

PGDM course structure 2018-20 onwards

Semester – I

Core Papers:

1. PG – 101 : Managerial Economics (Micro)
2. PG – 102 : Organizational Behaviour
3. PG – 103 : Business Communication
4. PG – 104 : Legal and Business Environment (Micro and Macro)
5. PG – 105 : Indian Ethos and Business Ethics
6. PG – 106 : Quantitative Techniques
7. PG – 107 : Marketing Management
8. PG – 108 : Human Resource Management

Semester – II

Core Papers:

1. PG – 201 : Indian Economy and Policy
2. PG – 202 : Financial Reporting, Statements and Analysis
3. PG – 204 : Operations Management
4. PG – 205 : Management Information System
5. MM – 201 : Marketing Elective 1
6. MM – 202 : Marketing Elective 2

Elective Papers:

7. FM/HR/OM/BA – 201: Non Marketing Elective 1
8. FM/HR/OM/BA – 202: Non Marketing Elective 2

Semester - III

Core Papers:

1. PG – 301 : Project Management
2. PG – 302 : Corporate Strategy
3. MM – 301: Marketing Elective 3
4. MM – 302 : Marketing Elective 4

Elective Papers:

5. FM/HR/OM/BA – 301 (Non Marketing Elective 3)
6. FM/HR/OM/BA – 302 (Non Marketing Elective 4)
7. PG – 303 : Internship Project and Viva Voce
8. PG – 304 : Online course : Non credit : Mandatory

Semester – IV

Core Papers:

1. PG – 401 : Project (For 2nd specialization)
2. EM – 401 : Entrepreneurship
3. MM – 401: Marketing Elective 5
4. MM – 402 : Marketing elective 6

Elective Papers:

5. FM/HR/OM/BA – 401 (Non Marketing Elective 5)
6. FM/HR/OM/BA – 402 (Non Marketing Elective 6)
7. PG 402: Online course : Non credit : Mandatory
8. PG 403: Online course : Non credit : Mandatory

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DETAILED SYLLABUS

FIRST SEMESTER

PG 101: MANAGERIAL ECONOMICS (MICRO)

(4 Credit: 40 hrs)

Module I: [26 Hours]

1. Introduction to Managerial Economics [2L]

- (a) Basic problems of an economic system
- (b) Goals of managerial decision making
- (c) Resource allocation using PPC

2. Demand Analysis [10 L]

- A. Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of Demand: Price Elasticity (at a point and over and interval), Factors affecting price elasticity, Price elasticity and Change in Total Revenue, AR, MR and Price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods, Income Elasticity and Share in Total Expenditure; Cross-Price Elasticity, Substitutes and Complements
- B. Indifference curves, budget line and consumer equilibrium
- C. Introduction to methods of demand estimation (concepts only)

3. Production and Cost Analysis [14L]

- A. Production Function, Short Run and Long Run, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Variable proportions, Relationship between TP, AP and MP.
- B. Short Run Costs of Production, Fixed and Variable Costs, Short Run Total, Average and Marginal Cost and Relationship between them, Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC, Economies of Scale and Scope.
- C. Production with Two Variable Inputs, Isoquants – Characteristics, Marginal Rate of Technical Substitution, Laws of Returns to Scale, Isocost Curves, * # Finding the Optimal Combination of Inputs, Production of a given output at Minimum Cost, Production of Maximum Output with a given level of Cost, Expansion Path, Finding the Long Run Cost Schedules from the Production Function,
- D. Law of supply, elasticity of supply, market equilibrium, changes in equilibrium.

Module II: [14 Hours]

4. Alternate Goals of Managerial Firms [2 L]

- (A) Profit maximization
- (B) Revenue maximization
- (C) Managerial utility maximization

5. Managerial Decision Making under Alternative Market Structures [6 L]

- A. Characteristics of Perfect Competition, #Profit Maximization in Competitive Markets, Output Decision in the Short Run, Shut Down Point, Short Run Supply for the Firm and Industry; Output Decision in the Long Run, Break Even Point, Long Run Supply for the Perfectly Competitive Industry

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- B. Price and output decision under different market structure – Monopoly, Monopolistic Competition, Oligopoly – cartel, price leadership.
- 6. **Pricing Decisions** [6 L]
 - A. Price Discrimination under Monopoly, Transfer Pricing.
 - B. Market Failure
 - C. Game theory & Asymmetric information

Suggested Readings:

1. Damodaran, Suma – Managerial Economics – Oxford University Press
2. Lipsey & Chrystal – Economics – Oxford University Press
3. Peterson & Lewis – Managerial Economics – Pearson Education.
4. Pindyck and Rubinfeld - Micro Economics – Pearson Education
5. H.L. Ahuja- Managerial Economics, S. Chand
6. D.N. Dwivedi- Managerial Economics, Prentice Hall.

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PG 102: ORGANIZATIONAL BEHAVIOUR

(4 Credit: 40 hrs)

Module –I [20 Hours]

1. OB – Overview – Meaning of OB, Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry. [2L]
2. Personality– Meaning of Personality, Determinants of Personality, Theories of Personality, Measurement of Personality, Development of Personality [6L]
3. Perception – Process and Principles, Nature and Importance, Factors Influencing, Perception, Perceptual Selectivity, Social Perception, Fundamentals of Decision making. [4 L]
4. Work Motivation – Approaches to Work Motivation, Theories of Motivation – Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory, McClelland’s Achievement – Motivation Theory, McGregor’s Theory X & Y, Vroom’s Expectancy Theory, Porter Lawler Expectancy Model [6L]
5. Attitudes and Job Satisfaction – Sources of Attitudes, Types of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Surveys. [2L]

Module –II [20 Hours]

6. Organization - Mission, Goals, Characteristics, Types, Organizational Theory- Classical Theories: Scientific Management, Administrative Principals, Bureaucracy, Human Relation Approach, Modern Theories: System Approach, Contingency Approach, Quantitative Approach, Behavioral Approach, Managing Organizational Culture. [6L]
7. Group Behavior - Characteristics of Group, Types of Groups, Stages of Development, Group Decision-making, difference work group and work team, Why work Teams, Work team in Organization, Team Building, Organizational Politics. [4L]
8. Leadership - Leadership Theories, Leadership Styles, Skills and influence process, Leadership and power, Examples of Effective Organizational Leadership in India, Cases on Leadership, Success stories of today’s Global and Indian leaders. [4L]
9. Conflict in Organization - Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution, Cases on Conflict Resolution. [2L]
10. Organizational Change - Meaning and Nature of Organizational Change, Types of Organizational Change, Forces that acts as stimulant to change. Resistance to change, How to overcome resistance to change, Approaches to managing Organizational Change, Kurt Lewin’s three Step model, Action research model, Kotter’s eight step model. [4L]

Suggested Readings:

1. Robbins, S.P. Judge, T.A. & Sanghi, S.: Organizational Behaviour, Pearson
2. Luthans, Fred: Organizational Behaviour, McGraw Hill
3. Newstrom J.W. & Devis K.: Organizational Behaviour, McGraw Hill
4. Aswathappa ,K : Organisational Behaviour ,Himalaya Publishing House
5. Shukla, Madhukar : Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall
6. Sekharan, Uma: Organisational Behaviour , The Mc Graw –Hill Companies

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PG 103: BUSINESS COMMUNICATION

(4 Credit: 40 hrs)

Module I: [20 Hours]

1. Principles of Communication – Definition, Purposes, Types, Process, Models and Barriers[2L]
2. Verbal and Non Verbal Communication – Presentation Skills (Planning and Preparation/ Using Visual Aids/ Delivery), Individual and Team Presentations, Public Speaking, Listening and Feedback, Body Language [4L+6 P]
3. Written Communication – Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading. [4L]
4. Report Writing – Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing. [4L]

Module II: [20 Hours]

5. Internal Communication – Circulars, Notices, Memos, Agenda and Minutes [4L + 2P]
6. External Communication – Resume/CV, Using Facsimiles (Fax), Electronic Mail, Handling Mail [4 L]
7. Writing Business Letters – Formats, Styles Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement [2L +4P]
8. Handling Business Information – Annual Report, House Magazine, Press Release, Press Report [2 L +2P]

Suggested Readings:

1. Monipally: Business Communication, Tata McGraw Hill
2. Business Communication Essentials (6th Edition) by Courtland L. Bovee & John V. Thill, Pearson
3. Business English: A Complete Guide for All Business and Professional Communications by Prem P. Bhalla; UBS Publishers
4. The Effective Presentation: Talk your way to success by Asha Kaul; SAGE
5. Madhukar: Business Communications; Vikas Publishing House
6. Sengun J: Business Communication; Allied Publishers

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PG 104: LEGAL AND BUSINESS ENVIRONMENT (MICRO & MACRO)

(4 Credit: 40 hrs)

Module I: Legal Environment [30 Hours]

1. Legal Aspects of Business - Society, State and Law, Enforceability of Law, Mercantile Law. [2L]
2. Indian Contract Act, 1872 – Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency [6L]
3. Sale of Goods Act, 1930 – Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods. [4L]
4. Negotiable Instruments Act, 1881 – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques.[4L]
5. Companies Act, 1956 – Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies (Including Amendments) [6L]
6. Consumer Protection Act, 1986 – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty. [4L]
7. Intellectual Property Right- Laws relating to Patents (Patent Act, 1970), Trademarks (Trademark Act, 1999), Copyright (Copyright Act, 1957), Geographical Indications (Registration & Protection) Act, 1999 [4L]

Module II: Business Environment [10 Hours]

1. Economic Indicators – Consumer Price Index, Interest Rate, Inflation Rate and its impact on Business, Business Risk [4L]
2. Intellectual Property Regime (WTO Guidelines) [2L]
3. Legislation for Anti competitive and Unfair Trade Practice – Objectives of MRTP Act, 1969, Objectives of Competition Act, 2002, Monopolistic Trade Practice, Anti competitive Agreement, MRTP vs Competition Act [4L]

Suggested Readings:

1. Sen & Mitra: Commercial law; World Press
2. Pathak: Legal Aspect of Business, TMH
3. Das & Ghosh: Business Regulatory Framework: Ocean Publication, Delhi
4. Pillai & Bagavathi: Business law, S. Chand
5. Dutt & Sundaram: Economic Environment of Business, S. Chand
6. Misra, S. K & Puri, D. K.: Economic Environment of Business, Himalaya Publishing

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PG 105: INDIAN ETHOS AND BUSINESS ETHICS

(4 Credit: 40 hrs)

Module – I: Indian Ethos (20 Hours)

1. History & Relevance; Principles, practiced by Indian Companies; Role of Indian Ethos (Management lessons from Vedas, Mahabharata, Bible, Quran, Arthashastra,) Indian Heritage in Business. Ethics Vs Ethos, Indian Vs Western Management; Work ethos and values for Indian Managers [6L]
2. Relevance of Value-based Management in Global change- - impact of Values on stake holders; Trans-cultural human values ; Secular - Vs Spiritual values; value system in work culture[4 L]
3. Stress Management, - meditation for mental health, yoga [2 L]
4. Contemporary Approaches to Leadership – Joint Hindu Family business; Leadership qualities of Karta [2 L]
5. Indian systems of learning- Gurukul system of learning, advantages – disadvantages of Karma, Importance of Karma to managers , Nishkama Karma- laws of Karma ; Law of creation- Law of humility- Law of growth – Law of Responsibility- Law of connection – Corporate Karma Leadership [6 L]

Module - II: Business Ethics (20 Hours)

1. Understanding Business Ethics – Ethical Values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business; Theories of Ethics, Absolutism vs. Relativism [6 L]
2. Approaches to Business Ethics: Teleological Approach, The Deontological Approach , Kohlberg's Six Stages Of Moral Development (CMD) [4 L]
3. Managing Ethical Dilemma: Characteristics, Ethical Decision Making, Ethical Reasoning, The Dilemma Resolution Process; Ethical Dilemmas In Different Business Areas Of Finance, Marketing, HRM and International Business [4 L]
4. Ethical Culture in Organizations – Developing Code of Culture in Organization, Ethical and Value-Based Leadership. Role of Scriptures in Understanding Ethics, Ethics in Business, Strategies of Organizational Culture Building, Ethical Indian Wisdom and Indian Approaches towards Business Ethics. [6 L]

Suggested Readings

1. Beteille, Andre - Society and Politics in India, OUP
2. Chakraborty, S. K. - Values and Ethics for Organisations, OUP
3. Fernando, A.C. - Business Ethics - An Indian Perspective, Pearson
4. Gupta, Dipankar - Social Stratification, OUP.
5. Srinivas, M. N.- Social Structure and Caste and Other Essays, OUP.
6. Sandhya, N- Indian Society, Vrindya Publication

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PG 106: QUANTITATIVE TECHNIQUES

(4 Credit: 40 hrs)

Module I: [20 Hours]

1. **Linear Programming:** Formulating maximization/minimization problems, Graphical solution, Simplex method, Artificial Variables – Big M – Method, Special cases of LP, Duality of LP and its interpretation, Post Optimality/Sensitivity Analysis, Applications of LP. [6L]
2. **Transportation Problems:** Introduction - Mathematical formulation of transportation problem - the Transportation method for finding initial solutions-North West Corner Method - Least Cost Method - Vogel's Approximation method - test for optimality - steps of MODI method-loops in transportation table - Degeneracy. [6L]
3. **Assignment Problems:** Introduction - Mathematical statement of the problem-Hungarian method of solution - Maximization case in assignment problem—unbalanced assignment problem - restrictions on assignment - Travelling salesman problem. [4L]
4. **Theory of Games:** Introduction - Two person zero sum games - Pure strategies - games with saddle points - rules to determine saddle points - mixed strategies - Game without saddle points - the rules of dominance - Methods of solution for games without saddle points—algebraic methods, graphical methods. [4L]

Module II: [20 hrs]

5. **Basic Statistics:** Basic Concept (Variables, Population v/s Sample, Central tendency, Dispersion, data Visualization, Simple Correlation and Regression. [4L]
6. **Probability & Distribution:** Probability – Introduction, Rules of Probability, Conditional Probability (Baye's Theorem), Random Variables, Discrete and Continuous Distributions (Binomial, Poisson and Normal), Sampling – Types and Distribution. [6L]
7. **Theory of Estimation:** Estimation – estimation problems, standard error, margin of error, confidence error, confidence interval, characteristics of estimators, consistency unbiasedness, sufficiency and efficiency, most sufficient estimators. Point Estimation and Interval Estimation. [4L]
8. **Statistical Inference:** Hypothesis Testing, Parametric Test – Z, F, t test, ANOVA, Non Parametric Test – Chi square test (goodness of fit, independence of attributes) Spearman's Rank Correlation Coefficient. [6L]

Software Packages to be used in illustrating the above methods

Suggested Readings

1. Statistics by Wayne L. Winston
2. Business Statistics by GC Berry
3. Business Statistics, Problems & Solutions by JK Sharma
4. Operations Research by A Ravindran, Don T Philips and James J Solberg..
5. Operations Research by V K Kapoor
6. Operations Research by S K Kalavathy

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PG 107: MARKETING MANAGEMENT

(4 Credit: 40 hrs)

- 1. Introduction to Marketing Management** – need, want, demand, value, exchange, transaction, competition; Definitions of marketing; Evolution of marketing concepts(orientations); Marketing Mix – 4Ps and their sub elements.
- 2. Strategic Marketing Planning:** Corporate level strategies – SWOT Analysis; Product-Market Grid; BCG matrix Marketing Plan – its nature and content, Process
- 3. Analysing Marketing Environment and Competition:** Major components of the microenvironment and macro-environment
- 4. Consumer Behaviour:** A framework of consumer decision making process, overview of major factors influencing consumer behavior; difference between consumer behavior and organizational behavior
- 5. Market Segmentation, Target marketing and Positioning for competitive advantage:** Concepts of market segmentation and targeting; Various bases for segmentation (consumer and industrial); Targeting strategy, Differentiation and Positioning strategies
- 6. Product:** Product Classification, Service – characteristics and expanded service mix elements; Product Line, Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; stages of New Product development.
- 7. Branding and Packaging:** strategies; Brand equity; Purpose of branding; Characteristics of good brand name, brand naming Branding strategies; Purpose of Packaging; Types of Packaging – primary, secondary, shipping packages
- 8. Pricing:** Procedure for price setting; Pricing objectives; Cost and demand consideration; Pricing methods; Modifying the price; Pricing Strategies and Tactic
- 9. Marketing Channels:** Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels; Channel flows and functions; Channel design decisions;
- 10. Promotion** :Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics, objectives and their relative strengths and weaknesses; Concept of Integrated Marketing Concept

Suggested Readings

1. Kotler, P., Keller, K L., Koshy, A., and Jha, M., “Marketing Management”, Pearson Education.
2. Stanton William J., “Fundamentals of Marketing”, Tata McGraw Hill.
3. Kotler, Philip and Armstrong, Gary. “Principles of Marketing”, Pearson Education.
4. Arun Kumar and N. Meenakshi, “Marketing Management”, Vikas Publishing.

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PG 108 : HUMAN RESOURCES MANAGEMENT

(4 Credit: 40 hrs)

1. Human Resource Management: Scope and Coverage, Structure and functions of HR Department, Role of a HR manager. [2L]
2. Human Resource Planning: Supply and Demand Forecasting methods, Manpower Inventory, Career Planning, Succession Planning, Personnel Policy. [4L]
3. Recruitment and Selection: Process, Sources, Methods of selection, Interviewing Method, Skills and Errors; Internal Mobility and Evaluation, Promotion - Purpose, types, Methods, Transfer - Concept, Purpose, Types, Separation; Different Schemes and Practices [4L]
4. Human Resource Development: Policy and Programs, Assessment of HRD Needs, HRD Methods: Training and Non-Training. Impact analysis of training & development, Assessment centers, Managerial development [4L]
5. Performance Management System: Definition, concept, Goal setting, MBO, Methods of performance appraisal, Appraisal instruments, 360 Appraisal, Errors in appraisal, Potential Appraisal, Appraisal Interview. [4L]
6. Compensation Management: Wages - Concepts, Components; System of Wage Payment, Fringe Benefits, incentives, perks, Social security post retirement [4L]
7. Industrial Relations in India: Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Machineries, Role of Government, Labour Policy in India. [4L]
8. Discipline Management: Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling [4L]
9. Strategic HRM and International HRM: Meaning, Strategic HRM vs. Traditional HRM, SHRM Process, Managing workforce diversity-Global HR issues [4L]
10. Nature of e-HRM, e- Recruitment & Selection, e-Performance Management, e-Learning- Legal and financial dimensions in e HRM. [2L]
11. Quantitative techniques in HRM Audit and HR Score Card [2L]

Suggested Readings

1. Agarwala T. - Strategic Human Resource Management, OUP
2. Aswathappa, K. - Human Resource Management, Tata McGraw Hill
3. yothi P. & Venkatesh, D.N. - Human Resource Management, OUP
4. Pattanayek, B. - Human Resource Management, PHI
5. Ramaswamy, E.A. - Managing Human Resources, OUP
6. Saiyadain, M.S - Human Resource Management: Tata McGraw Hill
7. VSP Rao- Human Resource Management