

Post Graduate Diploma in Business Management

PROGRAMME GUIDE

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INTRODUCTION

In today's scenario, people working in every profession need managerial skills to take care of their job responsibilities. As people working in any kind of a job are required to handle teams, they need to have leadership skills, and even good interpersonal and technical skills. This PG Diploma will facilitate students to identify business problems and develop optimal solutions using a systematic, analytical approach; adopt general management perspective while using their analytical problem-solving and decision-making skills to deal successfully with issues in various functionalities and manage the teams they are working with in an efficient manner. This programme will help the students to acquire the skills of critical reading and continuous learning which they can apply to manage the real life business situations they face while performing their jobs.

ACADEMIC OBJECTIVES

The PGDBM is a programme designed for students who want or need to study general management and marketing disciplines and concepts but are not prepared to commit to a regular PGDBM course or any full time master programme or post graduate diploma programme. The PGDBM provides professionals from any functional area or industry with an in- depth understanding of its business, its environment and business- oriented strategies. The objective of this programme is to prepare students for leadership positions by instilling in them a sense of academic discipline, intellectual rigour, commitment to excellence, team building skills and a never-say-die attitude.

PROGRAMME CODE: 3921

DURATION OF THE PROGRAMME:

Minimum Duration: 1 Years

Maximum Duration: 3 Years

MEDIUM OF INSTRUCTION/ EXAMINATION:

Medium of instruction and Examination shall be **English**

Scheme

COURSE CODE	COURSE TITLE	Cr.	CA	ETE(Th.)	ETE(Pr.)
TERM 1					
DMGT401	BUSINESS ENVIRONMENT	4	20	80	0
DECO405	MANAGERIAL ECONOMICS	4	20	80	0
DMGT402	MANAGEMENT PRACTICES & ORGANIZATIONAL BEHAVIOUR	4	20	80	0
DENG401	ADVANCED COMMUNICATION SKILLS	4	20	80	0
DMGT403	ACCOUNTING FOR MANAGERS	4	20	80	0
TERM 2					
DMGT404	RESEARCH METHODOLOGY	4	20	80	0
DMGT405	FINANCIAL MANAGEMENT	4	20	80	0
DMGT406	HUMAN RESOURCE MANAGEMENT	4	20	80	0
DMGT407	CORPORATE AND BUSINESS LAWS	4	20	80	0
DMGT408	MARKETING MANAGEMENT	4	20	80	0
TOTAL CREDITS		40			

Course Code:	D	M	G	T	4	0	1	Course Title:	BUSINESS ENVIRONMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Theoretical Framework of Business Environment, Recent developments in political, economical and financial environment.
2.	Techniques of environment scanning and monitoring, SWOT analysis of Indian Economy; Planning in India with special focus on 11 th 5 year plan.
3.	Industrial Policies; Industrial Licensing; Stock Exchanges in India; Liberalisation, Privatisation and Globalisation.
4.	Economic Trends; National Income Economic Development; Inflation, Problems of Growth.
5.	India's Monetary and Fiscal Policy; Foreign Trade Policy and BOP; Direct and Indirect Taxes.
6.	Poverty in India; Unemployment in India; Human development, Rural Development, Business Ethics, Corporate Governance and Corporate Social Responsibility.
7.	MRTTP Act, FERA, FEMA, IPR, RTI.
8.	Foreign Investment, MNCs; EXIM Policy; SEZ.
9.	International Organizations.
10.	World Trade Organization.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. SaleemShaikh, Business Environment, Pearson Education, New Delhi, 2009.
2. Paul Justin, Business Environment: Text & Cases, Tata McGraw-Hill, New Delhi, 2008.
3. PandeyG.N Environmental Management, Vikas Publishing, New Delhi, 2007.

Course Code:	D	E	C	O	4	O	5	Course Title:	MANAGERIAL ECONOMICS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Managerial Economics: Scope of Economics, Economic Principles relevant to Managerial Decisions, Relationship of Managerial Economics with Decision Sciences.
2.	Market Demand and Supply: Determinants of Demand, Basis for Demand; Direct and Derived demand; Law of Demand, Law of Supply, Market Equilibrium. Consumer Behaviour.
3.	Utility analysis: Cardinal and Ordinal utility, Equi-marginal utility. Indifference curve and its properties. Consumer Equilibrium with Cardinal and Ordinal approach, Consumer surplus, Price, Income and Cross Elasticity of Demand.
4.	Production Theory: Production Functions with one variable and two variable inputs, Producers' Equilibrium, Expansion Path, Total, Marginal and Average Revenue curve; Law of Diminishing Returns to Factor; Returns to Scale.
5.	Cost Analysis: Types of Costs; Short Run and Long Run Cost Curves; Economics of Scope and Economies of Scale. Revenue Analysis: Types of Revenue Curves and their applications.
6.	Market Structure: Perfect Competition; Assumptions, Price and Output determination in Perfect Competition in Short and Long run.
7.	Imperfect Competition: Monopoly-Features; Price and Output decisions; Price Discrimination.
8.	Monopolistic Competition: Features; Price and Output decisions; Short and Long run Equilibrium.
9.	Oligopoly: Features; Cartels and Collusions (introductory); Kinked Demand curve.
10.	National income: Concepts, Methods of measuring National Income, Problems in measuring National Income, Circular Flow of Income in 2 Sector and 4 Sector model

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Geetika, GhoshPiyali, Purba Roy Choudhury, Managerial economics, Tata Mcgraw Hill, New Delhi, 2008.
2. Dominick Salvatore, RavikeshSrivastava, Managerial Economics: Principles and Worldwide Applications, Oxford University Press, 2009.
3. Hirschey, Mark, "Economics for Managers", South Western Cengage Learning, 2008.
4. Shapiro, Edward, Macro Economics, Galgotia Publications, 2006.
5. Thomas Christopher R., and Maurice S. Charles, Managerial Economics Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
6. H.L. Ahuja, Advanced Economic analysis, S.Chand& Co. Ltd, New Delhi .

Course Code:	D	M	G	T	4	0	2	Course Title:	MANAGEMENT PRACTICES & ORGANIZATIONAL BEHAVIOUR
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Management: Nature, purpose and scope of management, Skills and roles of a Manager, Functions, Development of Management Theories (Classical, Neo-Classical and Modern)
2.	Planning: Types of plans, Levels of planning, planning process, Management by objectives, Strategic Management, premising and forecasting; Decision-Making process, barriers, styles of decision making
3.	Organizing: Organizational design and structure, Coordination, centralization and de-centralization, Delegation, Authority & power – concept & distinction, Line and staff organizations.
4.	Controlling: Concept, planning-control relationship, process of control, Types of Control, Control Techniques, Staffing: Human Resource Management and Selection
5.	Foundations of Organisational Behaviour: The nature and determinants of organisational behaviour, need for knowledge of OB, contributing disciplines to the field, OB Model
6.	Individual differences, Learning, Values, attitudes, Personality (MBTI, Big Five Model), Emotions, Affective events theory, Emotional Intelligence, Perception, Attribution theory
7.	Work Motivation: Early Theories (Mc. Gregory's Theory X & Y , Abraham Maslow's Need Hierarchy Theory Herzberg's Two Factor Theory) & Contemporary Theories (Mc. Clelland's 3 Needs Theory , Alderfer's ERG Theory , Adam's Equity Theory & Vroom's Expectancy Theory, Goal Setting Theory), Application of Motivation Theories & workers participation management.
8.	Group Behaviour: Types of Groups, Stages of Group Development, Group Decision Making, Understanding Teamwork: Types of Teams, Creating Effective teams, Communication: significance, types, barriers, overcoming barriers.
9.	Leadership: Basic Approaches (Trait Theories, Behavioural Theories & Contingency Theories) & Contemporary Issues in Leadership. Conflict: levels of conflict, resolving conflicts; power and politics: sources of power, use of power
10.	Organisation culture and Organisational Change: Effects of culture, changing Organisational culture forces of change, Resistance to change, the change process

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Aswathapa, G. Sudarshanreddy - Management and Organisational behaviour, Himalaya Pub.(2009 edition).
2. Robbins,S.P.and Mary Coulter, Management, Prentice Hall India.
3. Robbins S P, Timothy A. Judge & Sanghi Seema, *Organizational Behaviour*, Pearson Education, New Delhi, 2009.
4. Koontz, Harold and Weihrich, Heinz, Essentials of Management, Tata McGraw Hill.
5. Luthans F, Organization Behavior, McGraw Hill.

Course Code	D	E	N	G	4	0	1	Course Title	ADVANCED COMMUNICATION SKILLS
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Weightages	
CA	ETE (Th.)
20	80

Sr. No.	Description
1.	<p>Speaking Skills ---to enhance the basic speaking skills, one needs apt language and the correct pronunciation.</p> <ul style="list-style-type: none"> • Simple rules of pronunciation and intonation • Formal oral presentations--- Power point presentations or presentations using other visual aids followed by actual practice of it.
2.	<p>Interview Skills—Types of interviews, employer’s expectations, types of questions, some standard questions, answering techniques, mock interviews]. Group Discussions--- a detailed briefing of do's and don'ts followed by GD's based on topics relevant to their field. Kinds of GD's—to convey information or to instruct or solve problems or to take decisions</p>
3.	<p>Working with Customers--- essential speaking elements needed to communicate with the customers— [apt questions to determine the context, apt responses to put them at ease, apt responses to acknowledge their efforts, using listener centered language, asking questions to understand their problems, establish rapport, denying requests, coping with angry customers.</p> <p>Improving Informal Communication—speaking persuasively, negotiating effectively, managing conflicts. Formal and regularly used expressions in given situations.</p>
4.	<p>Reading Skills—skills we need to read successfully</p> <p>Reading Strategies / Techniques / Types: equipped with separate and adequate reading passages to practice the skill</p>
5.	<p>Comprehension of Written Texts : selecting information, identifying topic –shift, cause – effect, point of view [the texts are articles / editorials etc., from varied</p>

	streams of subjects] Aesthetic Reading Skills- poem-- “Raisin in the Sun” – Langston Hughes --“Ways to Kill a Man”—Edwin Brock
6.	Writing Skills – to reinforce the grammatical structures. Grammar – Subject – Verb agreement, Basic sentence patterns,
7.	Conditional sentences , [Rules related to Conditional sentences]-- One Word Substitutes —to enhance the vocabulary
8.	Complex Grammatical Structures- Subordinating Conjunctions, Correlative Conjunctions, [Use of conjunctions in Transformation of Sentences]
9.	Writing skills – Business Report Writing to enhance formally structured effective official writing <ul style="list-style-type: none"> • Understanding Reports and Proposals • Types of reports • Structure and Layout of a Formal Report—writing the beginning/the body / end matter • Business Reports • Writing Short Reports
10.	Writing skills – Academic Report Writing Difference between Academic and Business Reports Proposal Writing and Process Description <ul style="list-style-type: none"> • Technical Proposals • Writing Proposals • Supplementary Parts / Appended Parts • Citing sources

READINGS: SELF LEARNING MATERIAL.

Course Code:	D	M	G	T	4	0	3	Course Title:	ACCOUNTING FOR MANAGERS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Basic Accounting Review: Accounting Principles, Basic Accounting terms.
2.	Journalizing Transactions, Ledger Posting and Trial Balance.
3.	Sub-division of Journal, Final Accounts.
4.	Basic Cost Concepts: Preparation of Cost Sheet, Elements of cost, Classification of cost, cost ascertainment, Financial Statements: Analysis and Interpretation: Meaning, types, Ratio Analysis, Classification of Ratios.
5.	Fund Flow Statement, Cash Flow Statement.
6.	Budgetary Control: Meaning, Limitation, Installation, Classification. Innovative Budgeting Techniques: Programme Budgeting, Performance Budgeting, Responsibility Accounting, Zero Based Budgeting
7.	Standard Costing: Meaning, Budgetary Control and Standard Costing, Estimated costing, Standard costing as a management tool, Limitations, Determination of standard cost, Standard Cost sheet.
8.	Variance Analysis: Cost variance, Direct Material Cost Variance, Direct Labour Cost Variance, Overhead Cost Variance.
9.	Marginal costing and Profit Planning: Absorption Costing, Marginal Costing and direct costing, Differential costing, Cost-volume profit Analysis, Break Even Analysis, Advantages, Limitations, Application, Costing Technique.
10.	Decisions involving alternative choices: Concept, Steps, Determination of sales mix, Make or buy decisions, Own or Hire, Shut down or continue, Pricing Decisions: Concept, Objectives, Types, Factors affecting pricing of a product, Product Pricing Methods, Transfer Pricing.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Maheshwari, S.N, Maheshwari, S.K, Accounting for Management, Vikas Publishing House, New Delhi, 2010.
2. Tulsian PC, Financial Accounting, Pearsons Publication, New Delhi, 2008.
3. Belvered E Needles, Accounting for Decision Making, Cengage Learning, New Delhi, 2009.

Course Code:	D	M	G	T	4	0	4	Course Title:	RESEARCH METHODOLOGY
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	An Introduction to Research: Meaning, Process, Defining, Research Problem: Selection, Understanding, Necessity of defined problem, Research Design , need and types of Research Design.
2.	Sampling Design: Steps of Sampling design, Characteristics of good Sampling Design, Different types of Sampling Design.
3.	Measurement and Scaling Technique: Tools of Sound Measurement, Techniques Of Developing Measurement Tools, Scaling meaning and Important Scaling Techniques
4.	Data Collection: Primary (Interview, Observation and Questionnaire and Collection of Secondary Data.
5.	Data Analysis: Measure for Central Tendency, Dispersion, Correlation And Regression Analysis , Time series and index number..
6.	Hypothesis Testing: Hypothesis Definition and Formulation, t test , z test , ANOVA
7.	Multivariate Analysis: Classification, Important Methods of Factor analysis, factor analysis , rotation in Factor Analysis, overview of cluster analysis, discriminant analysis, multi dimensional scaling , conjoint analysis.
8.	Report Writing: Technique and Precaution of Interpretation, Significance of Report Writing, Layout and Types of Report.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kothari C.R, *Research Methodology Methods And Techniques*, new age international Publishing co, 2ND edition 2009.
2. Levin R.I. and Rubin D.S., *Statistics For Management*, Prentice-Hall Publishing Co., New Delhi, 7th edition,2004.
3. Zikmund W.G.,*Business Research Methods*, South Western Cengage Learning New Delhi, 7th edition, 2004.

Course Code:	D	M	G	T	4	0	5	Course Title:	FINANCIAL MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Financial Management: Meaning , Objective and scope, Finance functions – Investment, financing and dividend decisions, Financial goal- Profit Maximization vs. Wealth Maximization
2.	Concept of time value of money: Present & future value of annuities & Single Amount, perpetuity, Growth rate calculations
3.	Source of Finance: Short term and long term Source of Finance, Leasing as a Source of Finance
4.	Concept of economic value added
5.	Risk and return analysis: Risk Measurement,
6.	Cost of Capital: Concept and its significance, Measurement of cost of capital of various source of funds, Weighted average cost of capital
7.	Capital structure decision: theories of Capital Structure, Optimum Capital Structure Leverage: Operating and Financial Leverage
8.	Capital budgeting: Meaning and Process, Methods of analyze capital budgeting decisions, Capital rationing, Capital decision under risk and uncertainty
9.	Working Capital: Concept and significance, Determining working capital requirements, Management of Inventory , debtors and cash, Financing of working capital needs
10.	Management of surplus: Retained earnings and dividend policy, Theories of dividend, Forms of dividend and corporate dividend behaviour.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Pandey I M, Financial Management, Vikas Publishing House.
2. Chandra Prasanna, Financial Management: Theories and Practice, Tata McGraw Hill
3. Khan ,M Y and P K Jain, Financial Management, Tata McGraw Hill.

Course Code:	D	M	G	T	4	0	6	Course Title:	HUMAN RESOURCE MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Understanding the nature and scope of Human Resource Management: HRM functions and objectives, Personnel Policies and Principles, Evolution of HRM.
2.	Human Resource Planning: HRP Process, Requisites for successful HRP, Job Analysis, Job design.
3.	Recruiting HR: Nature, Purpose, Factors and Process, Evaluation and Control, Effective recruiting internal and external sources, Selection, Selection process, Employee induction and Placement: Requisites & Problems
4.	Training, development and career management: Inputs in training and development, Gaps in training, training process, and career development
5.	Performance management system: Performance appraisal, process, challenges in performance appraisal, job evaluation – process, methods.
6.	Compensation & Benefits: Components, importance, factors influencing employee remuneration, Establishing strategic pay plans, pay for performance, employee benefits and services.
7.	HRD: Need and scope of HRD, HRD practices in Indian organization. Welfare: Nature, Types, and Merits & Demerits Of Welfare.
8.	Industrial Relations: Nature, Importance and approaches to IR, Trade union, Industrial conflicts, Labour Legislation in India. Workplace Safety And Health: Industrial Safety and Industrial health.
9.	HRM effectiveness, Contemporary Issues in HRM, International HRM: Domestic HRM and IHRM compared, Managing international HR activities, Cultural Diversity & The Expatriate Problem.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Aswathapa, K. (2008) 5th ed. Human Resource Management, Tata McGraw Hill.
2. Ivancevich, J.M (2008) Human Resource Management. Tata McGraw Hill.
3. Rao P.S (2008) Essentials of Human Resource Management and Industrials Relations , Text cases and Games , Himalaya Publication.

Course Code:	D	M	G	T	4	0	7	Course Title:	CORPORATE AND BUSINESS LAWS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Contract Act: Offer and Acceptance , Consideration and Capacity of the Parties, Free Consent , Indemnity and Guarantee, Bailment and Agency.
2.	The Negotiable Instruments Act: Definition, Types of Negotiable Instruments, Negotiation, Endorsement and Crossing of Cheque, Dishonour of Cheques, Parties to Negotiable Instruments.
3.	Contract of Sale of Goods: Conditions and Warranties, Performance of Contract of Sale, Unpaid Seller and his Rights, Caveat Emptor.
4.	Partnership Act and Limited Liability Act.
5.	Concept of Company and its Characteristics. Formation of a company.
6.	Memorandum and Articles of Association.
7.	Prospectus, Shares and Share Capital.
8.	Management of Companies.
9.	Meeting of Directors and Shareholders.
10.	Winding Up and Dissolution of a company.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kapoor, N.D, Mercantile Law, Sultan Chand and Sons.
2. K.C.Garg,V.K.Sareen,Mukesh Sharma,R.C.Chawla,Mercantile Law,Kalyani Publishers.
3. Tulsian, P.C., Business Laws, Tata Mcgraw Hill.
4. Pathak Akhilesh, Legal Aspects of Business, Tata Mcgraw Hill.

Course Code:	D	M	G	T	4	0	8	Course Title:	Marketing Management
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Weightages	
CA	ETE (Th)
20	80

Course Content:

Sr. No.	Content
1	Marketing Scope and Concepts, marketing: creating and capturing customer value, partnering to build customer relationship
2	Understanding the market place and consumers: analyzing the marketing environment, managing marketing information to gain customer insight
3	Consumer markets and consumer buyer Behaviour, business markets and business buyer Behaviour.
4	Designing a customer driven strategy and mix: creating value for target customer, products, services and brands, building customer values, new product development and product life cycle strategies.
5	Services and brands: building customer value, new product development and product life
6	Managing Marketing Channels, Logistics and Supply Chain Management, Retailing and Wholesaling
7	Integrated Marketing Communication
8	Sales Promotions, Advertising and Public Relations,
9	Sales Management, Personal Selling, Direct and online Marketing
10	Sustainable marketing: Social Responsibility and Ethics

Readings: Self learning Material

Additional Readings:

1. Kotler Philip, Armstrong Gary, Agnihotri.Y Prafulla, Haque Ul Ehsan, Principles of marketing, 13th edition, Pearson Education Asia,
2. Ramaswamy & Namakumari, Marketing Management, 4th edition, McMillan Publication
3. Mc Daniel, Lamb, Hair, Introduction to Marketing, Indian Edition, Cengage learning

4. Kleith Blois, Textbook of Marketing, Indian Edition, Oxford University Press
5. Pride, Ferrell, Marketing Concept and Strategies, 12th Edition, Biztantra