

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

Semester I Syllabus

PGDM-101C PRINCIPLES OF MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective

- To help the students to understand the functions and responsibilities of the managers.
- To provide tools and techniques to be used in the performance of managerial job.
- To enable students to analyze and understand the environment of the organization.

Scheme of Examination

Total marks 100.

Internal marks 40.

External marks 60.

External exam will have 2 Sections A and B. Section A worth 36 marks will consist of 5 theory questions, out of which students will be required to attempt any 3 questions. Section B worth 24 marks will comprise of 3 questions of an Analytical (Caselet/Research Situation)/Practical nature of which students will be required to attempt any 2 questions. A question can have one or more sub-parts.

Course Contents

Unit 1. Concept of Management

- Definition of management
- Management functions (planning, organizing, staffing, directing, coordinating, controlling)
- Management & Administration
- Nature of management (management as art, science and profession)
- Roles of managers
- The scientific management school (Taylor)
- The management process school (Fayol's Principles of Management)
- Developing excellent managers.

Suggested Cases

1. BHEL (L M Prasad)
2. Image is Everything (Stephen P Robins & Mary Coulter)

Unit 2. Planning

- Nature and purpose of planning, Principles of planning
- The planning process, Types of planning
- Advantages and limitations of planning.

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

Suggested Cases

1. Westward Exports Ltd (R S Raju & A Parthasarathy)
2. MTV's World (Stephen P Robins & Mary Coulter)

Unit 3. Concept of Objectives

- Types of objectives, Importance of objectives, Setting objectives
- Management by Objectives (MBO), Benefits and Weaknesses of MBO.

Suggested Cases

Municipal Water District (Harold Koontz and Heinz Wehrich)

Unit 4. Strategies and Policies

- Concepts of corporate strategies- Vision, Mission, Objectives
- Strategic planning process
- Brief introduction to SWOT analysis, TOWS matrix, Portfolio matrix- GE matrix, BCG matrix
- Types of policies, Principles of formulation of policies
- Decision making process, Individual decision making models

Suggested Cases

1. Turbulent Flight Plan (Stephen P Robins & Mary Coulter)
2. McDonald's- Serving Fast Food Around the World (Harold Koontz and Heinz Wehrich)

Unit 5. Organizing and staffing

- Nature and Purpose of organizing
- Bases of Departmentation
- Span of Management, Determinants of Span of Management
- Line and staff relationships, Line-staff conflicts
- Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization
- Definition of staffing, Factors affecting staffing,

Suggested Cases

1. Major Tools Ltd (R S Raju & A Parthasarathy)
2. Competitive Challenges for Carmakers (Harold Koontz and Heinz Wehrich)

Unit 6. Directing

- Principles of Directing, Problems in Human Relations, Nature and causes of Human Relation Problems
- Strategies for establishing healthy Human relations in an organization

Suggested Cases

1. Belden Electronics Company (Harold Koontz and Heinz Wehrich)
2. Ram Dhin (R S Raju & A Parthasarathy)

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

Unit 7. Controlling:

- Concept and Process of Control, Control Techniques, Human Aspects of Control, Use of Computers for controlling and Decision making.

Suggested Cases

1. The Kappa Corporation (Harold Koontz and Heinz Weihrich)
2. Mehta Bank Ltd (R S Raju & A Parthasarathy)

Text Readings

1. R D Agrawal, Organization and Management, New Delhi, Tata McGraw Hill, 1990.
2. Harold Koontz and Heinz Weihrich, Essentials of management, McGraw Hill, 5th edition.
3. T N Chhabra, Principle and Practice of management, Dhanpat Rai & Sons.

Suggested Readings

1. Stephen P Robins and Mary Coulter, Management, Pearson publications, 7th edition.
2. L.M. Prasad, Principles & Practice of Management, S. Chand & Sons, 2005
3. Robert Krietner, Management, New Delhi, AITBS Publishers and Distributors, 7th edition.

Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous

PGDM-102C QUANTITATIVE TECHNIQUES

Level of Knowledge: Working Knowledge

Objective: To develop conceptual understanding of fundamentals of quantitative and statistical methods and to develop the understanding of its applications in management with the help of examples.

Scheme of Examination:

Total Marks: 100

Internal Evaluation: 40 Marks

External Evaluation: 60 Marks

External examination will have 8 questions, out of which a student has to attempt any five. Each question will carry equal marks. A question can have one or more sub-parts which may contain theoretical and/or practical problems.

Course Contents

Unit 1: Functions

- Function Concepts, Cost function, Revenue function, Profit Function and break even analysis, practical problems.

Unit 2: Sequences and Series

- Introduction to Arithmetic, Geometric and Harmonic Progressions
- Nth term, No of terms, Sum of n terms, AM,GM and HM. Numerical problems
- Discounting, Compounding and Annuity along with the Numerical problems.

Unit 3 Matrices

- Definition, Types of matrices
- Operations on matrices (addition, subtraction and multiplication)
- Transpose of a matrix, Determinant of matrix, Ad joint of a matrix, Inverse of a matrix, Elementary row operations.
- Solutions of simultaneous linear equations using matrices (Cramer's Rule, Matrix Inverse Method)
- Numerical and practical problems.

Unit 4: Introduction to Statistics

- Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions
- Primary and secondary data, method of data collection, classification and tabulation of data, frequency distribution, diagrammatic and graphical representation of data (Bar diagram, Pie diagrams, histogram, frequency polygon, Ogives)
- Measurement of Central Tendency (AM: simple, weighted and combined for discrete and continuous series, Introduction to GM and HM, Median, Quartiles, Deciles, Percentiles and Mode of Discrete and Continuous series), practical problems

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

- Measurement of Dispersion (Range, Interquartile Range/Quartile deviation, Mean deviation, Standard Deviation, Variance, Coefficient of Variation), Practical Problems.

Unit 5: Correlation & Regression

- Correlation (Karl Pearson's and Spearman's Coefficient)
- Probable error, Standard error and coefficient of determination
- Principle of Least squares, regression coefficients, Regression lines and equations.
- Fitting of second degree parabola, Practical problems

Unit 6: Time Series

- Time Series and its Components and Analysis Models of Time Series
- Methods of Studying Components of Time Series
- Measurement of trend (moving average, exponential Smoothing and least squares method). Practical problems.

Unit 7: Probability Theory

- Introduction, Experiment, Trails and events (exhaustive, mutually exclusive, dependent and independent), Sample space, Favorable and Unfavorable events.
- Odds, Calculation of probability, Theorem of probability (addition and multiplication)
- Basic concepts of Binomial, Poisson and Normal Distribution.

Text Readings

1. Sharma, J. K., Mathematics for Management and Computer Applications, New Delhi: Galgotia Publication, 2008.
2. Gupta, S. P., Statistical Methods, New Delhi: Sultan Chand and Sons, 35th Edition, 2007.

Suggested Readings

1. Ghosh, R. K. and Saha, S., Business Mathematics and Statistics, Kolkata: New Central Book Agency, 2000
2. Goel, Ajay and Goel Alka, Mathematics and Statistics, New Delhi: Taxman Allied Services, 2007
3. Sancheti, D.C. and Kapoor, V.K., Statistics: Theory Methods and Applications, New Delhi: Sultan Chand and Sons, 2001

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

PGDM-103C ACCOUNTING FOR MANAGERS

Level of Knowledge: Working Knowledge

Course Objectives:

- To Lay a conceptual framework for financial accounting, Cost Accounting and management accounting.
- To develop ability in the students to apply theoretical concepts in practical life problems.

Scheme of Examination:

Total marks 100.

Internal marks 40.

External marks 60.

Section A: 24 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two questions.

Section B: 36 Marks Comprising Four Practical Problems and out of which three questions will be required to attempt.

Course Contents

Unit 1. Introduction to Accounting

- Meaning & Need of Accounting
- Generally Accepted Accounting Principles (GAAP)
- Concepts of Accounting
 - Going Concern
 - Entity Concept
 - Historical Cost
 - Money Measurement
 - Accounting Period Concept
 - Matching Cost Concept
 - Accrual Concept
- Conventions of Accounting
 - Conservatism
 - Consistency
 - Materiality
- Concepts of Double Entry System Of Accounting
- Rules for Debit and Credit Entries ,Types Of Accounts
 - Nominal
 - Real
 - Personal
- Distinction between Capital and Revenue Expenditure.

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

Unit 2 Elements of Annual Accounts

- Defining & Understanding the Terms Share Capital, Reserves, Surplus, Shares, Share Premium, Loan Funds, Debentures, Bonds, Mortgage Loans, Secured Loans, Unsecured Loans, Current Liabilities & Provisions, Contingent Liabilities, Fixed Assets, Leased Assets, current Assets, Advances, Investments, Deferred Revenue Expenses Instruments like Cheque and its Types, Demand Drafts/Pay Order, Crossing Etc.

Unit 3. Accounting Procedures

- Recording of Journal Entries
- Posting In Ledger Accounts
- Cash Book
 - Single Column
 - Double Columns
 - Three Columns
- Concepts and Preparation of Subsidiary Books
 - Purchase and Purchase return/outward books
 - Sales and Sales return/outward book
- Preparation of Trial Balance.

Unit 4. Preparation of Final Accounts

- Profit and Loss Account
- Profit and Loss Appropriation Account
- Preparation of Balance Sheet with Basic Adjustments
 - Prepaid Expenses
 - Outstanding Expenses
 - Provisions for Doubtful Debts
 - Accrued Income
 - Income Accrued but not Due
 - Depreciation, Closing Stock
- Conceptual Knowledge and Final Accounts of Non Profit Making Organizations

Unit 5. Bank Reconciliation Statement

Unit 6. Depreciation

- Concepts of Depreciation
- Two Methods of Providing Depreciation WDV and SLM
- Simple Practical Problems Relating to Depreciation

Unit 7. Introduction to Cost and Management Accounting

- Nature, Role, Scope, Concepts of Cost Centers and Cost Units
- Classification of Cost
 - By Nature: Material, Labour and Overheads
 - By Behavior: Fixed Costs, Semi-Variable Costs and Variable Costs

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

- Concepts and Distinction between
 - Marginal and Absorption Costing
 - Period and Product Cost
 - Cost Reduction and Cost Control
- Concept of Total Cost.

Text Readings

1. R.L. Gupta, V.K. Gupta, Principles of Accountancy, New Delhi, Sultan Chand and Sons.
2. S.N Maheshwari, Introduction to Accounting, New Delhi, Vikas Publishing House
3. S.N Maheshwari, Cost Accounting, Theory and Problems, New Delhi, Vikas Publishing House.

Suggested Readings

1. S.P Iyengar, Cost Accounting , New Delhi, Sultan Chand and Sons.
2. Gupta Radha Swami, New Delhi, Sultan Chand and Sons.
3. Hanif Mukhargee, Modern Accountancy, Tata McGraw Hill.

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

PGDM-104C: IT Fundamentals

Level of Knowledge: Working Knowledge

Course Objectives

- To provide basic knowledge about the computer fundamentals
- To develop conceptual understanding of MS-Office and Internet

Scheme of Examination

Total marks 100.

Internal marks 20.

External marks 60.

Practical Marks 20.

External examination will have 8 questions, out of which a student has to attempt any five. In the external examination, there will be two sections, A and B. Section A, worth 24 marks, will consist of four theory questions out of which a student will be required to attempt any two questions. Section B, worth 36 marks, will have five numerical problem(s)/ practical problem(s), out of which a student will be required to attempt any three questions. Each question will carry equal marks. A question can have one or more sub-parts. There will be practical and external via-voce of 50 marks to assess the computer proficiency.

Course Contents

Unit 1 Computer Fundamentals

- Introduction to Computer: Characteristics, Block Diagram
- Parts of Computer: Processor, Input/Output Devices, Primary and Secondary Memory
- Types of Computers: Micros, Mini, Mainframe and Super Computer
- Level of Languages: High and Low Languages and their characteristics
- Software: System Software (compiler, Interpreter, Assembler and operating system) and Application Software

Unit 2 Operating System

- Introduction of Operating System: Features, Types of Operating System
- Windows XP: Using Taskbar, Start Menu options, My Computer, Recycle Bin, My Network Place, My Documents
- Windows Accessories: Calculator, Note Pad, Word Pad, Paint, Entertainment, Address Book
- Control Panel: Installation of Software, Addition of new hardware, Installation of Modem, Sound card, Printers and Scanner, Date and time, Taskbar and Start menu.
- Windows Explorer: Creating a new folder and other explorer facilities, Changing the look and feel of windows(Desktop, Wallpaper, Screen saver etc.)

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

Unit 3 Application Software-I (MS-Word 2003 and MS-Excel 2003)

MS-WORD

- Getting Started with MS-Word, Document Creation, Document Manipulation, Printing a word document, Header and Footer
- Table Handling: Inserting, Filling and Formatting a table
- Finding, Replacing and Proofing text: Spell check, Grammar check, Find and Replace
- Creating Macros
- Mail-Merge

MS-EXCEL

- Introduction to MS-Excel: Application of Electronic Spreadsheet, Features, Starting MS-Excel, What is a Workbook, Entering Data, Entering Series, Editing Data, Saving a workbook, Closing a workbook, Quitting MS-Excel
- Cell Referencing, Ranges and Functions: Cell referencing, Ranges, Ranges names, Formulae (names in a formula, formula editing, copying formula) , Functions(Mathematical and Statistical)
- Formatting Worksheet and Creating Charts: Formatting Data, Creating charts, Graphical presentations such as line, bar, stacked bar, pie
- Printing Excel Sheet, Creating Macros

Unit 4 Application Software-II (MS-PowerPoint 2003 and MS-Outlook)

MS-PowerPoint

- Starting MS-PowerPoint : Creating a presentation, Creating new slides, Layout of slides, Deleting a slide, Running a slide show, Saving a Presentation
- Working With Slides : Changing the order of the slides, Editing the slide master, changing the background, Adding a text, Clip Art, Scanned objects and Image , Drawing Objects, Controlling the Slide Show(Animation, Transition, Special effect, Slide timing), Printing a Presentation

Unit 5 Internet Basics

Concepts and Services, Hardware and Software requirements, Type of Internet connections, Advantages and Disadvantages of Internet, WWW, e-mail, Browsers, Search Engines, Internet Addressing, Domain Name, URL, Protocols(TCP/IP, FTP, HTTP), Overview of Intranet and Extranet, Video conferencing, Overview of HTML.

Text Readings

1. Sinha P.K., Computer Fundamentals New Delhi : BPB Publications, Third Edition,2001
2. Saxena Sanjay, First Course in Computers New Delhi: Vikas Publishing House,2003
3. Leon Alexis and Methews Leon,Internet for Everyone,Chennai:Leon Press and Vikas Publishing House,1999
4. Microsoft windows XP STEP BY STEP - PHI

Suggested Readings

1. Jaiswal S., Information Technology Today, New Delhi: Galgotia Publications Pvt.Ltd.,2001.
2. Christian Crumlish, ABCs of the Internet, New Delhi: BPB Publications,1998

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

PGDM –105C BUSINESS AND ECONOMIC ENVIRONMENT

Level of Knowledge: Working Knowledge

Course Objective:

To familiarize the students with the business environment prevailing in India and globally and understand its implications to business.

Scheme of Examination:

Total marks 100.

Internal marks 40.

External marks 60.

The External Examination will have Two Sections. Section A will carry 36 Marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1 Business Environment

- Components, Significance, Economic Scope, Cultural, Political and Technological factors.
- External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

Suggested Case: Technology implementation for Card based business – case of Deutsche Bank, Italy

Unit 2 Economic Planning & Development

- Economic systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government – Policy Resolutions of 1956, 1991 Industrial Policy and Economic Policy – Subsequent policy Statements.

Unit 3 Indian Companies

- Competitiveness, Changes, Challenges and Sustainable Development.
- Emerging Trend in Indian Business Environment.

Unit 4 International Trade Theories

- Balance of Payments, Concepts, Disequilibrium in BOP, Methods of Correction, Trade Barriers and Trade Strategy, Free Trade vs. Protection
- World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination and Euro Currency.

Suggested Case: Where is the fair play

Unit 5 Strategies for Going Global

- International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method,

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

- International Trading Blocks and their Objectives.
- WTO- Origin, Objectives, Organization Structure and Functioning
- WTO and India.

Suggested Case: Different for gamble

Unit 6 Theory of Demand, Firms & Market Structure

- Demand function, Income and substitution effects, Revealed preference approach and Demand forecast.
- Profit Maximization, Sales Maximization, Organizational slack, Ownership and Control.
- Competition, Monopoly, Duopoly, Oligopoly and Non-Price Competition.

Suggested Case: Country wide venture.

Text Readings:

1. Francis Cherunilam, **Business Environment: Text & Cases**, New Delhi, HPH, 2007.
2. D.N. Dwivedi, **Managerial Economics**, Vikas Publishing House, 2007.
3. Justin Paul, **Business Environment: Text & Cases**, New Delhi, Tata McGraw Hill, 2008
4. Aswathappa, **Essentials of business environment**, Himalaya Publications.
5. M.L jhingan, **Micro economics**, Vrinda publications
6. H.L Ahuja, **Priciples of micro economics**.

Suggested Readings:

1. K.V. Sivayya and VBM Das: **Indian Industrial Economy**, Sultan Chand Publishers, Delhi.
2. Avid W. Conklin, **Cases in Environment of Business**, Sage Response Books.
3. Vivek Mittal, **Business Environment**, Exdcel, ND.
4. Sundaram & Black : **International Business Environment Text and Cases**, PHI.
5. Raj Agarwal : **Business Environment**, Excel Publications.
6. E. Bhattacharya: **International Business**, Excel Publications.
7. Govt. of India, **Latest Economic Survey**.

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

PGDM -106C: ORGANIZATIONAL BEHAVIOR

Level of Knowledge: Working Knowledge

Course Objective: To understand human behavior in organizations in order to improve managerial effectiveness.

Scheme of Examination

Total marks 100.

Internal marks 40.

External marks 60.

The External Examination will have Two Sections. Section A will carry 36 Marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks Comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents

Unit 1: Foundations of Individual & Organizational Behavior:

- Introduction to OB & Basic OB Model.
- Personality-Determinants & Attributes, The Big Five Model.
- Attitude-Components, Job Attitude
- Learning-Theories of Learning.
- Perception-Factors affecting Perception, Cognitive Dissonance Theory.

Suggested Cases/s:

1. Prejudice in work places: Real or Perceived? (K. Aswathappa)
2. Breakout Performer (Azim Premji) (K. Aswathappa)

Unit 2: Motivation.

- Concept, Definition
- Theories: Maslow's Hierarchy of Needs, Herzberg's Two Factors, Theory X and Y. Vroom's Expectancy, Reinforcement Theory.

Suggested Case/s:

1. Jinjian Garment Factory: Motivating Go slow workers. (Gerard H. Seijts).
2. When the Perks Fade (Stephen P. Robbins and Seema Sanghi).

Unit 3: Groups and Teams:

- Defining and Classifying groups.
- Stages of Group Development
- Group Structure
- Group v/s Team
- Types of Teams

Suggested Case/s:

1. Groups make a difference at Brazil's Semco (K. Ashwathappa)
2. A virtual team at Nanawati Associates. (Stephen P. Robbins and Seema Sanghi)

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

Unit 4: Leadership

- Definition and Concepts.
- Trait Theory
- Behavioural Theories-Ohio State, Michigan Studies, Managerial Grid.
- Contingency Theories-Fiedler's Model , Hersey & Blanchard's Situational Theory, Leader Member Exchange Theory, Path Goal theory.

Suggested Case/s:

1. GE's Controversial Leader (K. Ashwathappa)
2. Narayan Murthy & Infosys (Stephen P. Robbins and Seema Sanghi).

Unit 5: Conflict:

- Defining
- Types of Conflict
- Conflict Process.
- Conflict Management Techniques.

Suggested Case/s :

1. Escalation of conflict through Endowed Chair (Uma Sekaran)
2. Schneider Nation(Stephen P. Robbins and Seema Sanghi)

Unit 6: Organization Culture:

- Defining
- Creating and Sustaining Culture
- Creating a positive Organizational Culture.
- How Employees learn Culture.

Suggested Case/s:

1. Cultural Change efforts at the U.S. Postal Service. (Stephen P. Robbins and Seema Sanghi)
2. South west airlines faces new challenges. (Stephen P. Robbins and Seema Sanghi)

Unit 7: Organization Change & Stress Management:

- Forces of Change, Resistance to Change
- Lewin's Three Step Model
- Stress –Potential Sources, Managing Stress.

Suggested Case/s:

1. Case of ABB Poland, (Gerard H. Seijts).
2. A dark day.(Stephen P. Robbins and Seema Sanghi)

Text Readings:

1. Stephen P. Robbins & Timothy A. Judge. **Organizational Behaviour, 13th ED.**, New Delhi, Prentice Hall.
2. K. Aswathappa, **Organizational Behaviour**, Himalaya Publishing House, Mumbai.
3. Fred Luthans, **Organizational Behaviour**, McGraw Hill, New York.

Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous

Suggested Readings:

1. Gerard H. Seijts, **Cases in Organization Behaviour**, Sage Publication, New Delhi.
2. John W. Newstorm & Keith Davis, **Organization Behaviour**, Tata McGraw Hill, New Delhi.

Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous

PGDM -107C BUSINESS COMMUNICATION

Level of Knowledge: Working Knowledge

Course Objective

- To familiarize the students with the fundamentals of business communication
- To develop the conceptual understanding by grasping the elementary and the general concepts
- To substantiate a theoretical knowledge by practical knowledge of the subject

Scheme of Examination

Total marks 100.

Internal marks 40.

External marks 60.

The External Examination will have Two Sections. Section A will carry 36 Marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks Comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents

Unit 1 Introduction:

- Defining Communication
- Process of Communication
- Communication Situation
- Communication Models
- Objectives of Communication
- Principles of Effective Communication
- Importance of Business Communication
- Importance of Feedback

Suggested Case : Arvind Pandey caught in Business Web

Unit 2 Factors affecting Communication:

- Barriers to Communication -Wrong Choice of Medium, Physical Barriers, Different comprehension of Reality, Socio-Psychological Barriers
- Effective Listening:
- Steps of Listening
- Importance of Listening
- Blocks to Effective Listening
- Improving Listening Skills

Suggested Case: Communication Failure

Unit 3 Types, Channels and Forms of Communication:

- Formal and Informal Communication
- Upward Communication (Objectives, Merits and Demerits)
- Downward Communication (Objectives, Merits and Demerits)
- Horizontal Communication, Grapevine,
- Consensus (Process, Advantages, Disadvantages)

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

- Verbal Communication, Nonverbal Communication

Suggested Case: Wave (ATV: Advertising Radio FM Band)

Unit 4: Designing for Effective Communication:

- Understanding the composition Process
- Defining the purpose
- Analyzing the audience
- Establishing the main idea
- Transaction Analysis

Suggested Case: The Case for Ambiguous Communication

Unit 5 Fundamentals of Business writing:

- Adaptation and Selection of Words
- Construction of clear sentences and paragraphs
- Directness in Good News Letter and Neutral Situations
- Indirectness in Bad News Letter
- Persuasive Messages

Suggested Case: On Writing Well

Unit 6 Employment Messages:

- Application Letters:
 - Writing the Opening Paragraph,
 - Summarizing the key Selling Points
 - Writing the closing paragraph
- Writing a perfect Resume - Format, Style, Contents

Unit 7 Reports and Proposals

- What is a Report?
- Importance of a Report
- Oral and Written Reports
- Types of Business Reports
- Characteristics of a Good Report
- Sample Reports

Practical:

- Spoken English
- Presentations
- Group Discussions
- Public Speaking

Text Readings

1. Rajendra Pal and J.S. Korlahalli, Essentials of Business Communication, Sultan Chand and sons 2005.

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

2. Urmila Rai and S.M. Rai Business Communication , Himalaya Publication House II/e 2001
3. P.D. Chaturvedi and Mukesh Chaturvedi ,Business communication : concepts, cases and applications ,Pearson Education 2004

Suggested Readings

1. Effective Business Communication- M.V. Rodriques, Concept Publishing Company, New Delhi
2. Business correspondence and Report Writing- Prof. R.C. Sharma and Krishna Mohan, Tata McGraw Hill & Co. Ltd., New Delhi
Bill Scott, The Skills of Communication, Bombay, Jaico, 1995
3. William V. Ruch, Business Communication, New York, Maxwell Macmillian, 1991

Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous

Semester II Syllabus

PGDM-201 C: HUMAN RESOURCE MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective: To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

Scheme of Examination

Total marks 100.

Internal marks 40.

External marks 60.

The External Examination will have Two Sections. Section A will carry 36 marks comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks comprising of one or more Case(s). A question can have one or more sub-parts.

Course Contents

Unit 1: The Field of HRM:

- Overview
- Concept and Functions
- Personnel to HRM
- ASTD HRM Model

Suggested cases:

- Demands of Employees Wife
- Authority of Personnel Manager at Regional Level.

Unit 2: Acquisition of Human Resources:

- Objectives
- Human Resource Planning
- Job Analysis, Job Description, Job Specification
- Recruitment, Promotion, Transfer

Suggested Cases:

- Job Specification
- Which is more important – Recruiting or Retaining?

Unit 3: The Human Resource Organization:

- Structure of Human Resource Management
- Selection
- Induction
- Placement
- Formulation and Essentials of Sound HR Policies

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

Suggested Cases:

- How to select a new employee?
- Introduction of Induction

Unit 4: Development of Human Resources:

- Training and Development
- Performance Appraisal
- Introduction to Career and Succession Planning.

Suggested Cases:

- Evaluation of Executive Development Program
- Career Opportunities

Unit 5: Maintenance of Human Resource:

- Job Evaluation
- Grievance Handling Procedure.

Suggested Case:

- Parity-Is it Fair or Unfair?

Unit 6: Separation Processes:

- Turnover, Retirement, Layoff
- Retrenchment and Discharge
- VRS- Mechanism, VRS in Public and Private Sector

Unit 7:

- Emerging Trends and Challenges in HRM
- International Policy- Recruitment, Selection, Training & Development.

Suggested Case:

- The Case of Hushed Relationship

Text Readings:

1. VSP Rao, Human Resorce Management, 2nd Edition, Excel Publications, A, 45Naraina, Phase-I, New Delhi
2. P. Subba Rao, Human Resource Management and Industrial Relations, 3rd Edition, Himalaya Publications House, Mumbai.
3. David S. Decenzo and Stephen P. Robbins, Personnel/ Human Resource Management, New Delhi, Prentice Hall, 3rd edition.

Suggested Reading:

1. William B. Werther Jr. and Keith Davis, Human Resource & Personnel Management, Singapore, McGraw Hill, 4th Edn. 1993
2. Arun Monappa and Mirza S. Saiyadain, Personnel Management, New Delhi, Tata McGraw hill, 1995.

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

PGDM -202C OPERATIONS MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objectives: To help students understand the concepts of material management, operation functions, various tools used for solving problems faced by operations managers.

Scheme of Examination

Total marks 100.

Internal marks 40.

External marks 60.

External examination will have 8 questions, out of which a student has to attempt any five. In the external examination, there will be two sections, A and B. Section A, worth 24 marks, will consist of four theory questions out of which a student will be required to attempt any two questions. Section B, worth 36 marks, will have five numerical problem(s)/ practical problem(s), out of which a student will be required to attempt any three questions. Each question will carry equal marks. A question can have one or more sub-parts

Course Contents

Unit 1: Materials Management

- Meaning, Definition, Areas, Objectives, Importance,
- Role of Materials Manager.
- Meaning, Concept, need, Scope and Advantages of Integrated Materials management.
- Factors affecting Materials planning, Techniques of planning.
- Materials Budgeting.

Unit 2: Stores Management

- Materials Identification: Need, Importance and Classification of Materials.
- Codification of Materials: Codification Systems.
- Standardization: Aims and Advantages, Standards of Institutions.
- Stores Layout
- Materials Handling: Unit Load Concept, Materials Handling Principles, Material Handling Equipments (Fixed path, variable path and auxiliary)

Unit 3: Inventory Management

- Importance and scope, Selective Inventory Control, Cost concept in Inventory. Types of Inventories, Problems
- Inventory Control Models: Deterministic and Stochastic (EOQ, EBQ, EOQ with shortages, EOQ with discounts, Single Period Model, Periodic Model)
- Practical Problems.

Unit 4: Introduction to Operations Management (OM):

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

- Meaning and functions of OM, Current trends in OM, OM manufacturing and service industries, Issues of OM (short-term and long-term), Challenges faced by OM, Priorities of OM.

Unit 5: Facility Planning

- Product and Process selection: Product development process, Tools of efficient product development, Determinants of process characteristics (volume, variety and flow), Types of process systems (continuous flow, intermittent flow and jumbled flow), Product-Process mix, issues in process design, Technology selection.
- Layout of facility: Product, process, fixed, group and project layouts. Layout design: Relationship based and Load-Distance-Cost matrix, CRAFT method, Practical problems
- Location of facility: Factors affecting location decisions, Center of Gravity and Median Models, Dimensional Analysis, Factor rating method, Brown and Gibson Model, Practical Problems

Unit 6: Resource Planning

A) Capacity Planning

- Meaning of Capacity and Capacity Utilization, Capacity planning framework
- Machine and Labour requirement estimations, Capacity Augmentation, Alternatives of Capacity Augmentation (waste elimination, Multi-skilling of work force, sub-contracting and outsourcing), Practical Problems
- Learning-Curve applications, Practical Problems.

B) Materials Requirement Planning (MRP)

- Introduction, Multiple levels in Products, Product Structure, Bill of Materials.
- Rules for determining Lot Size (Lot-for-lot, Fixed order quantity, EOQ, Period order quantity, POQ based on EOQ), Practical Problems.

Unit 7: Production Planning and Control:

- Aggregate Production Planning- Necessity and framework, alternatives of managing demand and supply, Level Production (Inventory Cost and Stock-Out Cost), Chase (Vary the Work Force) and mixed strategies, Practical Problems
- Operation Scheduling and production control: Mass manufacturing (Assembly line balancing using priority rules- Rank Positional Weight, Longest Activity Duration and Largest Number of Successors), Batch Processing (Sequencing using Run-Out Time) and Job Shop : n - job on single machine (using EDD, SPT, FCFS, ST, CR), n-jobs on two/three machines (Johnson's Rule, Gantt Chart), 2 jobs on n-machines (Graphical Method-Aker's Algorithm), Practical Problems

Text Readings

1. Verma M.M, Materials Management, New Delhi, Sultan Chand and Sons.

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

2. Chitale, A. K. and Gupta R.C., Materials Management: Text and Cases, New Delhi: PHI, 2006
3. Paneerselvam, R., Production and Operations Management, New Delhi, Prentice Hall of India Publications.
4. Mahadevan,B., Operations Management Theory and Practice, New Delhi, Pearson Education (Dorling Kindersley (India) Pvt. Ltd.)

Suggested Readings

1. Chary, S.N., Cases and Problems in Production and Operations Management, New Delhi, Tata McGraw Hill Publications.
2. Evans, J. R., Anderson, David R., Sweeney, D. J. and Williams, T.A., Applied Production and Operations Management, Newyork: West Publishing Co., 1985.
3. Dobler Donald W., Lamer Lee Jr. and David N. Burt, Purchasing and Materials Management, New Delhi, Tata McGraw Hill Publications

Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous

PGDM-203C FINANCIAL MANAGEMENT

Level of Knowledge: Working knowledge

Course Objectives:

- To Lay a Conceptual Framework for Financial Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks 100

Internal Marks 40

External Marks 60

Section A: 24 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 36 Marks Comprising Four Practical Problems and out of which a student will be required to attempt any Three questions.

Course Contents

Unit 1 Introduction to Financial Management

- Meaning, Nature and Scope
- Objectives of Financial Management
- Basic concepts of Break Even Point, Margin of Safety, Profit Volume ratio.
- Time Value of Money
 - Computation of Present and future value of a Single cash flow
 - Computation of Present and future value of an Ordinary annuity
 - Computation of Effective rate of Interest, Present value of a Deferred annuity

Unit 2 Capital Budgeting

- Evaluation of Projects using DCF and Non DCF methods and simple problems based thereon on the Methods like:
 - Payback Period method
 - Discounted Payback
 - Payback reciprocal
 - Internal Rate of Return
 - Net Present Value
 - Profitability Index
 - Accounting rate of return

Unit 3 Cost of Capital

- Simple problem based on Computation of Cost of Individual source of finance (Equity, Debt and Preference) and Weighted average cost of capital (WACC) using Book value and Market value Weights.

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

Unit 4 Leverage Analysis

- Meaning and Significance of Leverages
- Simple problem based on the Computation of Operating, Finance and Combined/Total/Composite Leverage

Unit 5 Ratio Analysis

- Meaning of Terms like Liquid/Quick Assets, Net worth, Capital employed, Shareholder's funds/Equity/Proprietor's funds etc.
- Meaning, Computation and Significance of the Following Ratios
 - Current ratio
 - Quick ratio
 - Gross Profit and Net Profit ratio
 - Return on Investment
 - Return on Equity
 - Return on Capital Employed
 - Earning per share
 - Price-Earning Ratio, Dividend Pay out ratio, Retention ratio
 - Inventory and Debtors Turnover ratio
 - Capital Employed and working capital Turnover ratio
 - Debt-Equity ratio, Debt-service coverage ratio

Unit 6 Cash Flow and Fund Flow

- Simple problems based on Preparation of Cash flow and Fund flow Statement

Unit 7 Sources of Finance and Introduction to Working Capital

- Introduction to Short Term and long term sources of Finance
- Meaning and Conceptual framework of working capital
- Analyzing Equity, Debt and Preference on the basis of Risk, Cost and Control
- Theoretical Questions based on working capital

Text Readings

1. Shashi K Gupta and R.K. Sharma, Kalyani Publications
2. Prasanna Chandra, Tata McGraw-Hill Publishing Company Ltd.
3. M Y Khan and P K Jain Text and Problems and Cases Tata McGraw-Hill Publishing Company Ltd.

Suggested Readings

1. R.P. Rustagi, Galgotia Publication Company
2. I M Pandey, Vikas Publication House Pvt. Ltd.

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

PGDM -204C MARKETING MANAGEMENT

Number of classes--40

Knowledge level: Working knowledge

Max Marks-100

Course Objectives: To develop a strong understanding of the concepts in Marketing Management which would allow the student to apply theory learnt to Case Studies or situations with Marketing as a central theme.

Evaluation: 40 marks—Internal (comprising of Presentation, Attendance, Comprehensive Viva, Internal test);

60 marks – The Question paper will comprise of two sections, A and B. Section A shall be of 40 marks in which the student would need to answer any four of five questions, testing primarily his/her conceptual understanding. Section B will be of 20 marks and will consist of one or two case studies.

Contents:

Unit I: Introduction to Marketing Management; Core Marketing Management Concepts; Company Orientation towards their business-the development of the Marketing Concept; The current Marketing Scenario in India/Marketing Management in the 21st Century

Unit II: Marketing Environment: Macro-environmental variables; Micro-environmental variables

Unit III: Consumer Behaviour: Factors affecting Consumer behaviour; The Purchase Decision making process; Buying situations (habitual; special, etc) and their marketing implications.

Unit IV: Market Segmentation, Need for segmenting; Bases of Market segmentation; Targeting: targeting strategies.

Case: A case of segmentation: Lacoste (Page no.56)

Book: Cases and Simulations in Marketing Management By Prof. M. K. Rampal & Dr. S. L. Gupta

Unit V: Product life cycle- meaning, different strategies to be followed in different PLC stages.

Unit VI: New Product Development—the eight steps

Case: Soyabean Milk: As an Alternative (Page no. 65)

Book: Cases and Simulations in Marketing Management By Prof. M. K. Rampal & Dr. S. L. Gupta

Unit VII: Product—definition of a product, Product Mix decisions, Branding

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

Unit VIII: Price—Steps in setting the Price, Pricing Methods

Unit IX: Place—Determining the Distribution Strategy, Intensive, Exclusive and Selective distribution; New formats of distribution—departmental stores, malls.

Case: Finding the Ideal strategy (Page no. 76)

Book: Cases in marketing management by the Editors of Excel Books

Unit X: Promotion- Steps in deciding the promotion strategy; the Promotion Mix; choosing the promotion tools.

Case: Godrej Vs Samsung – Promotion War (Page no. 262)

Book: Cases and Simulations in Marketing Management By Prof. M. K. Rampal & Dr. S. L. Gupta

Unit XI: New Developments in Marketing Management—Internet marketing, rural marketing, global marketing.

Books Referred:

- Marketing Management, Philip Kotler, 12th Ed.
- Marketing Management-3rd or 4th Ed., V S Ramaswamy, S Namakumari

Long Case Studies:

The case studies have a basic objective of learning how theory learnt in class is applied in real life marketing situations. The case studies are 5-6 pages long and therefore, the students are required to read a few days prior to the case discussion. The case shall be discussed in teams of 5-6 students with each team presenting a particular facet of the case.

1. New Product Development: *Designing Speedo LZR Racer*, pp.35, ICFAI Case Folio, July, 2009
2. The Marketing Mix: *Tata Sky's Marketing strategies*, pp. 33, ICFAI Case Folio, Nov, 2009.
3. Segmentation, Targeting and positioning: *Realities of Emerging Markets: Some lessons from Unilever's strategy for Lifebuoy and Sunsilk in India*, pp. 23, ICFAI Case Folio, Feb, 2009.
4. Consumer Behaviour: *Kraft Foods Inc. observes consumer behaviour as prices soar in the US.*, pp. 7, ICFAI Case Folio, Aug, 2008
5. Distribution strategies- '*Transforming Bata*', pp. 11, ICFAI Case Folio, May 2009.
6. A case of brand rejuvenation: *Bajaj-Auto, From 'Hamara Bajaj' to 'Distinctly Ahead'*, pp.07, ICFAI Case Folio, March, 2008.

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

PGDM -205C BUSINESS LAWS

Number of classes--40

Knowledge level: Working knowledge

Max Marks-100

COURSE OBJECTIVE

The objective of this course is to acquaint the student with various laws which are to be observed in performing the day-to-day business. The emphasis here is on different latest provisions of the law and how these can be used in the best interest of the organization without violating them.

EXAMINATION

The marks will be awarded out of 100 marks, 40 marks will be for internal assessment which may comprise of assignments, internal tests, co-curricular activities, presentations, Viva Voice, etc. The Semester examination shall be of 60 marks comprising of two sections A and B. Section A of 36 marks shall have three questions to be attempted by student and Section B of 24 marks shall comprise of one or more cases.

COURSE CONTENTS

Unit 1: The Indian Contract Act, 1872, Essentials of a Valid Contract {S 2(h),3 to 18, 29}, Void and Voidable Contracts and Void Agreements {S 2(g,i,j), 19 to 30, 32, 36, 56}, Performance of Contracts {37 to 67}, Breach of a Contract and its Remedies {73 to 75}, Quasi-Contracts {S (68 to 72)}

Unit 2: The Sale of Goods Act, 1930, Formation of a Sales Contract {S (4 to 17)}

Unit 3: The Negotiable Instrument Act, 1881, Nature and Types {S (4 to 25)}, Negotiation and Assignment {S (14, 46 to 60)}, Holder in due course {S(9)}, Dishonor and Discharge {S (82 to 98)}, Crossing of Cheques {S (12 to 131)}

Unit4: The Companies Act, 1956, Types of Companies, Formation of a Company {S (3,11,12)}, Memorandum and Articles of Association {S (13 to 40)}, Shareholders & Debenture Holders {S (41)}, Winding Up {S (243, 395,425 to 560,582 to 590)}

Unit 5 : Consumer Protection Act, 1986, Related Definitions {S (2)}, Consumer Rights {S (6)}, Procedures for Complaint under the Act {S (12,13,22,24,26)}, Nature and Scope of Remedies under the Act {S(14)}, Appeals {S (15,19,2,24)}, Enforcement of Orders and Penalties {S (25,27)}.

Unit 6: The Indian Partnership Act, 1932, Definition and Nature of Partnership {S (2 to 8)}, Formation of Partnership {S (2 to 8)} Formation of Partnership {S (56 to 71)}, Rights, Duties and Liabilities of Partners {S (9-13, 15-17, 21, 25-27, 29, 31-33, 35-37)}, Dissolution of Partnership Firm {S (39-53,55)}

**Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous**

Text Readings

1. Mercantile Law, K.C. Garg, V.K. Sareen, Mukesh Sharma, R.C. Chawla, Kalyani Publishers
2. Bare Acts from website lawmin.nic.in
3. Business Law(5th Edition), M C Kuchhal, Vikas Publishing House (P) Ltd. ISBN No. 978-81259-31379.
4. Business Law (3rd Edition), S S Gulshan, Excel Books, ISBN No. 81-7446-561-8
5. Business Law, Chandra Bose, PHI Learning (P) Ltd., ISBN No. 978-81-203-3530-1
6. Right to Information Act, 2005 – A primer, Tata McGraw Hill, ISBN No. 0070611262

Suggested Readings

1. A Manual of Mercantile Law, R.C. Shukla, S. Chand & Co. Ltd.,
2. Mercantile Law, Avtar Singh, Eastern Book Company
3. Business Law of Management, Bulchandani, Himalaya Publishing House
4. General and Commercial Laws, Taxman
5. Mercantile and Commercial Law, Rohini Aggarwal, Taxmann
6. Right to Information Act, 2005 by Ministry of Human Resource Development, National Book Trust

P.N. All the books to be of latest edition only.

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

PGDM -206C OPERATIONS RESEARCH

Level of Knowledge: Working Knowledge

Course Objectives: To help student understand the concepts of Operations Research, various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

External examination will have 9 questions out of which a student has to attempt five. In the external examination, there will be two sections A and B. Section A, worth 24 marks, will consist of four theory questions out of which a student will be required to answer any two. Section B, worth 36 marks, will have five practical/ Numerical problem(s), out of which a student will be required to attempt any three. Each question will carry equal marks. A question may have one or more sub-parts.

Unit-1: Operations Research: Introduction, Meaning, Scope and Applications, Advantages and Limitations.

Unit-2: Linear Programming: Introduction, Applications, Advantages and limitations. Formulation of a LPP, Standard and Canonical forms, Solution of LPP by Graphical method, Simplex Method and Big-M method. Duality, Dual of a LPP.

Unit-3 (A): Transportation Model: Formulation, Initial basic feasible solution by N-W corner method, Least Cost method, Vogel's Approximation method. Optimization using Modified Distribution method and Stepping Stone method. Duality in a Transportation Model

Unit3(B): Assignment Model: Formulation, Solution by Hungarian method, Traveling salesman problem.

Unit-4: Game Theory: Introduction, Minimax and Maximin Principles, Pure and Mixed strategies, Saddle point, Solution using Algebraic and Graphical methods. Game Theory and linear Programming.

Unit-5: Queuing Models: Introduction, Scope in Management decisions, Kandall's notation, M/M/1 (finite and infinite populations), Probability calculations, Applications of M/M/C (infinite population).

Unit-6: Replacement Models: Introduction and scope in managerial decision making, Single Equipment Replacement, with and without considering time value of money, Replacement of items that fails suddenly, Group Replacement policy, Mortality and Staffing problem.

Text Reading:

Pioneer Institute of Professional Studies (PGDM), Indore

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

1. P.K. Gupta and D.S. Hira, Operations Research, New Delhi, Sultan Chand Publications.
2. J.K. Sharma, Operations Research Theory and Practice, New Delhi, McMillan India Ltd.

Suggested Reading:

1. N.D. Vohra, Quantitative Techniques, New Delhi, Tata McGraw Hill Publications.
2. V.K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Sultan Chand and Sons.

Pioneer Institute of Professional Studies (PGDM),
Indore
Syllabus PGDM (2 Yrs Full Time Course) Autonomous

PGDM- 207C RESEARCH METHODOLOGY

Level of Knowledge: Working Knowledge

Course Objective

- To help the students to understand the Concept and Methods of Business Research.
- To provide the knowledge to the students so that they will be able to plan, design and execute research proposals
- To familiarize the students with the various methods of data analysis and prepare the research reports.

Scheme of Examination

Total Marks 100.

Internal Marks 20.

External Marks 60.

Project Marks 20

External exam will have 2 Sections A and B. Section A worth 36 marks will consist of 5 theory questions, out of which students will be required to attempt any 3 questions. Section B worth 24 marks will comprise of 3 questions of an Analytical (Case let/Research Situation)/Practical nature of which students will be required to attempt any 2 questions. A question can have one or more sub-parts.

Course Contents

Unit I: Introduction (05)

Meaning and Objectives, Types of Research, Scope of Research, Research Process, Features of Good Research, Problems in Research.

Defining the Research Problem: Definition, Techniques involved in defining a Research Problem,

Unit II: Research Design (04)

Meaning and Need of Research Design, Different Research Designs (Completely Randomized Design, Latin Square Design, and Factorial Design),

Unit III: Sampling Methods (06)

Introduction, Definition of Population and Sample, Need, Sampling Unit, Sampling Frame, Sampling Process, Different Types of Sampling Design, Probability Sampling (Simple Random, Systematic, Stratified, Cluster, Area) and Non-probability Sampling (Convenience, Judgment, Quota), Characteristics of a Good Sample Design.

Syllabus PGDM (2 Yrs Full Time Course) Autonomous

Unit IV: Methods of Data Collection (05)

Primary and Secondary Data, Basic Methods of Collecting Data (Observation Method and Questionnaire Method, Interview, Mail, Telephone Survey).
Designing the Questionnaire: Process, Characteristics of a Good Questionnaire, and Types of Questions (Open, Multiple Choice, and Dichotomous).

Unit V: Attitude Measurement and Scales (5)

Types of Scales (Nominal, Ordinal, Interval, Ratio) Semantic Differential, Thurstone, Likert, Constant Sum, Paired Comparisons, Disguised Scaling Techniques (Word Association, Sentence Completion Test, Thematic Apperception Test).

Unit VI: Data Analysis (10)

Hypothesis Testing: Definition, Null and Alternative Hypothesis, Type I and Type II errors, Level of Significance, Critical and Rejection Regions, One Tailed and Two Tailed Tests, Confidence Interval, Hypothesis Testing (of Means, for Difference Between Means, for Comparing Two related samples, of Proportions, for Difference Between Proportions), Limitations.

Types of Hypothesis Tests: Z-test., t- test, One Sample Tests (Sign test, Chi Square, Run Test for Randomness), F-test, One Way ANOVA, Two Way ANOVA.

Unit VII: Interpretation and Report Writing (3)

Meaning of Interpretation, Techniques of Interpretation, Precautions in Interpretation, Significance of Report Writing, Types of Reports (Technical and Survey Based Research Reports), Report Format.

Text Readings

1. William G. Zikmund, **Business Research Methods, 7th edi.** Thomson Learning
2. Kothari, C R., **Research Methodology, 2nd Ed.**, New Delhi; New Age International
3. Panneerselvam R., **Research Methodology**, 7th reprint (May 2009), New Delhi, PHI Learning
4. Agarwal Sangeeta, **Marketing Research**, New Delhi, Global Business Press.

Suggested Readings

1. Donald S. Tull, Del I. Hawkins, **Marketing Research, Measurement and Methods**, 6^t edition, PHI Learning, 2009
2. Naresh Malhotra and Satya Bhushan Das, **Marketing Research: An applied Orientation**, Pearson Education, 2008.
3. Mcburney, **Research Methods**, 7th edition, Cengage Learning, India