

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Semester – I

#### Principles & Practices of Management (PPM)

1. Business - the Purpose of Management
2. Designing Organization for Business
3. Need for Managing Organization and Business
4. Management of Standard Functions
5. Managing Resources
6. Planning
7. Decision Making
8. Organizing
9. Staffing
10. Leading: Directing • Communicating • Motivating
11. Controlling
12. Coordinating (Synchronizing)
13. Evolution of Management Thought
14. Pursuing Managerial Career

#### Organization Behaviour

1. Historical Evolution of Organisational Behaviour
2. Understanding Organisational Behaviour:
3. Perception
4. Personality
5. Attitudes
6. Motivation: The Driving Forces of Human Behaviour
7. Work Motivation Theories
8. Morale
9. Work and Conditions of Work
10. Conflict Management
11. Group Dynamics
12. Stress Management
13. Leadership
14. Management of Organisational Change
15. Organisational Culture
16. Organisational Power and Politics

#### Management Accounting

1. Introduction To Accounting
2. Basics of Financial Accounting
3. Process of Accounting
4. Cost Accountancy (Basic Concepts and Principles)
5. Elements of Costs
6. Material Costs
7. Labour Costs
8. Overhead Costs
9. Marginal Costing
10. Budgetary Control
11. Standard Costing

#### Managerial Economics

1. Introduction to Managerial Economics
2. Profit
3. Demand
4. Elasticity of Demand
5. Demand Forecasting
6. Supply Analysis
7. Production and Costs – I
8. Production and Costs – II
9. Pricing and Output Determination Under Perfect Competition
10. Imperfect Competition
11. Pricing Methods or Pricing Practices
12. Cost Benefit Analysis
13. Macro-Economic Analysis

#### Business Law

1. Indian Contract Act, 1872 – Part I
2. Indian Contract Act, 1872 – Part II
3. Special Types of Contracts
4. Partnership Act, 1932
5. Sale of Goods Act, 1930
6. The Negotiable Instruments Act, 1881
7. The Consumer Protection Act, 2019
8. Companies Act, 2013

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Semester-II

#### Production / Operations Management

1. The Production (Manufacturing) Function
2. Manufacturing Methods
3. Facilities (Plant) Location
4. Facilities (Plant) Layout
5. Production Planning and Control (PPC)
6. Aggregate Planning
7. Master Production Schedule
8. Operations Scheduling
9. Production Activity Control
10. JIT and Kanban
11. Project Planning & Control: Critical Path Analysis (PERT/CPM)
12. Maintenance of the Plant
13. Quality Management - I
14. Quality Management - II
15. Six Sigma
16. Work Study - I (Method Study)
17. Work Study - II (Work Measurement)
18. Operations Management in Service Sector

#### Financial Management

1. Finance Function
2. Forms of Business Organisation
3. Financial Statements
4. Interpretation of Financial Statements (Ratio Analysis)
5. Interpretation of Financial Statements (Funds Flow/Cash Flow statements)
6. Capitalisation
7. Sources of Long Term and Medium Term Finance
8. Capital Structure
9. Leverages and Theories of Capital Structure
10. Capital Market
11. Capital Budgeting
12. Working Capital Management
13. Management of Cash
14. Management of Receivables
15. Management of Inventory
16. Dividend Policy

#### Human Resource Management

1. Nature of Human Resource Development
2. Human Resource Planning
3. Job Evaluation
4. Recruitment, Selection, Promotion and Transfer
5. Training and Development
6. Performance Improvement
7. Performance Appraisal
8. Career and Succession Planning
9. Total Quality Management
10. HRD Audit
11. Managing Change through Continuous Improvement
12. Good HR Practices
13. Recent Techniques in Human Resource Management
14. Human Resource Practices in Information Technology Industry

#### Marketing Management

1. Basic Concepts of Marketing
2. The Marketing Environment
3. Market Oriented Strategic Planning
4. Competition and Competitive Strategy
5. Market Research and Demand Forecasting
6. Consumer Behavior
7. Market Segmentation and Selecting Target Markets
8. Positioning
9. Product Concepts
10. Distribution Channels and Marketing of Services
11. Strategic Pricing
12. Integrated Marketing Communications

#### Management Information Systems

1. Management Information System
2. Information Technology
3. Data Communication and IT Enabled Services Management and
4. Decision Making
5. Information:
6. Decision Support System
7. System Analysis and Design
8. System Development
9. The Database Management System:
10. Data Warehousing and Data Mining:
11. Information Security and Control
12. Information Systems and Quality
13. Functional Applications
14. Applications in Service Sector

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Marketing Specialisation

#### Semester-III

##### Services Marketing

1. Introduction to Services
2. Customer Expectations and Service Perceptions
3. Service Models and New Product Development
4. Pricing and Service Delivery
5. Service Promotion
6. The People Dimension of Services
7. Service Process Blueprinting and Physical Evidence
8. Service Quality

##### Marketing Research

1. Fundamentals of Market Research
2. Application and Limitations
3. Sampling
4. Questionnaire Design Development
5. Scaling
6. Data Collection-Primary and Secondary
7. Data Preparation and Processing
8. Data Analysis and Interpretation
9. Multivariate Analysis
10. Research Process and Design
11. Specialised Techniques in Market Research
12. Market and Sales Analysis Research
13. New Product Development and Test Marketing
14. Presentation of Research Findings
15. Research in Service Segments

##### Strategic Management

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal and SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis and Choice: I
8. Tools for Strategic Analysis and Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation and Control

##### Advertising and Public Relations

1. What is Advertising
2. Objectives of Advertising, Planning and Decision Making
3. Creating the Advertising Campaign
4. Brand Image, Personality and Equity
5. Advertising, Market Positioning, Segmentation
6. Media Strategy, Budgets, Research
7. Global Marketing and Advertising
8. Advertising and Society, Ethics and Regulations
9. What is Public Relations
10. Nature and Scope of Public Relations
11. Organisation and Practice
12. Public Relations Practitioner
13. Principal Areas of PR Work
14. Case Studies
15. Media Relations, Investor Relations

##### Consumer Behaviour

1. Consumer Behaviour
2. Consumer Research
3. Motivation, Personality and Emotion
4. Consumer Learning
5. Consumer Perception
6. Consumer Involvement
7. Information Processing
8. Attitude
9. Social Class, Lifestyle and Culture
10. Retail Consumer and Outlet Selection
11. Consumerism
12. Consumer/Satisfaction
13. Organizational Buying Behaviour
14. Consumer Modelling
15. Rural Buying Behaviour

##### Industrial Marketing

1. The Nature of Industrial Marketing
2. Industrial Marketing Environment
3. Industrial Buyer Behaviour
4. Industrial Marketing Research
5. Market Segmentation, Targeting and Positioning
6. Product Planning and Development
7. Integrated Marketing Communications (IMC)
8. Distribution Channels and Logistics
9. Role of Services
10. Price and Pricing Strategies
11. Personal Selling and Negotiations
12. Strategic Marketing Planning
13. International and Global Marketing Issues
14. Future Trends

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Marketing Specialisation

Semester-IV

#### **Sales and Distribution Management**

##### **Part-I**

1. Introduction to Sales Management
2. Personal Selling
3. Effective Sales Executive
4. Sales Planning and Budgeting
5. Sales Forecasting
6. Sales Organisation
7. Recruitment and Selection of Sales Force
8. Sales Training
9. Sales Quota and Compensating Sales Personnel
10. Leading and Motivating the Sales Personnel
11. Evaluation and Control of Sales Force
12. Sales Territory
13. Key Account Management

##### **Part-II**

1. Introduction to Distribution Management
2. Retailing
3. Wholesaling
4. Warehousing
5. Transportation
6. Distribution Channels in Services
7. Distribution Planning and Control

#### **Research Methodology and Statistical Quantitative Methods**

##### **Section-I Research Methodology**

1. Understanding Research
2. Scientific Methods and Research
3. Formulating Research Problem and Hypothesis
4. Hypothesis Testing
5. Research Design
6. Data Collection and Measurement
7. Sampling and Sampling Technique
8. Observation
9. The Interview Method
10. The Questionnaire Method
11. The Survey Method
12. The Experimental Method
13. Scaling Techniques and Attitudes Measurement Techniques
14. Data Presentation, Processing and Analysis

##### **Section – II Statistical Quantitative Methods**

15. Arranging Data to Convey Meaning
16. Measures of Central Tendency (Mean, Median & Mode)
17. Correlation
18. Probability
19. Queuing Theory
20. Game Theory & Decision Theory

#### **International Marketing**

1. Introduction to International Marketing
2. Challenges of Globalisation
3. Why Firms Go International
4. The Task of International Marketing
5. Environmental Factors Affecting International Marketing
6. Foreign Market Entry Strategy
7. International Product Strategy
8. International Distribution Strategy
9. International Promotion Strategy
10. International Pricing Strategy
11. Outsourcing and Strategic Relationships
12. International Marketing Research
13. E-Marketing and E-Commerce
14. Future Trends

#### **B2B Marketing**

1. Introduction to Business Marketing
2. Organisational Buying / Buyer Behaviour
3. Enterprise Selling
4. Product Differentiation of Business Products
5. B2B Hub
6. Multi-Channel Marketing
7. B2B Database Marketing
8. Key Account Management (KAM)
9. Strategic B2B Marketing
10. Marketing Research in B2B Marketing

#### **Virtual Marketing**

1. E-Business Fundamentals
2. The Virtual Value Chain
3. Consumer Behaviour On the Internet
4. Information for Competitive Marketing Advantage
5. The Internet Marketing Mix
6. Customer Experience on the Web
7. E-Customer Relationship Management
8. Virtual Communities
9. Legal and Ethical Issues
10. Risk Mitigation & Consumer Rights
11. Business Models for Virtual Enterprises

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Human Resource Management Specialisation

#### Semester-III

##### **HR Development & Training**

1. Introduction to Human Resource Development
2. Training and Organisation Environment
3. Training Needs Analysis
4. Learning Principles and Conditions
5. The Training Program: Selection, Design & Delivery
6. Assessing the Effectiveness of Training
7. Training Audit and Cost Benefit Analysis
8. Training for a New Economy & Skills of a Trainer
9. Emerging Trends in Training
10. Recruitment and Selection
11. Performance Appraisal, Feedback and Reward Systems
12. Quality of Work Life and Career Development

##### **Industrial Relations and Labour Laws**

1. Industrial Relations – Evolution, Concept and Approach
2. Evolution of Industrial Relations Policies
3. Industrial Disputes
4. Mediation, conciliation, Arbitration and Adjudication
5. Grievance Procedure
6. Industrial Relations in Public Sector Units
7. Trade Union and Collective Bargaining
8. Workers Participation in Management
9. Domestic Enquiry
10. The Regulative Labour Legislation
11. The Protective Labour Legislation
12. Wage Related Labour Legislation
13. Labour Legislation

##### **Strategic Management**

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal and SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis and Choice: I
8. Tools for Strategic Analysis and Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation and Control

##### **Compensation Management**

1. Compensation and Costs - Concepts and Context
2. Control Systems for Labour Costs
3. Compensation Systems Their Merits and Demerits
4. Wage and Salary Administration
5. Legal Framework for Wage and Salary Administration
6. Compensation Structures
7. Compensation Surveys
8. Pay Structure Today and Tomorrow
9. Incentives, Reward System and Pay Restructuring
10. Process and Steps for Preparation of Payroll
11. Tax Planning and Payroll Components
12. Emerging Issues and Trends
13. Constitutional and International Labour Standard Norms

##### **Personnel Administration**

1. Personnel Administration Concepts and Scope
2. Strategic Importance and Diagnostic Approach to Personnel Administration
3. Human Resource Planning – Recruitment and Selection
4. Training & Development and Personnel Manual
5. Employee Wage and Salary Administration
6. Compensation and Benefits, Promotion, Transfer, Demotion and W.P.M.
7. Career Development
8. Employee Welfare and Wellness Programme
9. Learning and Motivation
10. Employee Relations and Leadership/Team Building
11. Industrial Relations and Management of Conflict
12. Disciplinary Actions and Labour Laws
13. Information Technology and Personnel Administration

##### **Industrial & Labour Economics**

1. Nature and Scope of Labour Economics
2. Elasticity and Mobility of Labour
3. The Nature of Labour Market and its Problems
4. Efficiency of Labour
5. Wage Management
6. Employment Policy
7. Emerging issues in Labour Economics
8. Introduction Nature and Scope of Industrial Economics
9. Indian Industrial Growth
10. Theories of Industrial Location
11. Industrial Finance
12. Planning and Industrialisation

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Human Resource Management Specialisation

#### Semester-IV

##### **Performance & Potential Management**

1. Performance Management System
2. Performance Planning and Goal Setting
3. Performance Appraisals
4. Performance and Training
5. Performance Feedback, Coaching and Counselling
6. Performance Parameters and Key Principles in Human Performance Improvement
7. Current Trends in Performance Management System
8. Performance Competencies
9. Self-Motivation for Managing Super Self Performance
10. Performance Appraisal Format and 360 Degree Sample

##### **Research Methodology & Statistical Quantitative Methods**

###### **Section-I Research Methodology**

1. Understanding Research
2. Scientific Methods and Research
3. Formulating Research Problem and Hypothesis
4. Hypothesis Testing
5. Research Design
6. Data Collection and Measurement
7. Sampling and Sampling Technique
8. Observation
9. The Interview Method
10. The Questionnaire Method
11. The Survey Method
12. The Experimental Method
13. Scaling Techniques and Attitudes Measurement Techniques
14. Data Presentation, Processing and Analysis

###### **Section – II Statistical Quantitative Methods**

1. Arranging Data to Convey Meaning
2. Measures of Central Tendency (Mean, Median & Mode)
3. Correlation
4. Probability
5. Queuing Theory
6. Game Theory & Decision Theory

##### **Strategic HR and TQM**

1. Introduction to Strategy
2. Human Resource Management
3. Developing HR Strategy
4. The Context for Strategic HR
5. Measuring the Impact of Strategic HRM
6. Designing and Implementing Strategic HRM
7. Bringing about Strategic Change
8. Managing HR in Mergers, Alliances and Downsizing
9. Total Quality: The Role of HR
10. From Traditional to Strategic HR
11. Evolution of Quality Concepts
12. Quality Culture and Leadership
13. TQM: Elements and Implementation
14. Leading Thinkers on Quality

##### **Organizational Development**

1. Organisation
2. Organisational Change and Organisational Development
3. Characteristics of Organisational Development
4. Foundation and Research of Organisation
5. Action Research and OD
6. Interventions
7. Team Interventions
8. Intergroup and Third Party Peace-making Interventions and Structural Interventions
9. Organisation wide Interventions
10. Change Agents and Emerging Issues in OD
11. Power and Politics and Organisation Development

##### **Human Resource Information System**

1. Evolution of Human Resource information system
2. Introduction to Database Management system
3. Design of Human Resource Information system
4. HRIS – Need Analysis
5. Human Resources Analytics
6. Introduction to the Management of Change
7. Outsourcing and HRIS
8. Talent management
9. E-recruitment and Selection
10. Training and Development in e-learning Organisations
11. Performance Management System and Compensation

International HRM and HRIS

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Finance Specialisation

#### Semester-III

##### Capital Market

1. Introduction to Capital Markets
2. Securities and Exchange Board of India (SEBI)
3. Money Markets
4. Mutual Funds
5. Merchant Banking
6. Recent Developments
7. Stock Exchanges
8. Venture Capital
9. Credit Rating
10. Share Buy Back
11. Portfolio Management and Financial Engineering
12. Corporate Governance
13. Mergers and Takeovers
14. Lease and Hire Purchase
15. Housing Finance

##### Corporate Governance

1. Overview of Corporate Governance
2. Corporate Board
3. Shaping Directorial Competence and Board Effectiveness
4. Financial Institutions and Nominee Directors
5. Corporate Disclosure and Investor Protection (Listing Agreement with Stock Exchange)
6. Corporate Reputation
7. Corporate Governance and Regulatory Bodies
8. Globalization and Corporate Governance
9. Regulatory Framework & Investor Protection - An Overview of existing Measures for Investor Protection
10. Corporate Social Responsibility and Corporate Governance
11. Majority Rule and Minority Protection - Prevention of Oppression and Mismanagement

##### Strategic Management

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal and SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis and Choice: I
8. Tools for Strategic Analysis and Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation and Control

##### Project Finance

1. Project Formation and Implementation
2. Promoter's Role/Functions, Data and Skills Requirements – I
3. Promoter's Role/Functions, Data and Skills Requirements – II
4. Financial Statements and Tools
5. Lenders' General Appraisal
6. Commercial Viability
7. Sources of Finance
8. Financial Feasibility Appraisal
9. Technical Feasibility Appraisal
10. Project Risks, Risk Management and Credit Rating
11. Working Capital Arrangements and Terms and Conditions of Project Finance
12. Project Scheduling, Implementation and Follow-Up
13. Legal Aspects of Project Finance and Documentation
14. Infrastructure Projects (Private Sector) Financing
15. Public-Private Partnership (PPP) Projects

##### Security Analysis & Portfolio Management

1. Basic Concepts
2. Investment
3. Introduction to Security Analysis
4. Risk and Return Concepts
5. Security Market Indicators
6. Fundamental Analysis
7. Technical Analysis
8. Efficient Market Theory
9. Bond Valuation
10. Portfolio Management
11. Portfolio Theory
12. Derivatives: Futures and Options
13. Mutual Fund and their Schemes

##### Financial Institutions & Banking

1. Overview of the Financial Markets - Meaning & Scope
2. Reserve Bank of India
3. Financial Institutions (FIs) (Industrial Sector)
4. Financial Institutions (Agriculture)
5. Financial Institutions – Others
6. Securitisation
7. Financial Institutions (Area Specific)
8. Bank and Banking
9. Indian Money Market
10. Financial Intermediaries
11. International Monetary Fund (IMF)

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Finance Specialisation

#### Semester-IV

##### Direct Taxation

1. Definitions under Income Tax Act, 1961
2. Income Exempt from Tax
3. Income from Salaries
4. Income from House Property and other Sources
5. Profits and Gains from Business or Professions
6. Capital Gains
7. Deductions from Total Income
8. Tax Deducted at Source, Interest, Rebates and Relief
9. Assessment and Procedures
10. Taxation of Partnership Firms
11. Taxation of Companies
12. Set Off and Carry Forward of Losses
13. Tax Audit
14. Direct Tax Code

##### Research Methodology and Statistical Quantitative Methods

###### Section-I Research Methodology

1. Understanding Research
2. Scientific Methods and Research
3. Formulating Research Problem and Hypothesis
4. Hypothesis Testing
5. Research Design
6. Data Collection and Measurement
7. Sampling and Sampling Technique
8. Observation
9. The Interview Method
10. The Questionnaire Method
11. The Survey Method
12. The Experimental Method
13. Scaling Techniques and Attitudes Measurement Techniques
14. Data Presentation, Processing and Analysis

###### Section – II Statistical Quantitative Methods

1. Arranging Data to Convey Meaning
2. Measures of Central Tendency (Mean, Median and Mode)
3. Correlation
4. Probability
5. Queuing Theory
6. Game Theory & Decision Theory

##### Strategic Finance

1. Capital Structuring
2. Dividend Theories
3. Restructuring through Share Repurchase
4. Mergers and Acquisitions
5. Activity Based Costing: I
6. Activity Based Costing: II
7. Working Capital
8. Accounting Standards: I
9. Accounting Standards: II
10. Human Resources Accounting

##### International Finance

1. Introduction to International Finance
2. International Monetary and Financial System
3. Documents used in International Trade
4. External Commercial Borrowing
5. Foreign Investment in India
6. Direct Investment outside India
7. Foreign Exchange Markets
8. Foreign Exchange Risk Management
9. Export / Import Finance
10. Facilities for Residents and Non Residents
11. Institutes involved in International Trade

##### Indirect Taxation

1. Introduction to GST I
2. Introduction to GST II
3. Registration
4. Processes under GST I
5. Processes under GST II
6. Offences and Penalties under GST
7. Appeals and Revisions
8. Rates of GST
9. Rates and Impact of GST



# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Operations Specialisation

#### Semester-III

##### **Quantitative Techniques**

1. Introduction to Quantitative Techniques
2. Decision Theory
3. Linear Programming - I
4. Linear Programming - II
5. Linear Programming - III
6. Transportation/Distribution Models
7. Assignment Models
8. Games Theory (Competitive Strategies)
9. Queueing Theory
10. Simulation

##### **Material Management**

1. Introduction to Materials Management
2. Materials Planning
3. Purchase Management: An Overview
4. Buying Policies
5. Buying at the Right Price
6. Project and Capital Goods Purchasing
7. Transport and Traffic Management
8. The Stores Function
9. Stores Operations
10. Fundamentals of Inventory Management
11. Economic Lot Size
12. Replenishment Systems
13. Just-in-Time (JIT)
14. Computerisation of Materials Management
15. Evaluation of Materials Department

##### **Strategic Management**

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal and SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis and Choice: I
8. Tools for Strategic Analysis and Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation and Control

##### **Techniques for Operations Efficiency**

1. Systematic Problem Solving
2. 7 QC Tools
3. Quality Circles
4. 5-S for Good Workplace Organisation
5. SMED for Set-up Time Reduction
6. MUDA (Waste) Elimination
7. Poka-Yoke (Mistake/Error Proofing)
8. Statistical Process Control (SPC)
9. Kaizen
10. Daily Work Management (DWM)
11. Benchmarking
12. Total Productive Maintenance
13. Total Quality Management (TQM)

##### **Operations Strategy**

1. History of Operations Management - Current Status and Vision 2020
2. Operations Strategy - A Strategic Fit with Corporate, Business and Technology Strategies
3. Operations Strategy and Competitive Dimension
4. Stakeholders and Strategy
5. Product/Process Design and Strategy
6. Operations Strategy and Market Requirements
7. Company / Product / Service Profiling and Downsizing
8. Capacity Decisions
9. Operation Strategy Implementation
10. Implementing Operation Strategy (Modern Techniques)
11. Strategic Quality Management, CAD, CAM and CIM
12. Delivering Value to Customers' Key Performance Indicators
13. Investment Decisions, Market Feedback and Organizational Learning

##### **Project Management (Operations)**

1. Introduction to Projects
2. Project Management Process
3. Project Financing and Evaluation
4. Project Estimation and Economic Analysis
5. Organising Projects
6. Project Planning
7. Networks for Project Management
8. Resource Levelling and Project Crashing
9. Project Implementation and Monitoring
10. Controlling Projects
11. Projects Contracts Management
12. Management Risk in Projects
13. Project Quality Management
14. Software Project Management
15. Issues in Project Management

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Operations Specialisation

#### Semester-IV

##### **Supply Chain Management**

1. Introduction to Supply Chain Management (SCM)
2. Logistics to Supply Chain Management (SCM)
3. Forecasting and Aggregate Planning
4. Inventory Management in SCM
5. Transportation
6. Inbound Supply Chain Management
7. Outbound Supply Chain Management
8. Designing Supply Chain Distribution Network
9. Postponement and CRM in SCM
10. Outsourcing and Financial Aspects of SCM
11. Role of IT in Supply Chain Management
12. E-Business and the Supply Chain
13. SCM Measurement
14. The Indian Supply Chain Architecture

##### **Research Methodology and Statistical Quantitative Methods**

###### **Section-I Research Methodology**

1. Understanding Research
2. Scientific Methods and Research
3. Formulating Research Problem and Hypothesis
4. Hypothesis Testing
5. Research Design
6. Data Collection and Measurement
7. Sampling and Sampling Technique
8. Observation
9. The Interview Method
10. The Questionnaire Method
11. The Survey Method
12. The Experimental Method
13. Scaling Techniques and Attitudes Measurement Techniques
14. Data Presentation, Processing and Analysis

###### **Section – II Statistical Quantitative Methods**

1. Arranging Data to Convey Meaning
2. Measures of Central Tendency (Mean, Median and Mode)
3. Correlation
4. Probability
5. Queuing Theory
6. Game Theory & Decision Theory

##### **Technology Management**

1. Introduction to Technology Management
2. Competitive Advantages through New Technologies
3. Technology Strategy
4. Technology Forecasting
5. Technology Assessment
6. Technology Diffusion and Absorption
7. Technology Transfer Management
8. Human Aspects in Technology Management
9. Issues in Technology Management

##### **World-Class Manufacturing**

1. Overview & History
2. Changing Scenario & Measures for WCM
3. Productivity & Work Study
4. Manufacturing Strategy
5. Product and Process Design
6. Waste Elimination
7. Toyota Production System (TPS)
8. Views of Experts (Gurus)
9. Lean Six Sigma
10. Modern Techniques
11. World Class Indian Companies

##### **Business Process Re-Engineering**

1. Introduction to BPR
2. Business Processes and MIS
3. Strategic Planning and BPR
4. Strategic Impact of IT and BPR
5. BPR Principles
6. Business Process Reengineering Techniques and Methodologies
7. BPR and QMS
8. Organising and Implementing BPR
9. Managing Barriers to BPR Success
10. BPR in Banks
11. ERP and BPR
12. SCM and BPR
13. Evolution of BPR for E-Business

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Customer Relationship Management Specialisation

Semester-III

#### **Customer Relationship Management**

1. Introduction to customer Relationship Management
2. Customer Satisfaction and Loyalty
3. Relationship and Retention
4. Services Marketing and CRM
5. Data Management
6. Sales Force Automation
7. Implementing a CRM Programme
8. Effective CRM Today and Tomorrow

#### **Consumer Behaviour**

1. Consumer Behavior
2. Consumer Research
3. Motivation, Personality and Emotion
4. Consumer Learning
5. Consumer Perception
6. Consumer Involvement
7. Information Processing
8. Attitude
9. Social Class, Lifestyle and Culture
10. Retail Consumer and Outlet Selection
11. Consumerism
12. Consumer Satisfaction
13. Organizational Buying Behavior
14. Consumer Modelling
15. Rural Buying Behavior

#### **Strategic Management**

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal and SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis and Choice: I
8. Tools for Strategic Analysis and Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation and Control

#### **B2B Markets and CRM**

1. Introduction to Business Marketing
2. Organizational Buying / Buyer Behaviour
3. Enterprise Selling
4. Segmentation
5. Targeting & Sales Planning
6. Relationship Marketing & CRM
7. Product Differentiation of Business Products
8. Pricing
9. Customer Service Management
10. Product Differentiation & Solution
11. B2B Hub
12. International Business
13. Marketing Communication

#### **Business Communication**

1. Communication in Business
2. Process of Communication
3. Psychological and Cultural Dimensions of Business Communication
4. Listening
5. The Writing Process – Planning
6. Writing Process: Organizing, Composing and Revising Business Messages
7. Writing Routine, Good News and Goodwill Messages
8. Writing Indirect Messages
9. Short and Long Reports
10. Developing and Delivering Effective Presentations
11. Interviews and Meetings
12. Group Communication Strategies
13. Resumes and Employment Letters
14. Communicating with Technology
15. Formats for Business Documents

#### **Consumer Protection Act, 2019**

1. Introduction to Consumer Protection Act, 2019
2. Consumer' Under Consumer Protection Act
3. Consumer Disputes Redressal Agencies
4. Procedure for Filing Consumer Complaint
5. Appeals
6. Enforcement of Orders and Other Relevant Provisions
7. Forms

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Customer Relationship Management Specialisation

Semester-IV

#### **Advanced CRM**

1. CRM Concepts
2. CRM through Effective Customer Complaints Handling
3. Call Centre to Contact Centre to Customer Interaction Centre
4. Sales Force Automation
5. Architectural Map for CRM Implementation
6. Industry Specific CRM Cases
7. Operational CRM
8. Analytical CRM
9. Customer Experience Management (CEM)

#### **Research Methodology and Statistical Quantitative Methods**

##### **Section-I Research Methodology**

1. Understanding Research
2. Scientific Methods and Research
3. Formulating Research Problem and Hypothesis
4. Hypothesis Testing
5. Research Design
6. Data Collection and Measurement
7. Sampling and Sampling Technique
8. Observation
9. The Interview Method
10. The Questionnaire Method
11. The Survey Method
12. The Experimental Method
13. Scaling Techniques and Attitudes Measurement Techniques
14. Data Presentation, Processing and Analysis

##### **Section – II Statistical Quantitative Methods**

1. Arranging Data to Convey Meaning
2. Measures of Central Tendency (Mean, Median and Mode)
3. Correlation
4. Probability
5. Queuing Theory
6. Game Theory & Decision Theory

#### **Technology in CRM**

1. Introduction to CRM
2. Introduction to E-CRM
3. Sales Force Automation (SFA)
4. Enterprise Marketing Automation
5. Implementing CRM
6. The Application Service Provider (ASP)
7. Customer Loyalty, CRM in FMCG and Data Mining in CRM
8. IT-Enabled CRM
9. Case Studies

#### **CRM in Service Industry**

1. An Introduction to Service Industry
2. Understanding Services
3. Understanding CRM
4. Relationship between Service & CRM
5. Designing of Service for CRM
6. Internal Marketing: People Dimension of Service & CRM
7. Service Management & Productivity
8. Service Quality & Customer Satisfaction
9. CEM-Customer Experience Management for Service Business

#### **Marketing research**

1. Fundamentals of Market Research
2. Application and Limitations
3. Sampling
4. Questionnaire Design Development
5. Scaling
6. Data Collection-Primary and Secondary
7. Data Preparation and Processing
8. Data Analysis and Interpretation
9. Multivariate Analysis
10. Research Process and Design
11. Specialised Techniques in Market Research
12. Market and Sales Analysis Research
13. New Product Development and Test Marketing
14. Presentation of Research Findings
15. Research in Service Segments 1
16. Strategic Audit

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Management Accounting Specialisation

#### Semester-III

##### **Project Financial Management**

1. Introduction to Project Financial Management
2. Project Planning
3. Project Process
4. Tools and Techniques of Project Management
5. Project Evaluation Rules
6. Management Control and Change Control
7. Project Completion, Documentation and Reporting
8. Project Audit

##### **Cost Planning and Analysis**

1. Introduction to Cost Planning and Analysis
2. Tools for CVP Analysis
3. Value Analysis
4. Just-In-Time
5. Kaizen Costing and Learning Curves
6. Activity Based Costing
7. Life Cycle Costing
8. Value Chain and Supply Chain Management
9. Gain-Sharing Arrangement
10. Pareto Analysis

##### **Budgeting and Management Control**

1. Control System and Risk Management
2. Diversifying Risk
3. Internal Control Systems
4. Use of Budgets and Planning
5. Controllable and Uncontrollable Cost
6. Performance Analysis and Ratio Analysis
7. Responsibility Accounting
8. Performance Reporting
9. Behavioural Issues in Budgeting
10. Performance Evaluation
11. Transfer Pricing

##### **Strategic Finance**

1. Capital Structuring
2. Dividend Theories
3. Restructuring through Share Repurchase
4. Mergers and Acquisitions
5. Activity Based Costing: I
6. Activity Based Costing: II
7. Working Capital
8. Accounting Standards: I
9. Accounting Standards: II
10. Human Resources Accounting

##### **Strategic Management Accounting**

1. Introduction to Strategic Management Accounting
2. Strategic Management Accounting Techniques I
3. Strategic Management Accounting Techniques II
4. Strategic Performance Management
5. Customer Profitability Analysis
6. Inter-Organizational Cost Management Structure
7. Strategic Cost Management
8. Strategic Pricing I
9. Strategic Pricing II
10. Strategic Audit

##### **Strategic Management**

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal and SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis and Choice: I
8. Tools for Strategic Analysis and Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation and Control

# Post Graduate Diploma in Business Administration

## Programme Curriculum

### Management Accounting Specialisation

#### Semester-IV

##### Group Financial Statements

1. Introduction to Group Financial Statements
2. Preparation of Consolidated Financial Statements I
3. Preparation of Consolidated Financial Statements II
4. Associates and Joint Ventures
5. Changes in Group Structure
6. Complex Groups
7. Foreign Currency Transactions
8. Group Statements of Cash Flows I
9. Group Statements of Cash Flows II

##### Research Methodology and Statistical Quantitative Methods

###### Section-I Research Methodology

1. Understanding Research
2. Scientific Methods and Research
3. Formulating Research Problem and Hypothesis
4. Hypothesis Testing
5. Research Design
6. Data Collection and Measurement
7. Sampling and Sampling Technique
8. Observation
9. The Interview Method
10. The Questionnaire Method
11. The Survey Method
12. The Experimental Method
13. Scaling Techniques and Attitudes Measurement Techniques
14. Data Presentation, Processing and Analysis

###### Section – II Statistical Quantitative Methods

1. Arranging Data to Convey Meaning
2. Measures of Central Tendency (Mean, Median and Mode)
3. Correlation
4. Probability
5. Queuing Theory
6. Game Theory & Decision Theory

##### Corporate Governance

1. Overview of Corporate Governance
2. Corporate Board
3. Shaping Directorial Competence and Board Effectiveness
4. Financial Institutions and Nominee Directors
5. Corporate Disclosure and Investor Protection (Listing Agreement with Stock Exchange)
6. Corporate Reputation
7. Corporate Governance and Regulatory Bodies
8. Globalization and Corporate Governance
9. Regulatory Framework and Investor Protection - An Overview of existing Measures for Investor Protection
10. Corporate Social Responsibility and Corporate Governance
11. Majority Rule and Minority Protection - Prevention of Oppression and Mismanagement

##### International Finance

1. Introduction to International Finance
2. International Monetary and Financial System
3. Documents used in International Trade
4. External Commercial Borrowing
5. Foreign Investment in India
6. Direct Investment outside India
7. Foreign Exchange Markets
8. Foreign Exchange Risk Management
9. Export / Import Finance
10. Facilities for Residents and Non Residents
11. Institutes involved in International Trade

##### Capital Market

1. Introduction to Capital Markets
2. Securities and Exchange Board of India (SEBI)
3. Money Markets
4. Mutual Funds
5. Merchant Banking
6. Recent Developments
7. Stock Exchanges
8. Venture Capital
9. Credit Rating
10. Share Buy Back
11. Portfolio Management and Financial Engineering
12. Corporate Governance
13. Mergers and Takeovers
14. Lease and Hire Purchase
15. Housing Finance