

**Applicable from Academic Session 2017 and Onwards**

**POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT (PGDBM)**

**Semester I**

- 101 Management Concepts & Application
- 102 Quantitative Techniques For Management
- 103 Managerial Economics
- 104 Organizational Behaviour &  
Industrial Psychology
- 105 Financial Accounting for Managers
- 106 Marketing Management

**Semester II**

- 201 Human Resource Management
- 202 Financial Management
- 203 Production Management
- 204 Legal Aspects of Business
- 205 Research Methodology
- 206 Project Report and Viva Voce

## **PGDBM- 101      MANAGEMENT CONCEPTS & APPLICATIONS**

### **UNIT-I INTRODUCTION**

**(6 lectures)**

Management : Meaning, concept, significance, Scope & Process, Principles of Management, Evolution of Management thoughts; Different levels of Management, Managerial Skills, Roles & Functions of managers; Business Environment

### **UNIT-II PLANNING & DECISION MAKING**

**(8 lectures)**

Planning : Meaning and Importance , Planning Process, Types of Plans, Objectives and goals, Planning Vs Forecasting, Corporate Planning, Management By Objective.

Decision Making : Decision Process & Techniques, Group decision making, Rationality in Decision Making, Making effective decision

### **UNIT-III ORGANIZING & STAFFING**

**(8 lectures)**

Meaning of Organization, Types of Organization, Departmentation, Span of Management, Line and Staff Relationship, Departmentation, Delegation – Centralization and Decentralization of Authority, Meaning of Staffing, Recruitment, Selection & Placement, Training & Development.

### **UNIT-IV DIRECTING & CONTROLLING**

**(8 lectures)**

Directing : Elements, Principles and Techniques; Essence of Co-Ordination

Control : Process and Techniques of Control, Management By Exception, Management of Change,

### **UNIT-V INTERNATIONAL PERSPECTIVE OF MANAGEMENT (6 lectures)**

Contemporary issues and International perspective of management, Benchmarking, TQM, 5S system as given by Mc Kinsey.

## **SUGGESTED READINGS**

Essentials of management--

The Practice of Management --

Principles of Management--

Management Concepts & Strategies--

Principles & Practices of Management--

Management

Principles of Management

Harold Koontz & Heinz Weihrich

Drucker, Peter F.

Teray, George, R & Franklin.Sc.

J.S. Chand

L.M. Prasad.

James F.Stoner

George R. Terry & S.G. Franklin, AITBS

## **PGDBM -102 : QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

### **UNIT- I DESCRIPTIVE STATISTICS**

**(6 lectures)**

Descriptive Statistics : Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location, Skewness and Kurtosis.

### **UNIT- II CORRELATION & REGRESSION ANALYSIS**

**(8 lectures)**

Correlation Analysis : Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis : Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

### **UNIT- III TIME SERIES ANALYSIS**

**(10 lectures)**

Concept , additive and Multiplicative models, Components of Time Series. Trend Analysis: Least Square method – Linear and Non-Linear equations, Applications in business decision making Index Numbers – Meaning, Types & Uses of index numbers, Construction of Price, Quantity and Volume indices – Fixed base and Chain base methods.

### **UNIT- IV PROBABILITY AND PROBABILITY DISTRIBUTION**

**(8 lectures)**

Basic Concepts of Probability, theory of probability, Discrete Probability Distribution, Continuous Probability Distribution, , Additive and Multiplicative Laws, Baye`s Theorem .Probability Theoretical Distributions : Concept and application of Binomial; Poisson and Normal distributions.

### **UNIT- V SAMPLING AND SAMPLING DISTRIBUTION**

**(8 lectures)**

Sampling methods, Sampling distribution, Large Sample test, Small Sample Test(T,F,Z Test & Chi-Square test)  
Testing of Hypothesis – Null and Alternative Hypotheses; Type I and Type II errors,, , T-test, Z-test.

### **SUGGESTED READINGS**

Statistics For Management  
Statistical Method  
Quantitative Technique  
Quantitative Technique  
Business Statistics

Levin & Rubin  
P.Gupta  
Srivastava, Shanoy& Sharma  
C.R. Kothari  
G.C.Beri

**UNIT- I INTRODUCTION**

**(6 lectures)**

The economics background to management :nature and scope of managerial economics its relationship with other Disciplines. Its significance in decision making, decision making in uncertainty.

Utility Analysis : Approaches to measure utility-Cradinal& Ordinal, Law of diminishing marginal utility &Equi Mqrquinal utility,

**UNIT- II DEMAND ANALYSIS**

**(8 lectures)**

Demand : Concepts, Objectives of Demand Analysis, Determinants of Demand , Types of Elasticity of demand and demand forecasting- Concept, Methods.. Supply Analysis-Concept , Law of supply & elasticity of supply..

**UNIT- III INPUT-OUTPUT DECISION**

**(12 lectures)**

Production Concepts and Analysis, Production Function, Law of Production- short run & Long run. Factors used in –Input Decision. Cost Concept – types of cost, Cost output relationship in short & long run. Revenue – Concept, Break Even Analysis- Concepts & Numerical Approach.

**UNIT- IV PRICING DECISION**

**(8 lectures)**

Pricing under Different Market Structures :, Factors Affecting Pricing Decisions, Analysis of Market Structure, Pricing Strategies and Tactics. Business Cycle..

**UNIT -V NATIONAL INCOME CONCEPT**

**(6 lectures)**

Various methods of calculating National Income & Its measurements ; Inflation& Deflation - Types and Causes, Measures to control inflation & deflation. Profit Concept , Theories of Profit- Risk & Uncertainty bearing theory.

**SUGGESTED READING**

Managerial Economics :Concept Cases  
Managerial Economics  
Managerial Economics  
Managerial Economics  
Managerial Economics  
Managerial Economics

Mote Poal& Gupta  
Varshney&Maheshwri  
P.N.Chopra  
D.N. Dwivedi  
M. Adhikari  
G.S.Gupta

- UNIT- I INTRODUCTION (6 lectures)**  
Role of Behavioural Science in Management, Concept of Organizational Behavior, Models of Organizational Behavior, Approaches to Human Relations Organization as a Social System .
- UNIT- II INDIVIDUAL BEHAVIOUR (8 lectures)**  
Nature and Models of Individuals Behavior, Perception, Learning, Personality, Socialization Process and role playing, Motivation, Moral Stress and Coping with Stress .
- UNIT- III BEHAVIOURAL DYNAMICS (8 lectures)**  
Behavioral Dynamic : Analysis, Inter–Personal Relations, Developing Inter Personal Relationship, Developing Interpersonal Skill, Group Behavior, Group Formation, Types of Group Implications of Formal and Informal Group on Management, Team Building and Team Functioning, Transactional Analysis.
- UNIT- IV ORGNISATIONAL PROCESS (8 lectures)**  
Power, Politics, Integration and Control , Organizational Culture, Organizational Effectiveness, Conflict Management Concept, Sources, Types, Functionality & Dis-functionality of Conflict, Classification of Conflict, Resolution of Conflict, Grievance Handling Concepts & Process.
- UNIT -V INDUSTRIAL PSYCHOLOGY (6 lectures)**  
Nature,Scope, Methods,Arrangement of Work, Human needs and their implications, Personality and Intalligence tests, Industrial and Mental Health, Employee and Employer Attitudes-Importance and Measurement, Industrial Morale and Safety Management; Job Stress- Coping Strategies.

**SUGGESTED READING.**

Organizational Behavior	Luthans Fred
Human Behavior at Work	Devis Keith
Organizational Behavior	Robins Stephanen P.
Organizational Behavior	Verma&Agarwal
Organizational Behavior	L.M.Prasad

**UNIT –I INTRODUCTION****(6 lectures)**

Overview of Accounting, Objectives of Accounting, Basic Accounting Terminologies, User of Accounting Information, Accounting Concepts, Convention, Accounting Equation, International Accounting Principles and standards, GAAP Matching of Indian Accounting Standards with International Accounting Standards

**UNIT-II DOUBLE ENTRY SYSTEM****(8 lectures)**

Book Keeping & Accounting Double Entry System, Journal and Ledger and Trial Balance,. Overview to Depreciation – Straight Line & Diminishing Method)

**UNIT-III PREPARATION OF FINANCIAL STATEMENTS****(6 lectures)**

Manufacturing, Trading and Profit & Loss Accounts & Balance-sheet ;Subsidiary books, Accounting Procedures of Nonprofit Making Organizations

**UNIT -IV FINANCIAL STATEMENT ANALYSIS-I****( 8 lectures)**

Financial Statement Analysis: Meaning, Importance, Limitations,.

Ratio Analysis- solvency ratio, profitability ratio, activity ratio, liquidity ratio, market capitalization ratio; Common Size Statement; Comparative Balance Sheet & Trend Anlysis of Manufacturing, Service and Banking Organizations.

**UNIT- V FINANCIAL STATEMENT ANALYSIS-II****( 8 lectures)**

Fund Flow Statement : Meaning, Concept of Gross and Net Working Capital, Preparation of schedule of changes in working Capital, Preparation of Funds Flow Statement and its analysis.

Cash Flow Statement : Various cash and non-cash transactions, flow of cash, Preparation of cash flow statement and its analysis. Difference between cash flow and fund flow

**SUGGESTED READING**

1. Financial Accounting
2. Financial Accounting
3. Accounting for Managers

Tulsian  
S. M. Shukla  
S.N. Maheshwari

## **PGDBM- 106 MARKETING MANAGEMENT**

### **UNIT- I INTRODUCTION**

**(6 lectures)**

Marketing – Concepts, Nature, Scope, Functions, Importance of Marketing, Marketing Orientations, Marketing Process – Marketing Mix, Modern Components of The Mix (Additional 3Ps)Marketing Planning- Implementation & Control, 4A’s of Marketing.

### **UNIT -II MARKETING ENVIRONMENT**

**(6 lectures)**

Environment – Concepts, Environmental Scanning- Organizations Micro Environment & Macro Environment, Techniques of Environmental Scanning, Marketing Information System, Concepts and Components. The Marketing Research Procedure.

### **UNIT -III BUYING BEHAVIOUR & SEGMENTATION**

**(8 lectures)**

Model Of Consumer Behaviour, Major Factors Influencing Buyer Behaviour, Buying Decision Process, Concepts And Type of Market, Market Segmentation : Importance, Segmentation Procedure, Basis for Segmenting, Market Targeting.

### **UNIT -IV PRICING & PROMOTIONAL MIX**

**(10 lectures)**

Pricing - Objectives, Factors Influencing Pricing, Basic Methods of Pricing, Pricing Policies, Product: Concepts and Classification, Product Line & Product Mix, New Product Development Product Life Cycle, Product Positioning, Branding and Packaging. Commercialization Process, Concept of Promotional Mix. Determinants of Promotional Mix. – Personal Selling, Sales Promotion, Advertising And Publicity, Marketing Budget and its Importance.

### **UNIT -V APPLICATION OF MARKETING IN VARIOUS FIELDS**

**(6 lectures)**

Rural Marketing: Concept, Scope & Importance, International Marketing: Concept, Scope, Importance. E-Marketing: Concept, Scope & Importance. B2B, B2C & C2C Marketing. The Concept of Customer Relationship Management. Green Marketing- Concept, Scope & Importance.

### **SUGGESTED READINGS**

Marketing Management  
Marketing Management  
Marketing Management  
Marketing Management

Philip Kotler  
Stanton  
Rajan Sexena  
Namas kumari

**UNIT- I INTRODUCTION**

**(6 lectures)**

Human Resource Management: Meaning, Scope, Significance, Objectives and function, Historical evolution of HR; HRD : Concept, Significance, Functions and Importance, Role, HRD Matrix, Profile & Problems of HRD Managers, Forms of HRD Organization, Task Analysis-Meaning & Process.

**UNIT- II HUMAN RESOURCE PROCUREMENT**

**(8 lectures)**

Job Analysis & Design- Features, Importance, Job Process, Job Description & Job Specification, Manpower Planning - Need and Objective, Characteristics, Significance, Process, Benefits & Barriers; Recruitment – Meaning, Features, Process, Sources; Selection – Meaning, Process, Techniques; Orientation, Placement and Induction – Meaning, Types, Process.

**UNIT- III SUCCESSION AND CAREER PLANNING**

**(8 lectures)**

Succession & Career planning – Importance, Process, Techniques, Merits & Demerits: Training and Development – Meaning, Importance, Methods & Process. Transfer, Promotion, Demotion. Human resource Accounting and Audit.- Meaning, Importance & Process

**UNIT- IV EMPLOYEE EVALUATION & COMPENSATION**

**(8 lectures)**

Job evaluation - Performance Appraisal: Meaning, Objectives, Process & Techniques. Compensation- Meaning, Objectives, Concepts, Types, Factors influencing Wages & Salary, Process, Challenges. Incentives & Benefits – Meaning, Objectives, Types

**UNIT -V EMPLOYEE MOTIVATION AND WELFARE**

**(6 lectures)**

Employee Motivation : Concept, Utilization of Work Motivation , Theories of Motivation, Role of Money in Motivation & Productivity.. Quality Work Life, Workers Participation in Management . Grievance Handling & Discipline – Meaning, Importance  
Collective Bargaining – Meaning and Importance, Process.

**SUGGESTED READINGS**

Human Resources Management  
Human Resource Management  
Human Resources Management  
Human Resources Management

Pravin Durai  
B.Mamoria  
Saiyadain  
Gary Dessler

## **PGDBM- 202 FINANCIAL MANAGEMENT**

### **UNIT I INTRODUCTION**

**(6 lectures)**

Scope and Nature of Financial Management, Goal of the firm, Sources of Finance , Time Value of Money, Profit Maximization Vs. Wealth Maximization, Functions of Finance Manager; Indian Financial System- Primary & Secondary Market; Concept of Risk & Return, CAPM Model

### **UNIT II FINANCIAL DECISIONS**

**(12 lectures)**

Leverage Analysis: Concept, Types and Application, BIT-EPS Analysis, Point of Indifference.  
Capital Structure: Concept, Feature and Principles of a Good Capital Structure  
Cost of Capital : Meaning, Concept, Importance, Computation of Cost of Debt, Preference Shares, Equity and Retained Earnings, Weighted Average Cost of Capital, Cost of Working Capital.

### **UNIT III INVESTMENT DECISIONS**

**(8 lectures)**

Capital Budgeting :Concept, Significance and Process, Capital Budgeting Techniques, Capital Rationing, Non Financial Factors in Capital Budgeting, Investment Decision in Uncertainty, Decision Tree Approach.

### **UNIT IV DIVIDEND DECISIONS**

**(8 lectures)**

Factor Affecting Dividend Policy, Dividend Models, Dividend Policy in Practice, Management of Retained Earnings; Issue of Bonus Shares, Miller Modigliani Approach.

### **UNIT V WORKING CAPITAL DECISIONS**

**(6 lectures)**

Concepts of Working Capital, Estimation and Sources of financing of Working Capital; Risk-Return Trade off in Working Capital, Management of Cash, Receivables and Inventory.

### **SUGGESTED READINGS**

Financial Management  
Financial Management  
Financial Management  
Financial Management  
Financial Management

I.M. Pandey  
Prasanna Chandra  
Van Horne  
R.M.Srivastava  
Ravi M. Kishore

**UNIT-I INTRODUCTION**

**(4 lectures)**

Production: Meaning and Objectives, Production Technology: Meaning, Classification of Technology, Technological Choice, Forecasting Methods & Techniques.

**UNIT-II PRODUCTION PROCESS**

**(8 lectures)**

Manufacturing Process: Concepts, Process Selection, Type of Production: Job and Mass Production, Capacity Planning: Long Range Capacity Planning, Types of Capacity. Design of Production System: Product Design, Process Design, Production Design.

**UNIT-III PRODUCTION ECONOMICS**

**(12 lectures)**

Plant Location, Plant Layout: Product and Process Layout, Maintenance Management: Prevention. Product Life Cycle: Concepts, And Application, Material Handling: Concept, And Modern Material Handling Devices, Robotics, Management of Quality: SQC, Acceptance Sampling, TQM, ISO Standard Series: Meaning, Importance and Procedural Requirements.

**UNIT IV PRODUCTION PLANNING AND CONTROL**

**(8 lectures)**

Production Planning: Meaning, Function and Scope, Factors Determining Production Planning Procedure. Production Control: Concept, Function and Production Control System. Aggregate Planning: Cost Associated with Aggregate Planning, Capacity Requirement Planning, Master Production Schedule.

**UNIT-V WORK SYSTEM AND INVENTORY MANAGEMENT**

**(8 lectures)**

Work System: Concept, Work Study, Time Study, Motion Study, Learning Curve and its Impact on Productivity, Value Engineering. Inventory Management: Cost Associated with Inventory, EOQ Models, Buffer Stock, Re-Order Point, ABC Analysis.

**SUGGESTED READINGS**

Modern production and operation Management	Edwin S. Buffa
Factory & Production Management	Lockyee K.G.
Operation Management	Roger Schroder
Production Management	Chary
Production Planning	C.B. Gupta
Production Management A Hand Book	Walley B.H

## **PGDBM- 204 LEGAL ASPECTS OF BUSINESS**

### **UNIT- I INDIAN CONTRACT ACT**

**( 6 lectures)**

Introduction, Nature of Contract, Offer and Acceptance, Consideration, Capacity to Control, Free Consent, Lawful Object, Agreement Expressly, Declared Void, Contingent Contract, Performance of Contract. Quasi Contract, Discharge Of Contract, Indemnity and Guarantee, Bailment of Pledge, Agency, Remedies of Breach Of contract.

### **UNIT- II SALE OF GOODS ACT & PARTNERSHIP ACT**

**( 10 lectures)**

Nature of Contract Of Sale, Condition and Warranties, Transfer of Ownership, Performance of Contract of Sale, Right Of an Unpaid Seller, Remedies of Breach Of Contract of Sale.

Meaning and Concept, Features of Partnership, Types of partners and Partnership, Formation & Deed, Dissolution of Partnership, Rights and Liabilities of Partners, Position of a Minor in Partnership firm, Registration of Firm & Dissolution of Firm, Effect of non registration.

### **UNIT- III COMPANY AND ITS FORMATION**

**(8 lectures)**

Company – Definition, Features and characteristics, lifting of Corporate Veil, Company Vs Partnership, Kinds of Company, Privilege And Exemption of Private Company, Procedure of converting Private Company into public company, Holding Vs Subsidiary.

Formation of a Company - Meaning and Procedure, Certificate of Incorporation, Promoters Role, Legal Position and Liabilities, Memorandum of Association, Doctrine of Ultra Virus, Article of Association, prospectus

### **UNIT- IV COMPANY MANAGEMENT**

**(10 lectures)**

Share Holders and Members, Share capital-shares, Allotment of Shares, Shares Certificate and warrant, Calls and Shares, Dividends Borrowings Powers Debentures

Directors, Duties and Right, Qualification and disqualification, Appointment and Removal, Remuneration, Company Meetings, Kinds of Minutes, Quorum, Voting Resolution, Winding up of Company

### **UNIT- V FEMA**

**(6 lectures)**

Scope, Provisions Relating to Authorized person, duties and power of Authorized person, Regulation and Management of Foreign Exchange -Dealings in Foreign Exchange, Current Account Transaction Regulation of Capital Account Transaction

### **SUGGESTED READINGS**

Company Law  
Mercantile law  
Company Law  
Business Law  
Business Law  
Mercantile law

Dr.Avtar Singh  
N.D. Kpoor  
N.D. Kpoor  
M. C. Kuchhal  
N. D. Kapoor  
Avtaar singh

**UNIT- 1 INTRODUCTION****(6 lectures)**

Introduction: Meaning and Concept of Research, Approaches to Research: Inductive and Deductive Approach, Types of Research, Significance of Research in Business and Management. Research Problem: Meaning, Objectives & Formulation of Research Problem.

**UNIT -II HYPOTHESIS & DATA COLLECTION****(8 lectures)**

Hypothesis: Meaning, Types, Hypothesis Testing Procedure. Testing of Hypothesis: Z-Test, T-Test, Chi-Square Test, F-Test. Research Design: Meaning and Various Types of Research Design. Data: Meaning, Types, and Sources of Data Collection: Primary (Observation, Interview, Questionnaire, And Schedule) And Secondary Sources.

**UNIT –III SAMPLING & SCALING****(6 lectures)**

Sampling: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques. Scaling: Meaning and Techniques of Scaling.

**UNIT- IV DATA ANALYSIS****(8 lectures)**

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance. Measures of Central Tendency (mean, median, mode) Measure of Dispersion (mean deviation and standard deviation)

**UNIT -V REPORT WRITING****(8 lectures)**

Types and layout of Research Reports. Management perception of Business Research. Role of Computers in Research.

**SUGGESTED READINGS**

Research Methodology  
Research Methodology  
Text of Research Methodology  
Research Methods in Economics and Business

C.R. Kothari.  
Sadhu & Singh  
P.C. Tripathi.  
R. Ferber &Verdoom P.J.

A Project has to be allotted to the candidate by the institute to work upon under the supervision of one faculty member for the purpose of creating awareness on how to conduct a Research Project. This shall be based on the data collection and interpretation of the same. The Project is to be evaluated out of 200 marks and has to be submitted before the end term examinations.