Agreements on Trade and Investment; Restraints on International Competitions; New Economic Policy and Foreign Investment in India

### References

1. International Business Concept, Eaw & Strategy . V.Sanam (Person).

2. Cherunilam – International Business: Text and Case (PHI)

3. Justin Paul – International Business (2<sup>nd</sup> Edition) -PHI

4. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub

5. Economic Environment of International Business, Vernon, Raymond and Wells, Luis T

## **3** International Finance

**Unit-1 International Monetary and Finance System:** Importance of international finance, Bretton woods conference and afterwards, European monetary system – Meaning and Scope.

**Balance of payment and International Linkages:** Balance of payments and its components, International flow of Goods, Services and Capital.

**Unit-2 Foreign Exchange Markets:** Determining exchange rates, fixed and flexible exchange rate system, Exchange rate theories, Participants in the foreign exchange markets, Foreign exchange market spot markets, Exchange rate quotes, LERMS, Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts, Foreign exchange and currency possession, Information and Communication, Foreign exchange trades.

**Unit-3 Foreign Exchange Risk:** Transaction exposure, Transaction exposure and Economic exposure, Management of exposures – Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques.

**Management of Risk in Foreign Exchange Markets:** Forex derivatives – Swaps, Future and Option and Forward Contracts.

**Unit-4 International Capital and Money Market and Instruments:** Salient features of different international markets, GDRs, ADRs, IDRs, Eurobonds, Euro loans, CPs, Floating rate Instruments, Loan syndication and Euro deposits.

**Unit-5 Multilateral Finance Institutions:** Role of IMF, IBRD and other development banks, International investors and foreign investment institutions.

#### **Reference Studies**

1. Sharan – International Financial Management \_-PHI

### **4 International Human Resource Management**

**Unit-1** IHRM Difference between Domestic and International Manager, Issues in IHRM, Developing International Strategy, Understanding Culture, its coverage, determinants, Cross Cultural Theory (Halls & Lorange).

**Unit-2** Cross Cultural Negotiations, Planning and preparation parameter, Types and Strategy of Organisational Culture.

**Unit-3** International Business and IHRM: Approaches, Globalisation Approaches, Globalisation and the strategie, the competency required for International Managers.

**Unit-4** International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross Cultural Training. Multinational performance management, Developing International staff and Multinational Team.

**Unit-5** International compensation system, Objectives, Approaches and practice, Expatriation and Repatriation process, Managing people in International Firms.

#### **Reference Studies**

1. S.C. Gupta Text Book of IHRM. McMillan.

2. Punnett- International Perspectives on Organisational Behaviour and Human Resource Management (PHI)

### **5. Information Technology in Business**

**Unit – 1 Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing,

**Unit - 2 Hardware & Software:** Hardware Options – CPU, Input Devices, Out Put Devices, Storage

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- 3.Introduction to Information Technology, ITL Education Solutions Limited, PEARSON Education.
- 4.Rajaraman – Fundamentals of Computers by Rajaraman (PHI)

**IInd Semester**

**6**

**International Marketing Management**

**Unit-1**      Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences Between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing, Changes of Development into Global Marketing

**Unit-2**      Environment of International Business: Introduction, Political and Legal Environment, Cultural Environment, Financial and Monetary Environment.

**Unit-3**      Indian Foreign Trade: Indian Trade Policy, Recent Transit in India's Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India

**Unit-4**      Identification of Foreign Markets: Product Planning for Exports, Export Pricing, market Entry and Overseas Distribution System, Promoting Products, Internationally Role of WTO

**Unit-5**      Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures



## References

- 1.R Srinivasan, International Marketing, Prentice Hall of India, New Delhi
- 2.Onkvisit & Shaw – International Marketing: Analysis and Strategy. (PHI)
- 3.Keegan, Global Marketing Management, PHI
- 4.Rathore & Rathore, International Marketing, Himalaya Publishing , New Delhi
- 5.Gitman, Global Marketing, Pearson
- 6.Francis Chernnilam, International Marketing, Himalaya Publishing Home

## **7** **Multinational Financial Management**

**Unit-1 Multinational Financial Management:**Growth and importance of international finance, Types of risk in international finance, Rewards in international finance.

**Multinational Working Capital Management:**Short term overseas financing sources, International management of cash, accounts receivable and inventory management.

**Unit-2 Multinational Investment Decisions:**Capital Budgeting for Multinational corporations.

**Financing Decision:**Cost of Capital for foreign investment and designing financial structure.

**Unit-3 International Financing:**Equity Finance, Bond financing, Bank Financing, Direct Loans, Government and development bank lending.

**Political Risk:**Measurement of Political risk, Management of Political risk, Political risk, Political risk analysis in Capital asset Pricing, international diversification.

**Unit-4 Portfolio Investment:**Benefits of international portfolio investment, spreading risk, international capital asset pricing, international diversification.

**International Tax Management:**Corporate taxes, Value Added Tax (VAT), Withholding Taxes, duties and tariffs, Branch verses subsidiary taxes, tax heavens.

**Unit-5 International Accounting and Reporting:**Foreign currency translations, Multinational transfer pricing and performance measurement, consolidated financial reporting, international accounting standards.

### Reference Studies

- 1.SHAPIRO – MULTINATIONAL FINANCIAL MANAGEMENT

## **8** **International Business Environment**

**Unit-1** Basis of International Business, Case for IB, Globalisation & Implicational Foreign Trade

and Foreign Investment.

**Unit-2** Indian Economy and External Sector, WTO Business and Prospects, QR's, BOP, IMF & World Banu.

**Unit-3** Exchange Rates & International Business , Foreign Exchange Market and Determinants of Exchange Rate.

**Unit-4** Free Trade- Myth or Reality ? Trade Blocks and Reforms in developing countries.

**Unit-5** Recent Developments in International business Environment , EDI system, Dumping issues, Anti- Dumping and Countervailing duties.

**Reference Studies :**

- 1.Justin Paul –International Business (PHI)1.
- 2.Cherunilum, International Business, Text & Cases, PHI
- 3.WTO in the New Millenium
- 4.Foreign Trade : 56
- 5.Theory and Practice, T.U. Velayadham.

**9** **Global Capital Market**

**Unit-1** Introduction to Foreign Exchange Market., Foreign Rates, Interest Rates & Inflation Rates.

**Unit-2** Foreign Exchange Exposure & Risk Management.

**Unit-3** Multinational Working Capital Management

**Unit-4** International Portfolio Management.

**Unit-5** Corporate Strategy & FDI, GDRs, ADRs and Other International Financial Instruments.

**References:**

- 1.Shapiro, Multinational Financial Management, PHI.
- 2.Giddy Ian, H., Global Financial Markets, AITBS
- 3.Apt, P.G., International Financial Management, TMH.

**10** **Project Report& viva-voce**

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