

INSTITUTE OF ADVANCED STUDIES IN
EDUCATION (DEEMED UNIVERSITY)
GANDHI VIDYA MANDIR
SARDARSHHR

*Detailed Syllabus
of*

POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT

(SEMESTER SYSTEM)

COURSE TITLE: POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT

DURATION : 1 YEAR (Semester System)

TOTAL DIPLOMA MARKS : 800

FIRST SEMESTER

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
PRINCIPLES OF MANAGEMENT	PGDBM-110	100	00	100
MANAGERIAL ECONOMICS	PGDBM-120	100	00	100
MARKETING MANAGEMENT	PGDBM-130	100	00	100
HUMAN RESOURCE MANAGEMENT	PGDBM-140	100	00	100

SECOND SEMESTER

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
ORGANISATIONAL BEHAVIOUR	PGDBM-210	100	00	100
FINANCIAL MANAGEMENT	PGDBM-220	100	00	100
BUSINESS COMMUNICATION	PGDBM-230	100	00	100
SALES MANAGEMENT	PGDBM-240	100	00	100

Maximum Time : 3 Hrs. **University Examination** : 70 Marks
Total Marks : 100 **Continuous Internal Assessment** : 30 Marks
Minimum Pass Marks : 40%

A) Instructions for paper-setter

1. The question paper will consist five sections namely A, B, C, D and E.
2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A**BASIC CONCEPTS:**

Definition of Management, Nature, Utility & Universality of Management functions; Management Process, Role & Responsibility of a manager; Decision making process, Levels in Management.
Evolution of Management Thoughts

SECTION B**MANAGERIAL PLANNING PROCESS:**

Management Planning, Importance of Planning, Forms of planning. Types of Plans, Steps in Planning, Limitations of Planning, Forecasting, MBO

SECTION C**ORGANIZATIONAL STRUCTURES AND DESIGN:**

Why study organisation, Process of organizing as a basic function, Span of Management- Principles of organizing, Departmentation, Organization Structure.

AUTHORITY AND ORGANISATIONAL RELATIONSHIP

Authority, Power, Difference between authority and power; sources of authority, Responsibility & Accountability, Delegation of authority; Centralisation, Decentralisation of authority.

SECTION D**COORDINATION AND CONTROL.**

Coordination – Concept, Significance, techniques.

Control – Meaning, Process, Requisites of effective control, control Techniques.

References:

1. Essentials of Management – by Koontz.
2. Management – by Robbins & Coulter.
3. Principles and Practices of Management – by L.M. Prasad.

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SECTION A

Concepts and techniques, Nature of business decision making, marginal analysis, utility. Consumer behaviour – Law of demand, Elasticity of demand and measurement Indifference curve analysis, income effect and price effects and demand forecasts.

SECTION B

Production and Costs- Production functions, Law of returns and law of variable proportions. Isoquants, returns to scale, Cost Analysis, fixed costs, variable costs, Break even, Firm's goals – profit maximization, Revenuer Analysis.

SECTION C

Market Structure – Perfect competition, monopoly, monopolistic, oligopoly, Pricing practices cost plus pricing, multiple product pricing, transfer pricing.

SECTION D

Factors of production , pricing and employment of inputs, labor Capital, Capital budgeting process, Cash flows and capital rationing. Recent developments and applications in Indian Industry. Core Competencies of firms, centralization and decentralization, role of management, globalization and liberalization.

References:-

1. Craig Petersen & W Cris Lewis : Managerial Economics
2. Walter Nicholson : Microeconomics & its Applications
3. A. Koutsoyiannis : Modern Microeconomics
4. Various Issues of Economic and Political Weekly

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SECTION A

Marketing and its core concepts; needs, wants, Demands, exchange etc. Marketing management and its tasks in different situations, different philosophies of marketing management; the marketing environment; marketing information system and marketing research.

SECTION B

Concepts and components of marketing mix; target marketing; market segmentation; positioning; consumer buying behaviour; consumer buying decision process. Basic concepts of a product; Concept of customer delight, Product mix and product line decisions; branding and packaging decisions; new product development process.

SECTION C

Product life cycle (PLC) and related strategies; meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practice and strategies, pricing policies.

SECTION D

Marketing channels and functions; designing a marketing channel; concepts and elements of promotion mix: Advertising, Sales promotion, personal selling and public relation; Integrated marketing communications organizing and implementing marketing in the Organisation. Evaluation and control of marketing efforts, Green Marketing;

References:-

1. Kotler, P. Marketing Management, analysis, Planning and control.(PHI)
2. Gandhi, J.C. Marketing : A Managerial Introduction.
3. Stanton & Fultroll. Fundamentals Marketing (TMH)
4. Jha & Singh, Marketing Management in Indian Perspective.
5. Various Magazines like Business India, Business World Advertising, Marketing etc. Saxena, Rajan: Marketing Management

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SECTION A

Concepts and Perspectives on Human Recourse Management; Human Resource Management in Changing Environment; Human Resource Management System.

SECTION B

Career and succession planning. Methods of Manpower search; Attracting and Selecting Human Resources; Induction and Socialization; Manpower Training and development. Job Evaluation and Wage Determination; Salary Structure; Wage Policies and Regulations; Performance Appraisal and Potential Evaluation.

SECTION C

Industrial Relations and Trade unions collective Bargaining, Dispute Resolution and Grievance Management; Employee Empowerment, Industrial Democracy and Workers participation in Management.

SECTION D

Health and Safety Management; employee assistance programme, Voluntary welfare schemes and an outline of social security measures etc.

References:-

1. C.S. Venkata Ratnam et al., Personnel management & Human Resource Management, Tata McGraw Hill, New Delhi.
2. Monappa and Sayadain, Personnel Management, Tata McGraw Hill, New Delhi.
3. De Cenzo & Robins, Human Resource Management, John Wiley, N.Y.
4. Cascio W.F. Managing Human Resources : productivity , quality of work Life Profits. McGrow Hill New York 1995
5. Parikh U. and Rao T.V. , Designing and Managing Human Resource Management , Wiley New Delhi 1

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SECTION A

Introduction of organizational behaviour : Definition, Assumptions, Nature and determinants of organizational behaviour; Individual behaviour in organization: Behaviour as an Input-output system, Beliefs, Attitudes, Values, Perceptions.

SECTION B

Important dimensions of group behaviour : Leadership in group, conflicts in group norms, status in group Decision – making and communication in group, Authority and influence process in groups Teams in the modern work-place, Quality circles, Linking team and group concepts, creating high performance team.

SECTION C

Motivation : Meaning and Importance, Theories of Motivation, Motivation and Morale.
Leadership : Meaning and Importance, Theories of leadership, Leadership styles and skills, Managerial culture and leadership.

SECTION D

Managing Conflict : Nature, Types, Process of conflict handling behaviour, conflict resolution techniques, Approaches to conflict management.
Managing Organizational Change : Forces of change, Resistance to change, Managing Planned change. Work stress, Quality of work life.

References:-

1. Robbins, S.P., Organizational Behaviour , 8th ed. New Delhi, Prentice Hall of India 1998.
2. Luthans, F., Organizational Behaviours, 8th ed. New Yark , McGraw Hill, 1998.
3. Carrell, M.R. Tennings , D.F. and Heavrin, C. Fundamentals of Organisational Behaviour , Prentice Hall Indternational, Inc. 1997.
4. Singh , B.P. and Chhabra, T.N. , Organisation Theory and Behaviour , 2nd ed 1998.
Davis, K. Human Behaviour at work , Tata McGraw Hill

PGDBM-220

FINANCIAL MANAGEMENT

Maximum Time	: 3 Hrs.	University Examination	: 70 Marks
Total Marks	: 100	Continuous Internal Assessment	: 30 Marks
Minimum Pass Marks	: 40%		

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SECTION A

Nature and Scope of financial management, Objectives of financial management, Capitalization- Over capitalization and Under capitalization, Capital structure, Capital budgeting, Techniques of capital budgeting.

SECTION B

Cost of capital ; Cost of debt, Preference share capital, Equity share capital, Retained earning and Weighted average cost, Sources of short term finance and long term finance.

SECTION C

Financial analysis and planning : Financial statements, Ratio analysis, Break - even analysis; Operating, Financial and Combined leverage.

SECTION D

Working capital management; Management of cash, receivables and inventory. Dividend policy; Dividend policy in practice, stability in dividend policy, Corporate dividend behaviour.

References:-

1. M.Y. Khan & P.K. Jain : Financial Management : Text and Problems
2. I.M. Pandey : Financial Management
3. Kulkarni & Satyaprasad : Financial Management
4. V.K. Bhalla : Financial Management & Policy
5. P. Chandra : Financial Management

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SECTION A

Introduction – Communication : Concept, Nature, Scope, types, Function, Communication process, communication Channels – Formal, Informal, Downward, Upward and Horizontal, Essentials of effective communication, limitations of communication, barriers of communication over coming the barriers of communication.

SECTION B

Oral Communication, Effective oral communication, methods of oral communication, conversion skills, Presentation of skills; Non-verbal communication. Interview skills – Interview process & requirements of a successful interview. Resume preparation.

SECTION C

Meetings; Notice, Agendas, Minutes, Resolution Written communication; Essentials of written communication.

Feedback; Effectiveness in feedback, Guidelines to improve feedback giving skills, Significance of feedback.

Report Writing.

SECTION D

Business correspondence; Nature, structure and layout of business letters, Planning for business correspondence, Different types of business letters; Quotations and orders, Sales letters, Credit letters, Collection letters, Adjustment letters.

E-mail and changing landscape of business communication.

References:-

1. Lesikar , R.V. and J.D. Pettit , Jr. Business Communication : Theory and Application Homewood III ; Richard D. Irwin.
2. Michael, V.P. Communication and Research for management Himalaya Publishing House, Bombay.
3. Sharma , R.C & K. Mohan . Business Report writing and Correspondence (TMH)
4. Aggarawal, Rohini; Business Communication and organization & Management (Taxmann's)
5. Rao Nageshwar & Das R.P. – Communication skills Himalaya Publishing House, Delhi

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SECTION A**INTRODUCTION:**

Sales Management – Nature, Scope and Importance, Introduction to selling, Basis of selling, selling skills, personal selling, sales process, concept selling, Direct Marketing, Application of computers in sales, Generation of sales, Data base.

SECTION B**SALES FORCE MANAGEMENT:**

Recruiting and selecting sales personnel, Training Programme : Objectives, Need and Techniques, Development and conducting sales training programme; Designing and Administering compensation plans, Motivating sales staff, Incentive and Allowance planning, Sales meeting and sales contacts.

SECTION C**ORGANISING SALES EFFORTS:**

Sales policies, Sales planning, purpose of sales organization, setting up a sales organization, Basic types of sales organization; Designing, Assigning and Revising sales Territories; Sales Quota: Purpose, Type, Procedure for setting and Administration of sales quota.

SECTION D**CONTROLLING SALES EFFORTS:**

Sales Budget: purpose, Budgeting process; Sales analysis and evaluation; Sales cost analysis; Evaluating sales force performance: Nature and Importance of performance evaluation, programme for evaluating performance; Ethical and social responsibilities of sales executives.

References:

1. Sales and Distribution Management - by Dr. Matin Khan
2. Strategic Marketing Problems - by Kerin & Peterson
3. Sales Management - by John F. Lyttle
4. Sales Management - by Cundiff, Still & Govani
5. Salesmanship & Sales Management – by P K Sahu & Raut
6. Basics of Distribution Management : A Logistical Approach - by Satish K Kapoor & Purva Kansal