UNIVERSITY OF MUMBAI

CIRCULAR: -

No.UG/340 of 2009.
Mumbai 400 032,
1st September, 2009.

The Director,
Garware Institute of Career
Education and Development,
Vidyanagari Campus,
Kalina, Santacruz(East),
MUMBAI 400 098.

Sir,

I am to inform you that the recommendation of the course Committee of Garware Institute of Career Education and Development has been accepted by the Academic Council at its meeting held on 13th February, 2009 vide item No.7.9 and subsequently approved by the Management Council at its meeting held on 22nd May, 2009 vide item No.27 and that, in accordance therewith, Post-graduate Diploma in Management (PGDM) has been introduced by the University from the academic year 2009-2010.

Further that in exercise of the powers conferred upon the Management Council under Section 54(1) and 55(1) of the Maharashtra Universities Act, 1994, it has made **Ordinances 5830 and 5831 and Regulations 7013, 7014, 7015, 7016 and 7017** including syllabus relating to the Post-graduate Diploma in Management (PGDM) is as per Appendix and that the same has been brought into force with effect from the academic year 2009-2010.

Yours faithfully,
01/09/09
(D. H. KATE)
DEPUTY REGISTRAR
(U.G./P.G.Section)

A.C/7.9/13.02.2009
M.C./27/22.05.2009

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Copy to :-

The Director, Board of College and University Development, , the Deputy Registrar (Eligibility and Migration Section the Director of Students Welfare, the Executive Secretary to the Vice-Chancellor, the Personal Assistant to the Pro-Vice Chancellor, the Registrar and the Assistant Registrar, Administrative sub-center, Ratnagiri for information .

The Officer on Special Duty and Controller of Examinations (10 copies), the Finance and Accounts Officer (2 copies Record Section (5 copies). Publications Section (5 copies), the Deputy Registrar, Enrolment, Eligibility and Migration Section (copies), the Deputy Registrar, Statistical Unit (2 copies), the Deputy Registrar (Accounts Section), Vidyanagari (2 copies), th Deputy Registrar, Affiliation Section (2 copies), the Director, Institute of Distance Education,(10 copies) the Direct University Computer Center (IDE Building), Vidyanagari, (2 copies) the Deputy Registrar (Special Cell), the Depu Registrar (PRO) , the Assistant Registrar, Academic Authorities Unit (2 copies)and the Assistant Registrar, Executiv

7.9
13/12/09

DRAFT

UNIVERSITY OF MUMBAI'S

GARWARE INSTITUTE OF CAREER EDUCATION AND DEVELOPMENT

ORDINANCES, REGULATIONS AND SYLLABUS FOR THE

PG DIPLOMA IN MANAGEMENT

(Introduction wef academic year 2009-2010)

UNIVERSITY OF MUMBAI
GARWARE INSTITUTE OF CAREER EDUCATION & DEVELOPMENT
Ordinance, Regulations And Syllabus Relating To The
PG DIPLOMA COURSE IN MANAGEMENT
(For Introduction From June 2009)

Preamble :

Over the last four decades the industry has advanced from local manufacturing to international businesses in finance, manufacturing, service, support, fashion segments with global enterprises. Managers are shifting from one segment to another to bring good practices and inculcate innovation for productivity. Processes, research, new product development, new technology, training, retraining, six-sigma are tools used to improve productivity for staying competitive in international scenario. This course is planned to deliver industry oriented management education, in accelerated mode for those candidates not intending to spend two years.

Objective :

To equip the students with various methods, practices and techniques of management, and attain necessary knowledge and skills.

Career Scope :

The employment opportunities are: manufacturing, marketing operations, industry in various functions.

O 5830 Title of the Course : Post Graduate Diploma in Management

R 7013 Duration : One Year Full Time Accelerated Course

R 7014 Intake Capacity : 120 (Two Batches of 60 each)

O 5831 Eligibility : Graduate in any faculty from recognized university
Admission on the basis of Written test and Interview.

R 7015 Teacher's Qualification: Expertise in the subject

R 7016 Fees : Rs 50000/- for both semesters plus admission, test, Eligibility, e-charges, Sports fees, PG registration etc. Extra

Architecture of Course :

- Theory Subjects 21
  Industry Training and Project: 9 credits=9*13*3=351 hrs/8 hrs per day=44 days
- 1 credit =13 theory hours or 39 project hours.
- **Sem 1** : Start 16th August. 4 months. Exam 17th Dec. onwards.
  Number of days in Sem I =120
- **Sem 2**: Start 2nd January. 4 months. Exam 2nd May onwards.
- Training: May-July

R7017 **Standard of Passing :**

1. The minimum percentage required for passing will be 50% in each paper.

2. Evaluation : 60% periodic evaluation , 40% semester end examination.

3. **Grading system :**

75-100	O grade
65-74	A+ grade
60-64	A grade
55-59	B+ grade
50-54	B grade
<50	FAIL

4. Semester-end Examination will be conducted at the end of Semesters. A student who fa some subjects can join the next semester. A supplementary examination will be conduct July/August for all subjects of Semester I & II for students to clear subjects in which he failed.

5. Term & Periodic Assessment Marks can be carried forward.

EXAMINATION PATTERN

(TOTAL MARKS :- 2400 CREDITS : 72)

Specializations:

(A)Finance, (B)HR, (C) Marketing, (D) IT, (E) Operations

Paper	Subject	Marks	Hours	Credits
	SEMESTER I			
1	Principles of Management	100	39	3
2	Human Resource Management	100	39	3
3	Financial Management	100	39	3
4	Business Environment	100	39	3
5	Information Technology	100	39	3
6	Economics	100	39	3
7	Marketing Management	100	39	3
8	Legal Aspects of Business	100	39	3
9	Research Methodology	100	39	3
10	Sales Management	100	39	3
11	Quantitative Techniques	100	39	3
	Theory Hours		429	33
	SEMESTER II			
12	Quality Management	100	39	3
13	Operations Management	100	39	3
14	Banking, Investment, Insurance	100	39	3
15	Management Control Systems	100	39	3
16	Corporate Social Responsibility	100	39	3
17	Supply Chain Management	100	39	3
18	Elective1: (A) Finance, (B)HR, (C) Marketing, (D) IT, (E) Operations	100	39	3
19	Elective2: (A) Finance, (B)HR, (C) Marketing, (D) IT, (E) Operations	100	39	3
20	Elective3: (A) Finance, (B)HR, (C) Marketing, (D) IT, (E) Operations	100	39	3
21	Study Project and Report	100	39	3
	Theory Hours		390	30
22	Project in Industry Study / Training	300	351	9
	Total	2400	1170	72

1) All semester end examinations will be of 3 hours' duration.

2) Subject 22: Project in industry study / training: Duration 44 working days

SPECIALIZATION	SUBJECT 18	SUBJECT 19	SUBJECT 20
(A)FINANCE	18A BANKING	19A PORTFOLIO MANAGEMENT	20A CORPORATE FINANCIAL MANAGEMENT
(B)HR	18 B ORGANISATIONAL BEHAVIOUR	19B TRAINING & DEVELOPMENT	20B HUMAN RESOURCES MANAGEMENT
(C) MARKETING	18C CONSUMER BEHAVIOUR & SERVICE MANAGEMENT	19C INTERNATIONAL BUSINESS	20C INTEGRATED MARKET COMMUNICATIONS
(D) IT	18D SOFTWARE TECHNOLOGY	19D HARDWARE TECHNOLOGY	20D CORPORATE IT
(E)OPERATIONS	18E LOGISTICS & SUPPLY CHAIN MANAGEMENT	19E MANAGEMENT OF SERVICE SECTOR	20E PRODUCTION MANAGEMENT

Note. Minimum number of candidates required to conduct a specialization is 15% of the strength of students admitted

SUBJECT-WISE SYLLABUS

Paper	Subject
1	PRINCIPLES OF MANAGEMENT Management: Science, Theory and Practice, Functions of Manager Evolution of Management theories, present scenario. International Management & MNCs, Japanese Principles. Planning: Purpose, steps, process, Objectives, MBO, Developing verifiable goals Strategy, Policy, Values, Decision Making. Organising Structure, Departmentation, Span. Environment- entrepreneurial, innovation. Line, Staff, Authority, Delegation, Decentralisation Leadership: Leadership styles Committees & Group Decision making Controlling, Feedback systems. Organisation Control, Audit, MIS, Effectiveness. Building high Brand Value Organisations Management in different sectors – Organisation Structures, Systems used for control, productivity : Finance, Manufacturing, NGOs, Service and Consultancy, Airlines Government. Books: Koontz, Harold and Weijrich, Heinz : Essentials of Management : an Indian perspective. TMG Weihrich Heinz and Koontz, Harold : Management : a global perspective. TMG Koontz, Harold & others : Principles of Management: TMG Drucker Peter F : Management : Tasks, Responsibilities and Practice. Allied Publishers.
2	HUMAN RESOURCE MANAGEMENT Business and HR Strategy HR Planning, Analysing work and Job Design. Building Productive, Competitive organizations. Quality, Ethics, Values. Selection and Recruitment of employees Inducting, Training, Career Management Evaluation and Feedback System, Incentives, Reward and Compensation System Organisational Behaviour. Motivation perspectives and in action, Empowering , Safe and Healthy environment. Leadership Styles in different business environments. Impact and productive application of technology, innovation, service orientation. Labour Laws, IR and trade unions. Controlling Costs, Leave attendance, duty scheduling, Shop and Establishment Act. References: Human Resource Management: K Aswathappa, 5th edition TMG Human Resource Management: H.L.Kaila (2 Volumes Set) Kalpaz Publications Human Resource Development, Process, Practices, Perspectives: Stephen Gibb Palgrave Macmillan
3	FINANCIAL MANAGEMENT Introduction to Accounting Practices, Capital Investments, Structure, ROI Balance Sheet and Profit & Loss Account, Ratio Analysis Process and Batch Costing Credit in Business, Working Capital Requirements Foreign exchange instruments, Payment process Insurance Project Preparation, Sensitivity Analysis Maintenance of Accounts Budgeting and Planning, MIS (Management Information System) Books: Khan M. Y. & Jain, P. K. : Financial Management : Text, Problems & Cases, New Delhi, TMG Prasanna, Chandra : Financial Management TMG

4	BUSINESS ENVIRONMENT Government departments in industry and Commerce Industrial Policy, Five year Plan, Development Schemes, Importance of Inclusive Development in the plan. Role of Finance Ministry, SEBI, RBI, Dept of Company Affairs, Dept of Commerce, Foreign Investment regulations. International trade regulations. Indian scenario in international market: Financial Markets, International trade, service, development and growth. GATT, Regional trade agreements Sector-wise international trade and movements SEZ Regulations and Law Changing scenario and opportunities in manufacturing trading, retailing, service industry and role of logistics. State incentives to industry, Local Taxations Taxation: Excise, Sales Tax, VAT, Octroi Regulations regarding Product quality, facilities, FDA, Approvals from competent agencies for export. References India Development Report 2008:R.Radhakrishnan Oxford University Press Special Economic Zones Act 2005 Profession Book Publications Reserve Bank of India Act 2005 Universal Publ. Co. Ltd.
5	INFORMATION TECHNOLOGY IT Systems in Industry: ERPs, Networking, Telecom networks, Operating systems / Database management selection criterion, vendors and deployment. Corporate IT and communication Network Design, deployment, upgrading and Maintenance ERP selection and implementation methodology. Telecom Technology Scenario. Mobile Computing and Communication. Demos of WORD, EXCEL, MS: Project management, Prima Vera Corporate IT network. Smart card Technology, RFID, Time Attendance. Visit to corporate sites, Presentations, Demos by suppliers. See 18D References.
6	ECONOMICS Demand Supply: Market Mechanism. Exchange rate variation. Classification of competition. Role of government: Monitory and Fiscal policies. Historical perspective Indian economy. Five year plans. Development disparity: under-development, economic backwardness. Population growth Employment, Human Capital, Economic infrastructure National Income measurement, Income distribution and poverty Agriculture, Land reforms, Agri-Finance and rural indebtedness, Food problem, cooperative movement, Rural Development. Industrial Growth: Performance and problems. Public and private sector. Monopoly, Concentration and MNCs. References: Indian Economy: AN Agrawal. New Age International Economics : Mc Graw-Hill Indian Economy: Ruddar Datt and K.P.M.Sundharam S.Chand Indian Economy: Misra and Puri Himalaya Pub.House
7	MARKETING MANAGEMENT Concepts of present day marketing, Developing strategies and plans. Analyzing Business Markets Analyzing markets, Segmentation in Business and consumer markets Product Management, Product Introduction, Test Marketing Creating Brand Equity, Brand Positioning, Competition and Strategy, Product Strategy, Pricing Strategies. Distribution, , Supply Chain Management Marketing Communication: Advertising, Promotion, Publicity, Personal Selling, Direct Marketing, Event Marketing

	Product Planning: Marketing plan Introducing New Markets. Tapping Global markets Consumer Behavior Social Responsibility of Marketing Marketing Budgets: investments, recurring expenditure. Marketing MIS: Physical and Financial References: Marketing: Philip Kotler Product Management: Lehman Strategic Brand Management: D avid Aaker
8	LEGAL ASPECTS OF BUSINESS Indian Constitution and Legal System. Central and State Laws. Company Law Foreign Investment Manufacturing. Shops and Establishment Act. Land Laws. Land Acquisition regulation, Stamp Act Labour Law Banking Laws, Insurance, IRDA Excise and Customs Laws. Export Zones Act and Regulations Environment Protection Legislation Income Tax Law. Finance Bills. Right to information Act. Regulations and Incentives to Women. Consumer Protection Measures in India. References: Consumer Protection Movement in India: Dr SS Chahar: Kanishka Publishers Business Law including Company Law: SS Gulshan & GK Kapoor. New Age International Publishers. Law of Contracts: Avtar Singh: Eastern Book Company. Income Tax Act Taxman Pub (P) Ltd.
9	RESEARCH METHODOLOGY Essentials and characteristics of Scientific method. Ethics, Validity, Bias: non-responsive, Hawthorne effect, randomized trials. Terms: idiographic, survey, cross sectional survey, Hypothesis and Research design. Types of research design: Exploratory, descriptive, Causal studies etc. Research Methods Collection of Data: enquiries, units, accuracy, errors classes Primary Data: Surveys, Interview Method, Types of questions, Behavioral research Secondary Data: Sources: illustrate with Questionnaires of business data Measurement Scaling techniques, Different types of scales. Sampling Techniques: Methods of sampling. Processing and Analyzing Data. Classification and Tabulation: Methods and types. rules and precautions. Measures of Central tendency and dispersion Correlation coefficients, probable errors. Regression. Interpolation and Extrapolation. Gaussian Distribution, alpha and beta errors, Poisson Distribution. Testing of Hypothesis. Parametric tests: Level of Significance, Tailed tests: single and paired, t- test, F-test, x squared test. Interpretation of Data. Report Writing References: Research Methodology : Dr Aditham Bhujanga Rao; Excel Books Research Methodology : Dr BD Kulkarni, Everest Publishing Research Methods in Social and Behavioral sciences: Russel Jones: Senauer Associates, MA Methods in social research: WJ Goode, PK Hatt. Mc Graw-Hill.

10	SALES MANAGEMENT 1. Distribution of goods: Distribution, Channel Management Decisions 2. Strategic Sales Plans 3. Pricing Strategies 4. Organisation of Sales Function 5. Sales Force Management: Training & Motivation of Sales Force 6. Sales Planning, Customer Service 7. Prospecting 8. Sales promotion 9. Retail Management 10. Industrial Selling 11. Institutional Selling: Developing Large customers, Direct Sales, Preparing for Negotiations of contracts and long term supplies or services. 12. Developing International Sales Network 13. Case studies: Pharma Sales, FMCG, Rural Selling, Finance selling. References: Sales and Distribution Management: Aftab Alam (Wisdom) Sales Management: UC Mathur (New-Age) Sales Management: Still, Cundiff and Govani (Prentice Hall) Management of Sales Force: Stanton and Spiro (Mc Graw Hill Intl) Sales Management: Futrell (Thomson)
11	QUANTITATIVE TECHNIQUES 1. Investment & Break even Analysis, 2. Decision Theory (Bayesian), 3. Forecasting, 4. Linear Programming 5. Transportation Model. 6. Queuing Theory 7. Replacement Theory 8. PERT & CPM 9. Simulation References: An introduction to Management Science: Anderson, Sweeny Williams: Thomson South Western Quantitative analysis for Management: Bary Render, Ralf Stair, Michael Hanna Quantitative Techniques in Management: Vora
12	QUALITY MANAGEMENT & SERVICE A) Development of Quality Management: Deming, Juran, Ishikawa, Crosby, Taguchi, Six Sigma. Quality Planning, Quality Control, Management of Process Quality, Productivity, Total Quality Management, Continuous Process Improvement, Supplier Partnership, Quality Re-engineering, Customer Satisfaction, Service Quality, Retention of customers, Benchmarking, ISO 9000, JIT, Management Tools Total Quality Management, Six Sigma, Training as a tool. B) Customer Service Customer focused marketing The Marketing Concept • Logistics as a Core Strategic Competency Life-Cycle Planning Framework Customer Service Capability Availability • Operational Performance • Reliability • Conclusion Value added services Customer-Focused Services Promotion-Focused Services Manufacturing-Focused Services Time-Focused Services • Basic Service Customer Satisfaction Cost-Effectiveness • Market Access • Market Extension , Market Creation References: Total Quality Management: JE Ross Total Quality Management: DH Besterfield, CB Michna: Prentice Hall

13	OPERATIONS MANAGEMENT (A) MANUFACTURING Planning production Facilities Capacity planning and investment decisions Plant Layout and Material Handling, Line Balancing Production Planning and Control SERVICE MANAGEMENT Service Sector Organizations: Consultancy, Public Utility, Telecom Operations Organizations BPO, KPO References: Production and Operations Management: R Panneerselvam . Prentice Hall India Production and Operations Management SN Chary Third edition. TMG (B) STUDY PROJECT Life cycle Study from development, project setting-up in a manufacturing or service sector with emphasis on technology.
14	BANKING, INVESTMENT, INSURANCE Development of Financial Market Economies Financial Markets and Exchanges. Banks: Public Sector, Private Sector, Cooperative. Scheduled Banks. Restrictions on MNC banks' starting and operations. RBI it's role. Traditional Banking Functions: Deposits, Loans, Negotiable instruments GATT and Banking sector Modern Banking Functions: Loans, advances, investments, Bills, Consortium finance, LCs, Fi nancial Guarantees, Leasing vs Hire Purchase Cross – Border Banking Import Documentation Types of Finance: Export finance. Terminology: IEC number, LIBOR, Deemed export, PCFC, UCPDC, DGFT Import Financing Terminology: IE Code number, OGL, Suppliers credit, Counter-trade, OECD, FEDAI, AWB, Bill of Lading Merchant Banking: Venture Capital, Mergers De-Mergers, Acquisitions Consultancy. Mutual Funds Mobilization of External Funds : ECB, Syndication, Floating rate Bonds, Raising equity through ADRs, IDRs, GDRs Investment Banking RBI regulations on declarations in financial statements. FDI NR Accounts, Bi-lateral/ multilateral assistance. Risks in international Banking: Foreign Exchange, Credit risk, country risk, operational risk, legal risk Derivatives, Options, Futures Insurance and Mortgage Assets Quality, Underwriting of securities Financial Markets: FII, exchange rate and convertibility. Stock Exchanges. Role of SEBI. Exchanges trading of equity, commodities, product. Interconnected impact on exchange rate, capital availability, interest rates, inflation, trade deficit, current account deficit, sentiment, growth of economy etc References: Banking and Finance: Dr KM Bhattacharya & OP Agarwal, Himalaya Publishing Principles of Banking Indian Institute of Banking and Finance Special Study in Finance : AA Dhond

15	MANAGEMENT CONTROL SYSTEMS Factors affecting response of operative people affecting achievement of Targets and Goals Revenue and Expense Centres, Profit Centres, Transfer Pricing Measuring and controlling Assets Employed Strategic Planning, Budget Preparation, Benchmarking, Balanced Score Card Audit - control tool, Internal Audit, Management Audit, Annual Statutory Audit, Cost Audit Definition of authorities at different levels, Approval processes. Performance Measurement, Reports and Analysis Differentiated strategies and Control Financial Services: Assets Employed and control Cost Control . Project Control References: Management Control Systems: Robert N Anthony & Vijay Govindarajan (TMG) Management Control Systems Prof Mahesh Halale (Everest) Management Control Systems : Gautama Pherwani (Himalaya)
16	CORPORATE SOCIAL RESPONSIBILITY Income Distribution and Poverty: Desirable and undesirable inequalities, measurement, causes, measures govt and social. Health Scenario: Support in Needy rural and urban areas, camps for family planning, inoculation, eye-treatment etc. Education: Scholarships, education to people differently/ less-abled, Adult Education, help school drop-outs, Family Planning education. Development: Organize groups, villages and create businesses for self support , provide Micro-finance services. Disaster Management, Natural Calamities Rehabilitation, Aid. Better Environment Projects. Water Supply Project. Infrastructure development. Tree-planting, Water conservation. The subject may be conducted through guest lectures, submissions based on visits, studies, project. References: Corporate Social Responsibility Concepts and Cases – The Indian Experience CV Baxi & Ajit Prasad - Excel Books
17	SUPPLY CHAIN MANAGEMENT 1. Transportation, Storage and Warehousing. Basic transport economics and pricing. Transport documentation. 2. Negotiations, Strategic Relationships and Supply chains, Partnerships 3. International Sourcing Decisions 4. Legal Aspects, Taxation, Import Management 5. Inventory Planning • Customer order, replenishment, manufacturing, procurement cycles. Building a System. • Inventory Strategy ,Optimal Level of Product Availability, Cycle Inventory Management. • Supply Chain Coordination • Inventory Functionality Planning the inventory: ABC, Credit Analysis. Managing Uncertainty: Safety Stocks • Determining Order Point (When to Order?) Determining Lot Size (How Much?) • Inventory management policies: Inventory Control, Reactive Methods, Planning Methods, Adaptive Logic • Accommodating uncertainty Accommodating Demand Uncertainty Performance-Cycle Uncertainty: Determining order point with uncertainty replenishment ordering 6. Purchasing Management • Specification, Quality, Tendering, World Bank procedure • Supplier Selection • Cost, Price, Discounts and Negotiation 7. Buying versus own manufacturing

8. Vendor Development

REFERENCES

Logistical Management : Donald Bowersox and David Closs, TMG
Business Logistics / Supply Chain Management Ronald Ballou
New Directions in Supply Chain Management: Technology, Strategy & Implementation By Tonya Boon, Ram Ganeshan
Logistics Supply Chain Management Text and Cases: Anurag Saxena and Kaaushik Sircar
Logistics : Donald Waters . Palgrave Mac Millan
Supply Chain Strategies: Customer-Driven and customer-focused: Tony Hines: Butterworth-Heinmann
Supply Chain Management: John T. Mentzer (Ed): Response Books
Supply Chain Management: Sunil Chopra, Peter Meindl : Prentice Hall

18A BANKING & INSURANCE

1. Banks' balance sheets, RBI requirements
2. Banks: Public Sector, Private Sector, Cooperative. Scheduled Banks. Restrictions on MNC banks' starting and operations.
3. RBI : it's role.
4. Role of SEBI.
5. Narasimhan Committee report
6. Basel II requirements, GAAP, IRS
7. Asset , Liability Management in a bank
8. Investment Banking
9. Risks in international Banking:
    - Foreign Exchange, Credit risk, country risk, operational risk, legal risk
    - Derivatives, Options, Futures
10. Mortgage, Assets Quality, Underwriting of securities
11. Asset Reconstruction companies
12. IRDA
13. Life Insurance Business: Examples of products. Tables.
14. Risk Management in Banks
15. General Insurance Business: Examples of products in Fire, Marine, General Insurance policies
16. Investment and Fund Management in Insurance

References:

Banking and Finance: Dr KM Bhattacharya & OP Agarwal, Himalaya Publishing
Principles of Banking Indian Institute of Banking and Finance
Special Study in Finance : AA Dhond
Credit Risk Management : SK Bagchi (Jaico)
Risk Management in Banking: Bessis Joel, Chichester. John Wiley.
Strategic Business Management and Banking: AN Sarkar. Deep & Deep Publ.
Law and Economics of Insurance: Insurance Institute of India

19A PORTFOLIO MANAGEMENT

1. Financial Markets
2. Financial Instruments and products. Present Scenario.
3. Risk and Return in stock market investments
4. Trading Exchanges
5. Different Financial Instruments, risks in companies, countries etc
6. Market Portfolio Models
7. Market Movement Model: Sharp's index and validity
8. Arbitrage in trading
9. Efficient Market Hypothesis, anomalies
10. Pricing model
11. Portfolio Performance and Investment modeling with different risk factors: Indices and Measures theories(e.g. Sharp, Treynor, Jensen).
12. Reduction of risks in foreign exchange
13. Commodity Exchange and trading in derivatives

References:

Security Analysis and Portfolio Management: Donald Fischer and Ronald Jordan
Security Analysis and Portfolio Management: Prasanna Chandra (TMG)

20A	CORPORATE FINANCIAL MANAGEMENT 1. Corporate Finance • Project Finance • Raising Capital: local and international • Organization's rating • Risk evaluation and Insurance Management • Treasury management • Listing on exchange • Swaps • Restructuring, syndication 2. Investment Banking • Investment opportunities and plans • Joint ventures • Acquisition • Due Diligence • Risk reduction through options, futures, derivatives 3. Costing: Process Costing, Activity based costing 4. Accounting Systems for P&L account and Balance sheet: GAAP, IFRS 5. IMF, World Bank facilities for infrastructure and corporate projects 6. Taxation: Indian Tax laws, develop plan, budget, maintain records, schedule for filing documents References: Financial Management: Brietly Myres Financial Management: Brigham Indian Financial Systems : MY Khan
19B	TRAINING & DEVELOPMENT Training Policies and Programmes. Emerging Business needs to learn. Benchmarking of present teams and establish gaps. Assessment of individual and group needs: Skills HR, Group work, communication Knowledge: Technical Job related, computers, financial, values, operating in international environment, language learning. Architecture of Training Process Plan Individual Training Programmes Quality Programmes Leadership Development Programmes References: Developing Learning Organisation: Peter Lassey
20B	HUMAN RESOURCES MANAGEMENT Functions of HR Dept / HR IT Systems Development of HR Plan and Budgets Strategies for Compensation, Motivation, Retention, Organisational Behaviour Job Description, Annual and Periodic Evaluation, Communication and Counselling, Evaluation of new job applicants: Techniques, Industry Qualifying Tests. Organisation-wide Communication. Building a Social Structure. Health, Canteen, Welfare. Handling Law and Order. Facilitating employees having problems. Womens rights and issues. Local Standing Committees. Handling Grievance, Enquiry Methods. Trade Union and Labour issues. Developing Contracts. Negotiations. Environment issues. Corporate Social Responsibility : Develop plans. References: Human Resource Management: Aswathappa. TMG Managing Human Resources: Bohlander, Snell, Sherman Text Book of Human Resource Management: P Subba Rao Organizational Behaviour: JW Newstrom and K Davis. TMG

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18C	CONSUMER BEHAVIOUR & SERVICE MANAGEMENT Customer Buying Behavior, Buying Process, Social Factors influencing buying decisions. Consumer behaviour in the international context:, Culture as market distinguisher, Hofstede's theory. Customer Service Strategies, Top of Mind Recall, Share of Mind, Customer Evaluation of Service Quality, Customer Research, Customer Relationship Management Setting Service Standards, Implementation, Training, Communication Gaps, Delivery Gaps Multi level Relationship marketing, Preferred Customers, Loyalty Programs e-Commerce References: Consumer Behaviour: Schiffmanand Kanuk: Prentice Hall Consumer Behaviour Text AND Cases: Satish Batra & SHH Kazmi Consumer Behaviour in Marketing Strategy: Howard Prentice Hall Intl. Customer Relationship Management: Duane E Sharp, Auerbach Publications. Customer Relationship Management: Mukesh Chaturvedi and Abhinav Chaturvedi Excel
19C	INTERNATIONAL BUSINESS Phased geographical business expansion: from trading to manufacturing, collaborative research, contracted research, BPO / KPO. Role of MNCs International Business Scenario Institutional Framework: World Bank, IMF, OECD, EU Trade. Factors influencing Trade Strategic, Financial, Economic aspects of decision making for trade. International Marketing strategies Trade Agreements: Regional and international Regulations with respect to environment, ethics, food, pharma, electric, safety standards and regulations. Local registration and Patents regulations and compliances Investments for operations in other countries Foreign exchange, economic and political risks Country Ratings by international agencies Culture and Marketing Product Planning, Branding Strategies, Distribution Strategies References: International Marketing: Sak Onkvisit and John Shaw: Routledge International Marketing: Andrew Mc Auley(John Wiley) International Business: Daniels and Radebough International Business: Sundaram and Black International Business: Subba Rao International Business: Charles Hill International Business: Roebock and Simon
20C	INTEGRATED MARKET COMMUNICATIONS Communication Process and models. Advertising Objectives, Advertising Strategies, Public Relations Brand Positioning Advertising Management in corporations Agency Organisation and management Agency Evaluation Creatives for persuasion and attitudinal changes Advertising Research Event Management e-Communication and marketing References: Advertising and Promotion: George Belch Advertising Management : Rajeev Batra, John Myers, David Aeker Advertising Management :U.C. Mathur New Age International
18D	SOFTWARE TECHNOLOGY Software Platforms Origin, status, application areas, important merits and demerits, selection criteria: Operating Systems: Unix, Windows, Linux, operating systems in mobile applications

	Data Base Management, RDBMS, Windows SQL and Oracle Programming Languages: C, C++, HTML, VB, .Net, Java, ASP Server Technologies: Intel, Sun, IBM Browsers, Search Engines Exercises in Excel, SPSS, Prima Vera or MS Projects ERPs: customized, SAP, Oracle CRM: Commercial Packages References: Introduction to Computers: Peter Norton. TMG Operating Systems: AS Godbole Operating Systems: HM Deitel Pearson Education Customer Relationship Management: Duane E Sharp. Auerbach Publications. The Elements of Computing Systems: Noam Nisan and S Schocken: Prentice Hall
19D	HARDWARE TECHNOLOGY Evolution of computing: PC, Main Frame, Super Computing Networking: LAN, WAN, Fiber optic networks, WiFi, Bluetooth 2G, 3G Technologies Evolution and status of Mobile Telephony, wireless high speed data transmission. Hardware components in networking: Switches level 1,2,3. Different makes. Brief importance of Bandwidth as a resource, reservations, allocation, cost implications, concept of modulation and switching for efficient use of bandwidth. Application of telecom technologies in business: corporate networks, internet / web based internet and intranets for data, video, audio applications eg video conferencing. Internet telephony. Satellite Communication in broadband and video applications. Display devices plasma and LCD. Power back up systems. Server technologies: IBM, Sun, Intel platforms Security Systems for protection of corporate nets. RFID Technology for tagging and identification. Data Communications and Networking: A Forouzan, TMG Local Area Networks: A Forouzan, TMG Communication Networks: AL Garcia. TMG Data Communication and Computer Networks: ISRDA Group: TMG Local Area Networks: Kesier Gerd. TMG
20D.	CORPORATE IT 1. Determining the need for communication, Automation of operations for data capture, Data integration processing, Document Generation and Reporting, MIS 2. CRS: Customer Requirement Studies 3. IT Proposal for modernization architecture, network, systems, components, integration of computing and telecom 4. Storage Distributed and Central 5. Application Software: ERP, CRM selection criteria 6. Special Software: Data Mining and data Warehousing 7. Implementation strategies for ERPs, training, maximization of return 8. MIS: Level wise and department wise reporting and consolidation 9. Budgets and control 10. Maintenance and procurement of consumables 11. Printers, scanners, copiers, laptops, mobile devices 12. Setting up security systems 13. Bandwidth management and control 14. e-marketing 15. Website and applications for internal and external users References: Management Information Systems: Mahadeo Jaiswal & Monika Mittal: Oxford University Press
18E	LOGISTICS & SUPPLY CHAIN MANAGEMENT 1. International Supply Chains 2. Global logistics 3. Supply Chains in Automobile Industry 4. Supply Chains in Retail Industry 5. Agriculture Supply Chains 6. Pharma Supply Chains / Polymer manufacturing Supply Chain

	7. Transportation 8. Warehousing and Manufacturing Locations 9. Vendor Development Programmes 10. Vendor Quality Assurance 11. Purchasing of Capital Goods, valuation of used equipment 12. Outsourcing Procurement, Warehousing: 3PL, 4PL 13. Contract Supply agreements eg petroleum exploration, nuclear fuel. References: Supply Chain Management Planning and Operations: Sunil Chopra, Peter Meindi (Prentice Hall) Supply Chain Management Concepts and Cases: RV Altekar (Prentice Hall)
19E	MANAGEMENT IN SERVICE SECTOR 1. Analysis of typical Service sectors in industry : • Telecom Operations Organisations • Retailing, • IT enabled Service, Consultancy Service, BPO,KPO • Utility Need from Cost Effectiveness angle, Organisation structure, regulations, government restrictions, 2. Marketing of services 3. Design for Competitive advantage 4. Selection, recruitment and training in software and BPO services 5. Quality Implementation: Setting up Customer Services Cell in Telecom, Retail: Service quality management 6. Technology and impact on services. 7. Customer Service excellence Reference: Service Sector Management : an Indian perspective: C Bhattacharjee
20E	PRODUCTION MANAGEMENT 1. Planning production Facilities 2. Capacity planning and investment decisions 3. Facility location 4. Project Management 5. Plant Layout and Material Handling, Line of Balance 6. Aggregate Planning and Master Production Scheduling 7 Material Requirement Planning 8 Production Planning and Control, Flow Shop Scheduling 9 Work Study 10 Maintenance Planning and Control 11. Modern Production Management tools 12 Outsourcing References: Production and Operations Management: R Panneerselvam . Prentice Hall India Production and Operations Management: SN Chary Third edition. TMG
21	STUDY PROJECT AND REPORT Study in library, internet with or without field data for an industry / corporate with full functions from project preparation to balance sheet: Business plan, Budget, Market Research, Product Introduction, Sales and Marketing Plan, Procurement / Production. Servicing. HRM. Project Finance, Stock Market Positions, Future Plans. The participant will give the topic to specified faculty within one moth of start of the first semester and submit the report at stipulated date in February. Marks will be given on the work done and presentation / viva-voce.
22	PROJECT IN INDUSTRY STUDY / TRAINING Duration 45 days industry / field work, training Preferably in the specialization. Marks will be given on the work done and presentation / viva-voce.

GICED 06/02/2009

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FEES STRUCTURE

P.G. DIPLOMA IN MANAGEMENT

SEMESTER		
NO. OF STUDENTS		
TUITION FEES		
LIBRARY FEES		
EXAM. FEES		
LAB FEES .		
JOURNAL		
INPLANT		
STUDY MATERIAL		
COMPUTER		
PLACEMENT		
PG REGISTRN FEES		
ECHARGES		
ELIGIBILITY/ENROLMENT		
GYMKHANA		
TOTAL FEES		
LIBRARY DEPOSIT		