

# **PGDM II TRIMESTER**

## **SYLLABUS**

**MARKETING MANAGEMENT**

**Lecture : 4 Hours/Week**  
**Year/Trimester : PGDM I/II**  
**Credits : 4**

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM2T01**

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**UNIT-I**

**Introduction to Marketing Management:** Definition – Importance - Scope of Marketing- Core concepts of Marketing - Company orientations towards Marketing - Marketing process- Selling Vs Marketing - Marketing mix - Competitive analysis and strategies.

**UNIT-II**

**Segmentation, Targeting and Positioning (STP):** Meaning of STP - STP Process - Levels of Segmentation Pattern - Process of Segmentation.

**UNIT-III**

**Product and Service strategies:** Product levels, Product hierarchy, Product classification Product Vs Services, consumer goods, industrial goods, product mix decisions, Product line decisions, new product development, PLC strategies.

**UNIT-IV**

**Pricing Strategies:** Meaning – Objectives – Process – Methods – Strategies - Pricing for Services.  
**Placing Strategies (Distribution channel):** Importance – Functions - Levels of channels- Types of intermediaries.

**UNIT-V**

**Promotional Strategies:** IMC process, Elements of Promotional mix. Emerging dimensions in marketing, Ethics in marketing, Introduction to E-marketing.

**(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)**

**REFERENCES:**

1. Kotler, Keller, Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi.
4. Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R. Evans & Barry Berman : Marketing, Wiley India, New Delhi.

## FINANCIAL MANAGEMENT

**Lecture** : 4 Hours/Week  
**Year/Semester** : PGDM I/II  
**Credits** : 4

**Internal Marks** : 40  
**External Marks** : 60  
**Subject Code:** PGDM2T02

### **Unit- I**

**Finance Function:** Concept - Nature - Scope – Finance Functions/Decisions - Goals of FM - Profit Maximization Vs Wealth Maximization– Financial Analysis-Techniques - Ratio Analysis – Funds Flow & Cash Flow (with cases).

### **Unit-II**

**Financing Decision:** Sources of finance - Cost of Capital: Concept– Component Costs - Weighted Average Cost- Measurement of Cost of Capital.

**Capital Structure:** Concept- Optimum Capital Structure - Concept and types of Leverage - EBIT–EPS analysis - Factors affecting capital structure- theories of capital structure.

### **Unit – III**

**Investment Decision:** Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process – Techniques of Investment Appraisal- Pay Back Period - Accounting Rate of Return - Time Value of Money- DCF Techniques – Net Present Value, Profitability Index and Internal Rate of Return.

### **Unit-IV**

**Dividend Decision:** Meaning and Significance – Major Forms of Dividends- Cash and Bonus Shares- Determinants of Dividend – Dividend Policy – Stock Splits.

### **Unit – V**

**Working Capital Decision:** Meaning – Concepts of Working Capital - Component of Working Capital- Determinants of Working capital- Management of Current Assets – Inventory Control Techniques - Cash Budget.

(Case Study is compulsory in all Units)

#### **Suggested Books:**

1. Brealey, Myers, Allen and Mohanty, Principles of Fin Management, Tata McGrawhill, ND
2. MYKhan & PK Jain - Financial Management, Tata McGrawhill, New Delhi.
3. Pandey IM - Financial Management, Vikas, New Delhi
4. JC Varshney, Financial Management, Wisdom, Delhi
5. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi
6. Banerjee, B., Fundamentals of Financial Management, PHI, New Delhi
7. Weston & Brigham, Managerial Finance, The Dryden Press, Illinois
8. James C. Van Horne -- Financial Management & Policy, Prentice Hall of India.
9. Khan & Jain - Financial Management, Tata McGraw Hill.
10. RM Srivastava: Financial Management and Policy, Himalaya Publication.
11. Robert F Bruner, Case Studies in Finance: Managing for Corporate Value Creation, TMH, New Delhi

**HUMAN RESOURCE MANAGEMENT**

**Lecture** : 4 Hours/Week  
**Year/Semester** : PGDM I/II  
**Credits** : 4

**Internal Marks** : 40  
**External Marks** : 60  
**Subject Code:** PGDM2T03

**Unit-I**

**Introduction:** Definition and Functions of HRM - Principles of HRM - Changing Environment of HRM – Challenges - Ethical Aspects of HRM.

**Unit –II**

**HR Planning:** Concepts - Factors Influencing HR planning - HR Planning Process - Job Analysis - Recruitment and Selection - Tests and Interview Techniques.

**Unit –III**

**Training and Development:** Need – Process - Methods and Techniques – Evaluation- Management Development - Evaluating Employee Performance - Career Development and Counselling.

**Unit – IV**

**Compensation:** Concepts and Principles - Influencing Factors - Current Trends in Compensation – Methods of Payment – Incentives and Rewards.

**Unit –V**

**Career Planning:** Promotion, Demotion & Transfer – Career Planning & Career Development – Employee Participation Schemes – Collective Bargaining,

(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)

**REFERENCES:**

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, MuPGDMi, 2013.
3. Gary Dessler, Biju Vrkkey: “Human Resource Management”, Pearson Education, New Delhi, 2011
4. Uday Kumar Halder: “Human Resource Development”, Oxford University Press, New Delhi, 2012.
5. Narendar Singh: “Human Resource Management”, Universities Press (India) Private Limited, Hyderabad, 2011.
6. B.B. Mahapatro: “Human Resource Management”, New Age International Publishers, New Delhi, 2011
7. R.S. Dwivedi: “Human Relations and Organisational Behaviour”, MacMillan Business Books, New Delhi, 2013.

**RESEARCH METHODOLOGY**

**Lecture : 4 Hours/Week**  
**Year/Semester : PGDM I/II**  
**Credits : 4**

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM2T04**

**UNIT 1**

Research – Introduction - Objectives – Significance - Research types – Sampling - Sampling methods- Research methods vs Methodology - Research process - Criteria of a good research - Qualities of good researcher - Problems encountered by researcher in India.

**UNIT II**

**Research Design and Measurement :** Research design – Features - Important elements of a research plan - Types of research design - Factors affecting research design – Hypothesis – Characteristics - Types of hypothesis - Procedure of hypothesis testing – Measurement - Levels of measurement - Scaling techniques - Types of scales.

**UNIT III**

**Data Collection:** Introduction - Classification of data collection - Primary data - Methods of collecting primary data – Questionnaire - Interview – Observation – Schedule - Secondary data - Sources of secondary data - Types of secondary data - Verification of secondary data - Selection of appropriate method of data collection.

**UNIT IV**

**Data Preparation and Analysis :** Introduction - Data editing and coding - Interpretation of data in general management and Social Sciences - Interpretation of financial ratios – Classification – Tabulation - Types of Tabulation - Rules and Precautions on Tabulation.

**UNIT V**

**Report Design & Writing:** Introduction - Criteria for report writing - Characteristic of a good report - Report format - Guidelines for Tables - Guidelines for Graphs - Layout of Research report – Preliminaries- content.

**(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)**

**REFERENCES:**

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods ,9th Edition, Tata Mc Graw Hill, 2006.
2. Alan Bryman and Emma Bell, Business Research methods, Oxford
3. University Press, New Delhi, 2008.
4. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.
5. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, Management
6. Research Methodology, Pearson Education, New Delhi, 2006

## ORGANISATIONAL BEHAVIOUR

**Lecture** : 4 Hours/Week  
**Year/Semester** : PGDM I/II  
**Credits** : 4

**Internal Marks** : 40  
**External Marks** : 60  
**Subject Code:** PGDM2T05

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### **Unit-I**

**Introduction:** Meaning and scope of OB - Challenges and opportunities – Foundations of Individual behaviour – Values – Attitude - Job Satisfaction – Personality - Perception and Emotions.

### **Unit – II**

**Group Dynamics:** Group dynamics – Formation of Group Behaviour - Classification of groups - Group properties - Group Cohesiveness - Group decision making - Process and Types – Cognitive Dissonance Theory – Learning: Definition- Importance- Theories.

### **Unit –III**

**Organizational Conflict:** Concept and meaning of Organizational Conflict - Causes and Consequences - Conflict and Negotiation.

### **Unit-IV**

**Organisational Change:** Change process- Resistance to change-Overcoming resistance to change - Organisational Development

### **Unit – V**

**Organisational Culture:** Concept-definition - Creating an Ethical Organisational culture – Stress – concept - Managing Stress - Organisational Effectiveness.

**(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)**

### **REFERENCES:**

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House, ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Organisational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall