



**BHARATI VIDYAPEETH
DEEMED UNIVERSITY, PUNE (INDIA)**

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‘A’ Grade Accreditation by NAAC

Social Transformation Through Dynamic Education...

SCHOOL OF DISTANCE EDUCATION

PROGRAMME GUIDE

OF

POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT

(P.G.D.B.M.)

POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT

(PGDBM)

Programme: A post Graduate Diploma in Business Management is of 2 year's duration divided into 4 Semesters (including Project Work). The objective of the programme is to develop and to update management competencies of the people working in business or in any other organized activity and those aspiring to be self-employed. The programme is focused at enhancing the supervisory, managerial and entrepreneurial skills of the persons, who want to achieve professional excellence. The main focus of the programme is to facilitate the students to enhance their career prospects by learning in the evening while engaging in the work during daytime.

Eligibility: In order to be eligible for admission to first year PGDBM programme, a candidate must have passed qualifying examination (degree/ diploma) with requisite work experience either in (A) or (B) as given below:

- (A) 1. A Bachelor's degree from a recognized university in any discipline and
2. One year of experience of work in any organization/ Central or state govt. dept/ undertaking, defence forces or in any service organization (like education, health transport, social work) or in farm management/ agro services or own undertaking.

OR

- (B) 1. diploma in technical/ vocational/ professional discipline awarded by recognized university or state/ central govt. board and
2. Two years of experience as in 2 above.

(Note: A student shall be allowed to undergo this programme simultaneously with any other Master's/ Bachelor's degree/ diploma programme of this university)

Structure of Programme: PGDBM-I is divided into 2 Semesters: Sem-I and Sem-II.

PGDBM-I

SEMESTER-I		SEMESTER-II	
Subject Code	Subject Name	Subject Code	Subject Name
101.	Business Organization & Management	201.	Research Methodology
102.	Financial Management & Accounting	202.	Operations Management
103.	Economic Analysis & Policy	203.	Human Resource Management
104.	Marketing Management	204.	Project Report & Viva.

Project Work: At the end of Semester-I, a student shall be required to work on a project in any one of the functional areas of business with some organization and write a Project Report under the supervision of faculty. The Report is to be prepared on A-4 size paper in a bound form. The two copies of the same are to be submitted before commencement of Semester-II examination. During semester IV, a student shall be required to visit industries and to submit the report before the commencement of semester-IV examination.

Pattern of Evaluation and Scheme of Examination: The PGDBM-I examination will consist of 800 marks, divided into Sem-I examination: 400 marks, Sem-II examination. 400 marks. Out of 100 marks for each course 80 marks will be for semester end examination and 20 marks for term work evaluation except for course no. 204. The term work will be based on minimum two assignments in the form of project activity followed by written and oral presentation. The focus of project shall be directed towards live or current problems from industry or organization or specific sector. The evaluation of term work will be made by the subject teacher. The term work marks will be added in the marks obtained by the candidate in the semester end examination for each course. The scheme of examination will be as under.

Examination	No. of Passing Heads	Total Marks
PGDBM-I examination: Semester-I & II (7 Courses of 100 marks each) and Project Report & Viva, carrying 100 marks.	8	800
Grand total for the entire programme	8	800

Standard of Passing: In order to pass the PGDBM examination a student will have to obtain minimum 40% marks in individual course and 50% marks in aggregate in each year i.e. Sem-I and Sem-II, Sem-III and Sem-IV (for all the four semesters). The award of Class will be as under:

Aggregate percentage of marks	Class
50 & above but less than 55	Pass with Second Class
55 & above but less than 60	Pass with Higher Second Class
60 & above but less than 70	Pass with First Class
70 & have	Pass with First Class with Distinction

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SYLLABUS

Semester-I

Course Code: 101

Business Organization and Management

Objective: To enable the student to understand the process of management so as to provide a strong foundation for understanding the working of organization.

Unit I : Nature and scope of business-Modern business environment – Liberalization and Indian business.

Unit-II : forms of business undertakings- Partnership, Jt. Stock Co., Co-operatives, Small scale enterprises, Public sector enterprises, Multinational enterprises- Mergers and acquisitions.

Unit-III : Evolution of management thought – Principles and functions of management, Planning and decision making, Delegation and decentralization, Departmentation and control.

Unit-IV : Managerial communication – Written and oral skills, Communication barriers, Meetings, Seminars, Presentations.

Unit-V : Entrepreneurial management – Business entrepreneurship, Selection of product or service – Exploration of business idea, Estimating financial requirements and risks, Evolving management pattern, Manpower planning, Organization production function, Growth strategies.

Suggested Readings:

1. Business Organization and Principles of Management, Tata McGraw Hill: Basu.
2. Essentials of Management, Oxford University Press: Koontz.
3. Origin and Evolution of New Business: Amar Bhide.
4. Project Management, Tata McGraw Hill: Chaudhary.
5. Handbook for New Entrepreneurs, EDII Ahmedabad: P.C.Jain.

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Semester-I**Course Code : 102****Financial Management and Accounting**

Objective: To acquaint students with concepts, tools and techniques of financial accounting and financial control.

Unit-I : Concept of double entry bookkeeping, Preparation of trial balance, Final accounts.

Unit-II : Accounts analysis and interpretation – Ration analysis, Cash flow statement, sources and applications of funds.

Unit-III : Management of finance – Nature, analysis and need for working capital, Estimating requirement of working capital.

Unit-IV : Financial planning-Budgeting, Long term capital requirements, Management of profit, Under capitalization and overcapitalization.

Unit-V : Analysis of risk and uncertainty – Cost of capital, Lease financing, Operating and financial leverage.

Suggested Readings:

1. Treaties on Company Accounts, Ram Prasad and Sons: Gupta and Agrawal.
2. Financial Management, Himalaya: P.V.Kulkarni.
3. Financial Management-Text and Problems, Tata McGraw Hill: Khan and Jain.
4. Financial Accounting, Tata McGraw Hill: Tulsian.
5. Fundamentals of Financial Management, Tata McGraw Hill: Prasanna Chandra.

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Semester-I

Course Code: 103

Economic Analysis and Policy

Objectives: To acquaint students with (1) knowledge and understanding of the economy in which business operations (2) the skills of analysis and applications of economic theories in the context of business system (3) Competencies required understanding and interpreting the economic policies.

Unit-I : Basic concepts – Macroeconomic variables and their relationships, Measurement of macroeconomic variables, National income, Employment-unemployment, Price level.

Unit-II : Function, Theories of consumption, Dynamics of investment acceleration principles, Multiplier model.

Unit-III : Functions of money-Demand and supply, Instruments of monetary control, Money credit and interest rates.

Unit-IV : Macroeconomic equilibrium – Monetary policy, Fiscal policy, Policy mix, theories of inflation.

Unit-V : Economic growth and International linkages – Growth theories, Growth and development, Foreign trade theory, Balance of payments, Exchange rate changes, economic reforms in India.

Suggested Readings:

1. Rao: India's Economic Future, Tata Mcgraw Hill.
2. D.N. Dwivedi: Macro economics: Theory and policy, Tata Mcgraw Hill.
3. Paul A. Samuelson: Economics – An Introductory Analysis.
4. Watchel: Macroeconomic from Theory to Practice, Prentice Hall.
5. M.C. Vaish: Macroeconomic Theory, Vikas.
6. Economic and Political Weekly.

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Semester-I

Course Code: 104

Marketing Management

Objectives: to familiarize the students with the Basic Concepts and Practices of Marketing.

Unit-I : Marketing concept-approaches to Marketing, understanding various orientation of marketing, understanding consumer behaviour, Market segmentation and target marketing, Product positioning, Marketing environment and marketing, Product life cycle.

Unit-II : Marketing mix-New Product development and product strategies, Branding of products, Brand communication, Promotion mix strategies, Pricing-mechanism, methods and applicability of methods, Distribution strategy, Logistics.

Unit-III : Sales management-Territory, Sales force, Quota decisions, Selection and training of sales persons, Evaluation of performance, Sales administration.

Unit-IV : Marketing research-Need, importance and scope of marketing research, Sampling decision and techniques, Data collection-methods and recording, Data analysis and presentation, Market research report, Market research plan and budgeting.

Unit-V : Introduction to international marketing-Global customer, Global market research, Global branding, Intellectual Property Rights, Export pricing and formalities, Role of WTO, Environmental issues in international marketing.

Suggested Readings:

1. Fundamentals of Modern Marketing: Cundiff, Still and Govani.
2. Modern Marketing Management: Station.
3. Marketing Management: Philip Kotler.
4. Services Marketing: Ravi Shankar.
5. Marketing-A Management Introduction: Gandhi.

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Semester-II

Course Code: 201

Research Methodology

Objectives: To familiarize the students with methods of research in business.

Unit-I : Introduction to research methods, Approach to a research project.

Unit-II : Methods of collecting information.

Unit-III : Use of library, computers and internet.

Unit-IV : Analysis of information-Quantitative techniques.

Unit-V : Presentation of information and report writing.

Suggested Readings:

1. Research Methodology: C.R. Kothari.
2. Marketing Research: Green and Tull.

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Semester-II

Course Code: 202

Operations Management

Objectives: To acquaint students with (1) knowledge and understanding of production operations in business (2) the skills in planning and coordinating of materials, methods and technology, (3) the ability to analyze and interpret operations management systems and methods in important sectors of industry.

Unit-I : Nature and contact of operations management-Planning for production, materials, machines, Inventory control systems, Stores management.

Unit-II : Product design and process selection-Manufacturing technology, Services, facilities, Waiting line management, Process control.

Unit-III : Capacity planning-Just in time system, Location, Layout, Job design and work measurement.

Unit-IV : Supply chain management-Forecasting, Aggregate planning, computer systems and packages.

Unit-V : Value management-Value analysis, quality control techniques.

Suggested Readings:

1. Nair B.K.: Productions and Operations Management, Tata McGraw Hill.
2. Chunawala and Patel: Production and Operations Management, Himalaya.
3. Buffa E.S.: Production Management, S. Chand.
4. Jhamb L.C.: Manufacturing and Technology Management, Everest.
5. 'Quality' – Monthly publication.
6. Productivity – Monthly publication.

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Semester-II**Course Code: 203****Human Resource Management****Objectives:**

1. To understand concepts and methods of HRM.
2. To analyze the HRM methods and practices.
3. To develop awareness and competencies of interpretation and monitoring of HRM system.

Unit-I : Human resource environment- Human Resource: a competitive advantages, Analysis and design of work.

Unit-II : Acquisition and presentation: HR Planning and recruitment. Selection, Placement, Training-methods and problems.

Unit-III: Assessment and development of HR: Performance management, Employee Development, Separation and retention.

Unit-IV : Compensation management-Pay scales, Bonus, Productivity-Methods and Policies.

Unit-V : Emerging areas in HR and industrial relationship-Global dimensions, HR functions in the context of economic reforms.

Suggested Readings:

1. Personal Management and Industrial Relations-Shejwalkar and Malegaonkar.
2. Personnel Administration Practices- Rudrabasavraj.
3. HRD-the Indian experience-D.M. Silvera.
4. Personnel Today.
5. Human Capital.

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Semester-II

Course Code: 204

Project Report and Viva

At the end of Part-I, every student will have to undergo training in business organization or NGO or service organization for a period of 30 days (During Summer Vacation) as a part of Project Report preparation.

The organization, where student intends to be trained, will be approved by the faculty who will also monitor the records relating to his/ her work in the organization. At the end of training, certificate to that effect will be submitted by the student.

The Project Report writing will be undertaken under the guidance of faculty based on the work-experience gained by the student.

The student shall be required to submit before commencement of the Second Semester, two copies of the Project Report in A-4 size duly bound with necessary certificate incorporated in the same and two copies of Executive Summary.

The evaluation of Project Report will be carried out as below.

- a. 20 marks of activities such as identification of organization, training obtained etc.
- b. 40 marks for Report writing and
- c. 40 marks for Viva voce examination based on the Report.

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POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT-II (PGDBM-II)

P.G.D.B.M.-II

Structure of Programme: PGDBM-II is divided into 2 Semesters PGDBM Sem-III exam. and PGDBM Sem-IV exam.

SEMESTER-III		SEMESTER-IV	
Subject Code	Subject Name	Subject Code	Subject Name
301.	Managerial Communication	401.	Management Accounting & Control System
302.	Organization Behaviour	402.	International Business
303.	Management of Change	403.	Business Law
04.	Information Technology	404.	Industrial Exposure

Pattern of Evaluation and Scheme of Examination: The PGDBM-II examination will consist of 800 mark, divided into Sem-III examination: 400 marks, Sem-IV examination: 400 marks. Out of 100 marks for each course 80 marks will be for semester end examination and 20 marks for term work evaluation. The term work will be based on minimum two assignments in the form of project activity followed by written and oral presentation. The focus of project shall be directed towards live or current problems from industry or organization or specific sector. The evaluation of term work will be made by the subject teacher. The term work marks will be added in the marks obtained by the candidate in the semester end examination for each course.

The scheme of examination will be as under:

Examination	No. of Passing Heads	Total Marks
PGDBM-II examination: Semester-III & IV (7 Courses of 100 marks each) and Viva in Industrial Exposure, carrying 100 marks.	8	800
Grand total for the entire programme	8	800

(The Sem-III Exam. will be held in Oct./Nov. and Sem-IV Exam-IV. will be held in Arial/ May in Academic Year)

Standard of Passing: In order to pass the PGDBM examination a student will have to obtain minimum 40% marks in individual course and 50% marks in aggregate in Sem-III and Sem-IV. The award of Class will be as under.

Aggregate percentage of marks	Class
50 & above but less than 55	Pass with Second Class
55 & above but less than 60	Pass with Higher Second Class
60 & above but less than 70	Pass with First Class
70 & have	Pass with First Class with Distinction

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SYLLABUS

Semester-III

Course Code: 301

Managerial Communication

Objectives: To make students understand the process of effective communication so as to improve their effectiveness.

Unit-I : Communication process-corporate communication function, Managerial communication, Barriers to communication within organization.

Unit-II : Audience Analysis-Meaning and importance of audience Analysis, Understanding competing motives and view points.

Unit-III : Defining and organizing communication – Message contents and argument, Choosing media-style, tone, language.

Unit-IV : Delivering messages, giving presentations and receiving feedback-Electronic communication. Written communication, Verbal and non-verbal communication, Body language.

Unit-V : Meeting management-Participation and leadership, Group communication, Crisis communication, Conducting meetings-Formalities and practices.

Suggested Readings:

1. Michael Hattersley: Management Communications, Tata McGraw Hill.
2. M. Balasubramanyam: Business Communication.
3. Paul A. Argenti: corporate communication, Tata McGraw Hill.
4. Howard Business Review.

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Semester-III

Course Code: 302

Organization Behaviour

Objectives: To provide the students conceptual knowledge that investigates the impact that individuals, groups and structures have on behavior within organizations for the purpose of applying such knowledge towards improving organization's effectiveness.

Unit-I : The dynamics of people and organization, Models of organization behaviour, Social systems and organizational culture.

Unit-II : Motivation-types of motives, Theories of work motivation, Stress Management.

Unit-III : Group dynamics- Formal and informal groups, Types and theories of group formation.

Unit-IV : Organizational issues – Employee attitudes and their effects- Interpersonal behaviour.

Unit-V : Emerging aspects of organizational behaviour – Organizational behaviour across cultures.

Suggested Readings :

1. John W. Newstrom : Organizational behaviour, Tata McGraw Hill.
2. Stephen Robbins: Organizational Behaviour.
3. K. Aswathappa: Organizational Behaviour, Himalaya.
4. Ghosh Biswanath: Organizational Behaviour A New Look.
5. R.A. Sharma: Organizational Theory and Behaviour, Tata McGraw Hill.
6. Human Capital, monthly publication.

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Semester-III

Course Code: 303

Management of Change

Objectives: To make students understand the factors responsible for change in organization and to provide the students basis for critical business skills of planning and managing strategic activities needed for inducing change in today's organization.

Unit-I : Strategic management-Mission and purpose, Appraisal of environment, Organization, Enviroscan and SWOT analysis.

Unit-II : Strategic alternatives and choices – Turning around, Strategic evaluation and control.

Unit-III : Innovation management – Concept of innovation, Management of new products and process.

Unit-IV : Organizational change – Needs, methods and issues in change management, Resistance to change and interventions.

Unit-V : Entrepreneurship management – Concept of entrepreneurship, Functions and need, Developing entrepreneurship traits.

Suggested Readings:

1. C.K. Pralhad: Competing for the Future.
2. Samuel Cerco: Strategic Management.
3. Michael L. Tushman, Anderson: Mangling Strategic Innovation and change.
4. Robert Paton: Change Management.
5. Business Today.
6. Howard Business Review.

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Semester-III

Course Code: 304

Information Technology

Objective: To develop in the students an understanding of the concepts and application of information technology based management support systems.

Unit-I : Fundamentals of computer – Managing data, Field systems, Data management systems, Database approach, MIS concept, Transaction processing, Data communication.

Unit-II : Channels/ Modems – LAN/ WAN/ EDI.

Unit-III : Word processing database – Spreadsheets, Major software packages-Graphic presentation multimedia, Retrieving information using internet and intranet.

Unit-IV : Overview of CBIS applications; Decision making concepts, Need for decision support, Decision modeling exercises, Role of decision support systems in business, Modeling in decision support, Spread sheet software systems as DSS tool, development of planning models in various functional areas.

Unit-V : Introduction to integrated financial planning system for financial modeling, Group decision support systems. Use of DSS technology for marketing, finance, production and HRM.

Suggested Readings:

1. Jayashankar, R. : Decision Support Systems, New Delhi, Tata McGraw Hill, 1989.
2. Rolph, Paul: How to Choose and Use an Executive Information System, New Delhi, Viva Books.
3. Sprague, Ralph H. : Decision Support for Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1995.
4. Turban, E. : Decision Support and Expert Systems, 2nd New York, MacMillan, 1990.
5. Expro 2.5 Made Simple for DOS and Windows: R.K.Taxali.
6. Let Us C: Yashwant Kanetkar.
7. Microsoft Office Professional for Windows 95: Sheila S. Dienes.
8. DOS 6 and 6.2 Instant Reference: Robert M. Thomas.

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Semester-IV

Course Code: 401.

Management Accounting and Control System

Objective: To make students understand concepts of management accounting and to learn skills of applying the same in business.

Unit-I : Fundamental concepts of accounting- Business accounting, Role and importance of management accounting and its use, Preparation of trading account, Profit and loss account and balance-sheet.

Unit-II : Introduction to concept of costing-Cost accounting, Types of costs, Job costing and process costing, Inflation accounting, Activity based costing.

Unit-III : Marginal costing technique – Break even analysis – Profit graph, Standard costing and budgetary control.

Unit-IV : Characteristics of management control systems – Management control and operational control, Goal congruence, Role played by accounting systems and information handling systems.

Unit-V : Control systems at micro level – Internal audit, management audit, System audit.

Suggested Readings:

1. Financial management: I.M. Pandey.
2. Management Accounting: M.G. Patkar.
3. Cost and Management Accounting: Satish Inamdar.
4. Management Control Systems: Anthony, Dearden, Vancil.
5. Cost Accounting: Horngreeb, Foster, Data.

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Semester-IV

Course Code: 402

International Business

Objectives: To acquaint students with (1) knowledge and understanding of business across globe. (2) Competencies required to study and to analyze as to why business choose to go global and the managerial implications of the decision.

Unit-I : Introduction and overview – Theory of international trade, Global trade and investment environment, Foreign direct investments.

Unit-II : Global monetary system – Foreign exchange market, International monetary system, Global capital market.

Unit-III : International business structure and strategy – Organization, Mode of entry, Strategic alliances, India's position.

Unit-IV : International business operations – Export, Import Counter trade, Global manufacturing, R & D.

Unit-V : Global human resource management – Cross culture management, Accounting and financial management in international business.

Suggested Readings:

1. Sundaram: International Business Environment, Prentice Hall.
2. Charels W.L. Hill: International Business, Tata McGraw Hill.
3. World Development Reports.
4. Thakur Burton: International Management, Tata McGraw Hill.
5. Annual Report (Ministry of commerce) Govt. of India.

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Semester-IV

Course Code : 403

Business Law

Objectives : To acquaint students with (1) knowledge of various laws affecting business Transactions, (2) the competencies required to interact with legal advisors, lawyers and judiciary system.

Unit-I : Legal environment of business – types of business legislation, Need for regulatory laws, Role of legal dept. in business organization, Functioning of judiciary system.

Unit-II : Indian Contract Act 1872, Sale of Goods Act 1930.

Unit-III : Salient features of Indian Companies Act 1950 and Indian Partnership Act 1972 (Including Amendments).

Unit-IV : Consumer Protection Act, 1986 – Meaning and definition of consumer, scope, coverage, Redrenal machinery proceedings.

Unit-V : Laws relating to Intellectual Property Rights – Trade Marks, Patents, Copy rights.

Suggested Readings:

1. Tulsian: Business Law, Tata McGraw Hill.
2. Pandit: Business Law.
3. Mulchandani: Business Law for Management.
4. Kuchaal M.C.: Business Law, Vikas.

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Semester-IV

Course Code: 404

Industrial Exposure

The Objective of this course is to gain the knowledge of industrial operations by the students, through visits to selected units (minimum 2). On the basis of their visits (minimum 4) they shall be required to prepare and to submit a report incorporating following aspects:

- a. Description of the organization, business process, plant and machinery, technologies used.
- b. Products and services.
- c. Marketing.
- d. Human Resources.
- e. Corporate Planning.

The evaluation of candidates will be carried out as under:

1. 20 marks for activities such as identification of industrial/ units, visits etc.
2. 40 marks for reports relating to the two Units.
3. 40 marks for practical examination based on industrial exposure.

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