

## **LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

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

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM4T01**

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### **Unit I**

**Introduction to Supply Chain Management:** Concept, Objectives, Scope and Functions of Supply Chain; Process view of a Supply Chain; Impact of Supply Chain Flows.

### **Unit II**

**Logistics Management:** Introduction, Difference between Logistics and Supply Chain; Inbound, Inter and Outbound Logistics; Integrated Logistics Management; 3PL, 4PL, Intermodal and Reverse Logistics.

### **Unit III**

**Sourcing in Supply Chain:** Role of Sourcing in Supply Chain Management, Supplier Scoring and Assessment; Supplier Selection and Controlling; The Procurement process, Sourcing Planning and Analysis; Global Sourcing.

### **Unit IV**

**Network design in Supply Chain:** The role of distribution in the Supply Chain Management, factors influencing distribution network design; Transportation Fundamentals: The role of Transportation in Supply Chain, Factors influencing Transportation Decisions, Modes of transportation, Transportation documentation.

### **Unit V**

**Global Logistics and Global Supply Chain:** Logistics in Global Economy, Change in Global Logistics, Global Supply Chain business process; Global Strategy; Global Purchasing, Global SCM

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

### **References:**

- 1 Sunil Chopra and Peter Meindl, “ *Supply Chain Management: Strategy, Planning & Operations*”, Pearson Education, New Delhi, 2004.
- 2 Donald J Bowerfox and David J Closs, “ *Logistics Management: The integrated Supply Chain Process*”, TMH, 2003.
- 3 D.K.Agarwal, “*Logistics and Supply Chain management*”, Mc millan Publishers, 201
4. B.Rajasekhar, Acharyulu, “*Logistics and Supply Chain management*”, Excel Books, New Delhi, 2009.
5. K.Sridhara butt, “*Logistics and Supply Chain management*”, Himalaya Publishers, New Delhi, 2009

## **HUMAN RESOURCE PLANNING AND DEVELOPMENT**

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

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM4EH1**

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**Objective:** The course is structured to train the students in the various theoretical and practical aspects –motivation, quality of work of HRD and to focus on development of various intervention techniques.

### **Unit I**

**HR Planning:** Definition – Significance – Process of HRP – Factors affecting HRP – Types of Manpower Planning – Requisites and Barriers of HR Planning.

### **Unit II**

**Introduction to HRD:** Need and Role of HRD - Evolution of HRD - HRD as Humanistic Approach - Process and Mechanism of HRD - Benefits of HRD - HRD Matrix.HRD in Indian context.

### **Unit III**

**Personnel Training And Development :** Identifying Training Needs - Evolving Training Strategy - Designing Training and Development activities - Training Methods - Evaluation of Training Programmes - Factors for Successful Training - Management Development.

### **Unit IV**

**Career Planning:** Career Development - Succession Planning - Emotional Intelligence and Leadership Qualities.

### **Unit V**

**Motivational Aspects of HRD :** Organizational Climate and Culture for HRD – Nature - Components and Effects Quality of Work Life And HRD.

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

### **References:**

1. Approaches and Strategies of Human Resources Development T.V.Rao
2. Human Resource Development D.M.Silvera
3. Human Resource Management & Development : handbook Tracey
4. Human Resource Management, V.S.P. Rao (excel Books)

## **MANAGEMENT OF INDUSTRIAL RELATIONS**

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

**Internal Marks** : 40  
**External Marks** : 60  
**Subject Code:** PGDM4EH2

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**Objective:** to enlighten the students with the Concepts and Practical applications of Industrial Relations.

### **Unit I**

**Industrial Relations:** Scope and Significance - Causes and Consequences of Industrial Disputes - Recent Trends in Industrial Relations

### **Unit II**

**Trade Unions:** Trade Union Structure and Movement in India – Changing Role in the Context of Liberalisation – laws relating to trade unions.

### **Unit III**

**Promotion of Harmonious Relations :** Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline.

### **Unit IV**

**Grievances and Discipline:** Grievances Redressal Mechanism – Discipline in Industry - Measures for dealing with Indiscipline.

### **Unit V**

**Collective Bargaining (CB):** CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India.

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

### **References:**

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
5. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
6. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
7. Ratna Sen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.

## **INTEGRATED MARKET COMMUNICATION**

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

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM4EM1**

**Objective:** The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

### **Unit I**

Advertising, role in the marketing process; Legal, Ethical and Social aspects of advertising. Communication - processes of communication; Integrated Marketing Communications, Its evolution, reasons for its growth and its role in branding.

### **Unit II**

The promotional mix; segmentation, Targeting and positioning and their role in promotion. Promotional objectives, determination, types and approaches, , problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.

### **Unit III**

Advertisement copy, Its components and types; The importance of creativity in advertising, creative strategy and process, implementation and evaluation.

### **Unit IV**

Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.

### **Unit V**

Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pretesting, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

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

### **References:**

1. Aaker, David A. etc., Advertising Management, 4th edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
2. Ogilvy David, Ogilvy on Advertising, London, Longman.
3. Jones, John Philip, What's in a brand, Tata McGraw Hill, New Delhi
5. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
4. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi
7. Sandage and Fry burger, Advertising Management

## **CONSUMER BEHAVIOUR**

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

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM4EM2**

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**Objective:** To Enlighten the Students with the Concepts and Practical applications of Consumer Behaviour.

### **Unit I**

Introduction to the study of Consumer Behaviour – Consumer and Marketing Strategy – Determinants of Consumer Behaviour – Profile of the Indian Consumer.

### **Unit II**

Perception – Nature – Perception and Marketing Strategy - Motivation – Motivation Theories and Marketing Strategy – Personality.

### **Unit III**

Attitude Measurement and Change – Self Concept and Life Style Marketing, Influence of Social and Cultural factors on Consumer Behaviour – Family, Reference groups, Cross Cultural Variations in Consumer Behaviour.

### **Unit IV**

Consumer Decision Process – Problem Recognition – Information Search – Evaluation of alternatives and selection – Post Purchase Behaviour – Organizational buyer Behaviour – Diffusion of Innovation.

### **Unit V**

**Models of buyer behaviour.**

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

### **References:**

1. Hawkins, Best, Coney: Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill.
2. Lindquist & Sirgy, Consumer Behaviour, Cengage, New Delhi
3. N Gautam & K Jain, Consumer Behaviour, Wisdom, Delhi
4. Kazmi : Consumer Behaviour, Excel Publishers.
5. H.Peer Mohammed: Customer Relationship Management, Vikas, ND
6. Panwar, J.S. Beyond Consumer Marketing, Sage Response Books, New Delhi.
7. Mukesh Chaturvedi and Abhivan Chaturvedi : Customer Relationship Management An Indian Perspective. Excel Books.
8. Deon – Buyer Behaviour, Oxford University Press.
9. Henry Assael: Consumer Behaviour, Willey India, New Delhi

## **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

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

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM4EF1**

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**Objective:** To Enlighten the Students with the Concepts and Practical applications of Security Analysis and Portfolio Management

### **Unit I**

**Investment:** Definition of Investment-Financial and Economic meaning of Investment - Real investment vs. Financial investment, Investment vs. Speculation vs. Gambling- Types of investors - Investment Avenues - Factors to be considered in investment decision: Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation

### **Unit II**

**Fundamental Analysis:** Economy - Industry and Company Analysis - Technical Analysis Vs Fundamental Analysis

### **Unit III**

**Return and Risk:** Concept of Risk - Elements of Risk- Measurement of Risk and Returns - Calculation of Expected Return and Standard Deviation of Return - Portfolio analysis: Expected return of Portfolio – Risk – Measurement and Analysis - Mean – Variance approach.

### **Unit IV**

**Equilibrium in Capital Market:** The Capital Asset Pricing Model, Capital Market Line (CML), Security Market line (SML) Over-pricing and Under-pricing securities. Single-index model, Arbitrage Pricing theory. Bond Analysis: Bond returns-YTM-YTC-Bond prices- Bond duration.

### **Unit V**

**Equity Valuation Models:** Balance sheet valuation- Dividend Discount Models, Intrinsic Value and Market Price, Earnings Multiplier Approach, P/E ratio, Price/ Book value, Price/Sales ratio, Economic value added (EVA).

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

### **References:**

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reilly Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi

## **FINANCIAL MARKETS AND SERVICES**

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

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM4EF2**

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**Objective:** To enlighten the Students with the Concepts and Practical dynamics of Financial Markets and Financial Services

### **Unit I**

**Financial System:** Structure – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Market – Money Market– Primary Market Operations –Secondary Market Operations – Role of SEBI – Stock Exchanges – Functions - Listing – Stock Market Indices- Calculation of Nifty and Sensex.

### **Unit II**

**Financial Services:** Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Credit Rating - Debt Rating System of CRISIL, ICRA and CARE.

### **Unit III**

**Venture Capital and Leasing:** Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital.

### **Unit IV**

**Factoring and Chit Funds:** Factoring and Forfeiting– Types of Factoring Arrangements – Factoring in the Indian Context - Chit Funds – Introduction – Concepts - functions and operations - regulations.

### **Unit V**

**Mutual Funds :** Concept and Objectives, Functions - Organization and Mangement - Guidelines for Mutual Funds - Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

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

### **References:**

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions,TMH, ND Edminister R.D., Financial Institution, Markets and Management

## **FUNDAMENTALS OF HOSPITALITY**

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

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM4EHT1**

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### **Unit I**

**Introduction:** The Hospitality Industry-Origin and Growth-Tourism Industry-Importance of Tourism-Industries related to Tourism-Evolution and Growth of the Hotel-Evolution of Tourism-Factors Affecting Hospitality and Tourism Industry-Employment Opportunities in Hospitality.

### **Unit II**

**Hotel Industry:** Clarification of Hotels-Major Departments of a Hotel- Star ratings of Hotels-Global standards for Hotels-Managing other Services-Speciality Resorts-Book Sellers-SPA-Beauty Clinics-Gymnasium.

### **Unit III**

**Tourism Industry:** Definition - Features-Types of Tourists-Tourism Activities-Components of Tourism Infrastructure-Elements and Characteristics of Tourism Products-Scope of Tourism-Motivation for Tourism-Relation of Hospitality Industry with Tourism.

### **Unit IV**

**Travel & Transport:** History growth and present status of travel agency-Travel formalities-Linkages and arrangements with hotels, airlines and transport agencies-Transport System-Different types of transport-Impact of Science and Technology.

### **Unit V**

**Hospitality and Related Sectors:** Theme Parks-Conventions-Cruising-Special events-Recreation and Leisure-Tourism and Hospitality in 21<sup>st</sup> century-Global gaming and Casino operations-Recent Trends.

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

### **References:**

1. Clayton W. Barrows, Tom Powers and Dennis Reynolds, (2012) Introduction to Management in the Hospitality Industry. Tenth Edition. John Wiley and Sons, Inc.
2. Lockwood. A & Medlik. S, Tourism and Hospitality in the 21<sup>st</sup> Century, Elsevier, 2001
3. Lim Tau, Hema et al., Fundamentals of Hospitality and Tourism Management, e-Book-Open University Malasia, 2009
4. Walker John R, Introduction to Hospitality, Prentice Hall of India, 2001

## **EVENT MANAGEMENT**

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

**Internal Marks : 40**  
**External Marks : 60**  
**Subject Code: PGDM4EHT2**

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### **Unit I**

**Event Context:** History and evolution, events industry, impact analysis, participants and spectators, balancing impacts, Handling Unethical Behaviour.

### **Unit II**

**Event Marketing:** Event Planning, pricing and promotion; Volunteer team building; Sourcing and Managing Staff, Special Events-types, traditional, cultural, Riviera, galas, mega-events, trade shows, exhibitions, conferences and conventions, end-to-end tours, excursions, out-door events, social events, seasonal events, environmental impacts, marketing plan; lead-generation, management and follow up.

### **Unit III**

**Event Planning and Administration:** Sponsorships, screening, budget and controls, fund raising, negotiation and contracts; promotional items, give-aways, Event planning, space management, use of web technology, develop In-Office and On-Site Ethics and Business Etiquette Policies.

### **Unit IV**

**Event Logistics:** Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions - entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, venue and supplier checklist.

### **Unit V**

**Location and Event Design:** Venue Essentials, Creative events concepts, tabletops, other decor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, final touches.

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

### **References:**

1. Joe Success, Judy, Special Events: A New Generation and the Next Frontier
2. Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series Aliison, The Event Marketing Handbook: Beyond Logistics.

