

2018-20 batch

VI TRIMESTER

SYLLABUS

ENTREPRENEURSHIP DEVELOPMENT

Lecture : 4 Hours/Week

Year/Trimester : PGDM II/VI

Credits : 3

Internal Marks : 40

External Marks : 60

Subject Code: PGDM6T01

Unit -1

Introduction: Concept – Functions - Types of Entrepreneur – Characteristics - Entrepreneurship as a Career - Distinguish between Entrepreneur and Manager - Factor effecting Entrepreneurship.

Unit -2

Entrepreneurship Development Planning: EDP - EDP Objectives - EDP Model - Phases of EDP - Problems of EDP - Criteria for Assessment Of EDP - Process of Establishing a Business - Kinds of Enterprises.

Unit -3:

Role of ED in Economic Development: Motivation - Importance of Planning - Project Plan - Budgeting Control - Prefeasibility Study - Criteria for Selection of Product – Ownership - Budgeting project profile preparation - Matching Entrepreneur with the Project.

Unit-4:

Growth Strategies: Marketing Management – Problems of marketing small industries – Distribution channels-Inventory Management - Cost of Holding Inventories – Models of Inventories – Investment Analysis – Capital Budgeting – Growth Strategies in Small Business.

Unit -5:

Monitoring and Evaluation: Industrial sickness – Signal – Consequences – Preventing sickness and Rehabilitation of business units – Effective management of small business.

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

References:

1. Entrepreneurship Development, New Age International Publishers, New Delhi, Anil Kumar, S.C. Mini K.Abraham.
2. Entrepreneurial Development, S. Chand and Co., Khanka S.S
3. Dynamics of entrepreneurial Development and Management, Himalaya Publishing House, Vasanta Desai.

INTERNATIONAL FINANCE

Lecture : 4 Hours/Week
Year/Trimester : PGDM II/VI
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code: PGDM6EF6

Unit I:

Introduction to International Finance: Meaning - Scope - Balance of payments - Exchange rate - Determinants / Factors affecting exchange rates - Current Account deficit v/s Balance of Trade and their implications on exchange rate.

Unit-II

Foreign Exchange: Exchange rate quotations-Direct and Indirect Rates-Cross Currency Rates-Vehicle currency- Calculation of Cross rates-Classification of rates in terms of settlement (cash, tom, spot and forward)- Arbitrage-Speculation and Trading (Spot rate arbitrage calculation)

Unit III:

Exchange Rate Regimes: Gold Standard – Features-Flexible Exchange Rate System – Features-Managed float- Central Bank intervention- Merits and Demerits of Fixed and Flexible Exchange Rate Systems.

Unit IV:

International Equity Markets: Concept of Depository Receipt-Global Depository Receipt (GDR) – Characteristics - Mechanism of issue - Participants in American Depository Receipt – Types and characteristics - Foreign Currency- Convertible Bonds and Foreign Currency Exchangeable Bonds - Foreign Direct Investment and Foreign Portfolio Investment

Unit V:

Foreign Exchange Management in India: Retail and wholesale components of the Indian foreign exchange market -Capital Account Convertibility-Reserve Management-Role of FEDAI in the Indian foreign exchange market.

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

References:

1. International Finance, Adrian Buckley, Pearson Education
2. Foreign Exchange and Risk Management , C.Jeevanandam , Sultan Chand & Sons
3. Foreign Exchange Practice, Concepts and Control, C.Jeevanandam, Sultan Chand & Sons
4. International Finance, G. Shailaja, Unviersities Press, Hyderabad
5. International Financial Management, Geert Bekaert & Robert Hodrick , Pearson Education
6. International Financial Management, Madhu Vij, Excel Books, New Delhi
7. International Finance, Maurice D. Levi, Routledge, London
8. International Financial Management, P.G. Apte, Tata McGraw Hill, New Delhi
9. International Finance – A Business Perspective, Prakash G. Apte, Tata McGraw Hill, New Delhi

FINANCIAL RESEARCH

Lecture : 4 Hours/Week
Year/Trimester : PGDM II/VI
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code: PGDM6EF5

Unit1:

Introduction to Research Analyst Profession : Research Analyst - Role of Research Analyst - Functions/Responsibilities –Principles to be followed by Research Analyst - Qualities of Research Analyst

Unit 2:

Introduction to Securities Market : Introduction - Product definition - Structure of Securities Market—Participants- Kinds of transactions

Unit 3:

Terminology in Equity & Debt Markets: Terminology in Equity Markets – Terminology in Debt Markets – Type of Bonds.

Unit 4:

Fundamentals of Research : Investment - Research on Business /Stock – Fundamental Analysis - Technical Analysis - Behavioral Finance.

Unit 5 :

Research Report: Research Report – Writing Report – Planning - Drafting - Editing – Checklist based Approach – Qualitative , Quantitative and Valuation Parameters.

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

References:

1. Research Analyst: National Institute of securities markets (NISM), Taxmann Publications Pvt. Ltd, New Delhi
2. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
3. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
5. Reilly Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
6. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi

SALES & CHANNEL MANAGEMENT

Lecture : 4 Hours/Week
Year/Trimester : PGDM I/III
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code: PGDM6EM5

Unit I

Sales Management: Nature - Meaning - Scope - Objectives of sales department –sales as a function of marketing management - AIDAS Theory

Sales Process: Preparation-prospecting- pre-approach- sales presentation-closing of sales – sales resistance – objections and obstacles – buyer dissonance –reducing buyer dissonance.

Unit II

Sales force management: Sales planning: Market potential - Market identification – Sales forecasting – Qualitative and Quantitative methods–Management of sales Personnel – Recruitment –Selection – Motivation of sales force- Designing compensation plans.

Unit III

Controlling the Sales Effort: Designing and assigning Territories – Concept - Objectives and procedure of setting sales territories- Objectives of sales quotas – Types of quotas – Quota setting and administration - Managing marketing Channels - Marketing Channel policies and legal Issues - Assessing performance of marketing channels.

Unit IV

Channel Management: Concept of Channel Management - Channel Management Activities - Current Challenges in Channel Management - Objectives in Channel Management - Competition in Marketing Channels - Typical Channel Management Decisions.

Unit V

Controlling Channel Mix: The Value-based Channel Management Process -Situation Analysis - Marketing Channel Selection - Configuration of the Channel Mix – Co-ordination of the Channel Mix –Distribution-Controlling.

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

References:

1. Krishna K. Havaldar, Vasant M. Cavale Sales & Distribution Management Tata McGrawHill Latest Edition
2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni Sales Management : Decisions, Strategies & Cases Pearson Latest Edition
3. Johnson F.M., Kurtz D.L., Scheuing E.E. Sales Management: Concepts, Practice, and Cases Tata McGrawHill Latest Edition
4. David Jobber, Geoffrey Lancaster Selling & Sales Management Pearson Latest Edition
5. Tanner, Honeycutt, Erffmeyer Sales Management Pearson Latest Edition
6. Mark W. Johnston, Greg W. Marshall Sales Force Management Tata McGrawHill Latest Edition.

INTERNATIONAL MARKETING MANAGEMENT

Lecture : 4 Hours/Week
Year/Trimester : PGDM II/VI
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code: PGDM6EM6

Unit I

International Marketing: Concept - Framework of International Marketing - World Market Trends and Future Predictions - International Market Segmentation - International Market Targeting - Selection Criteria for International Market Selection.

Unit II

Modes of Entry into Foreign Markets: Evolution of Entry Mode Decisions - Selection of Appropriate Entry Mode - International Product concept - Product Adoption Vs Product Standardization - International Product Life Cycle - Product Positioning - Product Strategies - Building International Brands.

Unit III

Export Pricing Concept: Methods of Export Pricing - Role of Non-Price Factors in International Marketing - Price Issues for Developing Countries - Counter Trade - Strategies for Managing Competitive Export Pricing.

Unit IV

International Promotional Mix: Advertising - Personal Selling and Sales Promotion - Strategies for International Markets - International Trade Fairs & Exhibitions - Internet as a Marketing Tool in International Markets.

Unit V

International Distribution: Structure of International Distribution Systems - Determination of Distribution Channel - Developing an International Distribution Strategy.

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

References:

1. Philip R.Cateora and John L.Graham: International Marketing, Tata McGraw Hill.
2. U.C. Mathur, International Marketing Management: Text and Cases, Sage Response Books.
3. Rajagopalan, International Marketing Management, Vikas, ND
4. Sak on K visit and John J. Shaw: International Marketing – Analysis and Strategy: Prentice Hall of India.
5. Rakesh Mohn Joshi, International Marketing, Oxford University Press.
6. Varshney R.L. and B.Bhattacharya: International Marketing Management – An Indian Perspective, Sultan Chand & Sons.
7. B.Bhattacharya, Going International, Response Strategies of the Indian Corporate Sector, Wheeler Publishing.
8. United Nations: International Trade Statistics.
9. Jean-Pierre Jeannet, Global Marketing Strategies, Wiley India

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Lecture : 4 Hours/Week
Year/Trimester : PGDM II/VI
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code: PGDM6EH6

Unit I

Introduction: Concept - Definition – IHRM activities – Differences between domestic HRM and IHRM – Approaches to IHRM – Challenges of IHRM.

Unit II

Cross Cultural Theories: Concept – Features – Cultural dimensions – Global HRP – Recruitment – Selection and Staffing in IHRM.

Unit III

International Compensation: Concept – Objectives of International compensation – Key components of international compensation – Benefits – Compensation Practices.

Unit IV

Performance Management in IHRM: Concept – PMS cycle – Factors influencing performance in foreign assignment – Problems in performance appraisal – Making Performance Appraisal Effective.

Unit V

Training and Development in IHRM: Global Training – Training cycle – Training levels – Process of cross cultural training – Methods of training – Global leadership development – Leadership styles – Repatriation.

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

References:

1. Adler, N.J. (1991). *International dimensions of organizational behavior*. Boston: PWS-Kent Publishing Company.
2. Aron, A., & Aron, E.N. (1999). *Statistics for psychology*. (2nd ed.). New Jersey: Prentice-Hall International, Inc.
3. Hartmann, L.C. (1998). The impact of trends in labour-force participation in Australia. In M. Patrickson & L. Hartmann (Eds.), *Managing an ageing workforce* (3-25). Warriewood, Australia: Woodslane Pty Limited.
4. Adams, J.S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, 267-299). New York: Academic Press.
5. Forteza, J.A., & Prieto, J.M. (1994). Aging and work behaviour. In H.C. Triandis, D. Dunnette, & L.M. Hough (Eds.), *Handbook of industrial and organizational psychology*. (2nd ed., Vol. 4, 447-483). Palo Alto, CA: Consulting Psychologists Press.

PERFORMANCE MANAGEMENT

Lecture : 4 Hours/Week
Year/Trimester : PGDM II/VI
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code: PGDM6EH5

Unit I

Introduction to Performance Management: Definition – Concept – Scope of performance management – Significance – Objectives of PMS – Basic principles of effective PMS – Features of effective PFM.

Unit II

PMS Elements: Performance planning – Performance monitoring – Performance coaching – Performance measurement – Performance feedback – Performance linked Rewards.

UNIT III

Performance Assessment: Goal Theory – Key Result Area – Key performance Indicators – Key Performance Area – HR score card – Balanced score card – Assessment centers.

UNIT IV

Monitoring and Mentoring: Competency mapping – Competency based Recruitment – Competency based Performance Appraisal – Competency based Training & Development – Methods to identify competencies – Benefits of using competency model.

UNIT V

Performance Appraisal: Potential Appraisal – Self Appraisal – Mentoring employee development – Rewards and recognition.

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

References:

1. Lawson, R., T. Hatch and D. Desroches. 2013. How corporate culture affects performance management. Strategic Finance (January): 42-50.
2. Marr, B. 2006. Strategic Performance Management: Leveraging and Measuring your Intangible Value Drivers. Butterworth-Heinemann.
3. Otley, D. 1999. Performance management: A framework for management control systems research. Management Accounting Research (December): 363-382.
4. Paladino, B. 2007. Five Key Principles of Corporate Performance Management. John Wiley and Sons.

DESTINATION PLANNING AND DEVELOPMENT

Lecture : 4 Hours/Week
Year/Trimester : PGDM II/VI
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code: PGDM6EH5

Unit - I

Destination Development - Types of destinations, Characteristics of destinations - Destinations and products - Destination Management Systems - Destination planning guidelines - Destination Selection Process - The Values of Tourism.

Unit - II

Destination Planning Process and Analysis - National and Regional Tourism Planning and Development - Assessment of tourism potential - Planning for Sustainable Tourism Development - Contingency Planning - Economic, Social, Cultural and Environmental considerations - Demand and supply match - Design and innovations.

Unit - III

Destination Image Development - Attributes of Destinations: Person's determined image, Destination determined image, measurement of destination image - Destination branding perspectives and challenges- Creating the Unique Destination Proposition - Place branding and destination image - Destination image formation process; unstructured image - Product development and packaging - Destination branding and the web -

Unit - IV

Destination Promotion and Publicity - Six 'A's framework for tourism destinations - The dynamic wheel of tourism stakeholders - Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.

Unit - V

Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners - Role of urban civic bodies: Town planning -Characteristics of rural tourism planning - Environmental Management Systems – Destination Vision- The focus of Tourism Policy: the competitive sustainable destination

References:

1. Nigel Morgan, Annette Pritchard & Roger Pride (2001), Destination Branding: creating the unique proposition, *Butterworth And Heinemann*.
2. Richard W. Butler (2006), THE TOURISM AREA LIFE CYCLE: Applications and modifications, *Channel View Publications*.
3. Claire, Haven Tang & Eleri Ellis Jones (2005), Tourism SMES, service quality and destination competitiveness, *CABI Publishing*.
4. Shalini Singh, Dallen J. Timothy & Ross Kingston Dowling (2003), Tourism in destination communities, *CABI Publishing*.
5. Geoffrey Ian Crouch, J.R. Brent Ritchie & Horst-Herbert G. Kossatz (2003), The Competitive Destination: a sustainable tourism perspective, *CABI Publishing*

ECO TOURISM

Lecture : 4 Hours/Week
Year/Trimester : PGDM II/VI
Credits : 3

Internal Marks : 40
External Marks : 60
Subject Code: PGDM6EH5

Unit - I

Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints - Relationship between Tourism & Ecology.

Unit - II

Ecotourism- Evolution, Principles, Trends and Functions of Ecotourism - Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism - Qubec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007.

Unit - III Ecotourism Development - Sustainable Ecotourism - Resource Management - Socio-economic Development - Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities - Carrying Capacity - Alternative Tourism -Responsible ecotourism- Ecotourism Programming

Conservation of Ecotourism - Protected Area Management through Ecotourism - Stakeholder Engagement - Community Participation - Types of Participation, Issues and Challenges - Ecotourism Projects - Case Studies on Periyar National Park, Thenmala Eco-Project, Similipal Ecotourism Project, Sunderban Ecotourism Project, Kaziranga National Park, Run of Kutch, Nandadevi Biosphere Reserve, Corbett National Park, Gulf of Mannar, Kruger National Park, South Africa.

Unit - V

Ecotourism Development Agencies- Role of the International Ecotourism Society - the UNWTO, UNDP, WWF - Department of Forest and Environment - Government of India, ATREE, EQUATIONS

References :-

1. Weaver, D. , The Encyclopedia of ecotourism, *CABI Publication*.
2. Fennel, D. A. , Ecotourism policy and planning, *CABI Publishing, USA*
3. .Sukanta K Chaudhury, Cultural, ecology and sustainable development, *Mittal, Delhi*.
4. Ralf Buckley , Environment Impacts of ecotourism, *CABI, London*

