



Dr. Bhimrao Ambedkar University, Agra

A State University of Uttar Pradesh (Paliwal Park, Agra -282004)

www.dbrau.ac.in

A Documentary Support for Matric No. – 1.3.1

Institution integrates cross-cutting issues relevant to **Professional Ethics, Gender, Human Values, Environment & Sustainability** and other value framework enshrined in Sustainable Development goals and National Education Policy – 2020 into the Curriculum

under the
Criteria - I
(Curriculum Design and Development)

Key Indicator - 1.3

in

Matric No. – 1.3.1

POST GRADUATE DIPLOMA BUSINESS MANAGEMENT

1991



PROFESSIONAL
ETHICS



ENVIRONMENT &
SUSTAINABILITY



NATIONAL EDUCATION
POLICY – 2020



HUMAN VALUES



GENDER


Registrar
Dr. B.R.A. University, Agra

Applicable from Academic Session 2021-22

POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT (PGDBM)

Semester I

- 101 Management Concepts & Application
- 102 Quantitative Techniques For Management
- 103 Managerial Economics
- 104 Organizational Behaviour
- 105 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.

UNIT-II PLANNING & DECISION MAKING

(8 lectures)

Planning: Meaning and Importance , Planning Process, Types of Plans , Planning Vs Forecasting.

Decision Making: Decision Process & Techniques, Making Effective Decision

UNIT-III ORGANIZING & STAFFING

(8 lectures)

Meaning of Organization, Types of Organization, Line and Staff Relationship, Delegation – Centralization and Decentralization of Authority Meaning and concept of Staffing.

UNIT-IV DIRECTING & CONTROLLING

(8 lectures)

Directing: Elements, Principles and Techniques; Essence of Co-Ordination. Control: Process and Techniques of Control, Management by Objectives (M.B.O).

UNIT-V INTERNATIONAL PERSPECTIVE OF MANAGEMENT (6 lectures)

Contemporary issues in management. Total Quality Management (TQM), 5S system as given by Mc Kinsey.

LEARNING OUTCOME:

After the completion of this course a student shall be equipped with the basic managerial knowledge and he will be able to apply the management theories in real life situations

SUGGESTED READINGS

Essentials of Management--	Harold Koontz & Heinz Weihrich
The Practice of Management --	Drucker, Peter F.
Principles of Management--	Teray, George, R &Franklin.Sc.
Management Concepts & Strategies--	J.S. Chand
Principles & Practices of Management--	L.M. Prasad.
Management	James F.Stoner
Principles of Management	George R. Terry & S.G. Franklin

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, Chebyshev's Theorem

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.

LEARNING OUTCOME:

After the completion of this course a student shall be able to analyse and interpret data in the most useful manner. A sound understanding of research data shall also be acumen.

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. It's Significance in Decision Making, Decision Making in Uncertainty.

UNIT- II DEMAND ANALYSIS (8 lectures)

Demand: Concepts, Determinants of Demand, Law of Demand, Elasticity of Demand, Types of Elasticity of Demand and Demand Forecasting- Concept, Methods. Supply Analysis- Law of Supply & Elasticity of Supply.

UNIT- III INPUT-OUTPUT DECISION (12 lectures)

Production Concepts and Analysis, Factor of Production, Law of Production- short run & Long run Production Function.

Cost Concept – Types of cost, Cost output relationship in Short run & Long run.

Revenue – Concept, Break Even Analysis.

UNIT- IV PRICING DECISION (8 lectures)

Market Structures: Perfect Competition, Monopoly, Monopolistic, Oligopoly and Duopoly Markets, Pricing under different market structures. Business Cycle.

UNIT -V NATIONAL INCOME CONCEPT (6 lectures)

National Income & Its measurements. Inflation & Deflation - Measures to control inflation & deflation. Profit Concept, Theories of Profit.

LEARNING OUTCOME:

After the completion of this course a student shall be equipped to take various critical decisions in the day to day environment of a business and will be able to develop a sound knowledge of input-Output decisions, demand analysis and pricing. A student shall develop an analytical power and will become an asset for the organization.

SUGGESTED READING

- | | |
|---|-----------------------|
| • Managerial Economics: Concept & Cases | Mote Paul & Gupta |
| • Managerial Economics | Varshney & Maheshwari |
| • Managerial Economics | P.N. Chopra |
| • Managerial Economics | D.N. Dwivedi |
| • Managerial Economics | M. Adhikari |
| • Managerial Economics | G.S. Gupta |

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

Role of Behavioural Science in Management, Concept of Organizational Behaviour, Models of Organizational Behaviour, Approaches to Human Relations, Organization as a Social System.

UNIT- II INDIVIDUALS BEHAVIOUR I**(10 lectures)**

Nature and Models of Individuals Behaviour, Perception: process of perception, barriers of perception. Learning: Theories of learning, Attitude.

UNIT- III INDIVIDUALS BEHAVIOUR II**(8 lectures)**

Personality: meaning, definition, theories of personality, Motivation: meaning, definition, theories of motivation, Moral, Stress and Coping with Stress. Socialization.

UNIT- IV BEHAVIOURAL DYNAMICS**(8 lectures)**

Behavioural Dynamic: Analysis, Inter–Personal Relations, Developing Inter Personal Relationship, Developing Interpersonal Skill, Group Behaviour, Group Formation, Types of Group Implications of Formal and Informal Group on Management, Team Building and Team Functioning, Transactional Analysis.

UNIT-V 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.

LEARNING OUTCOME:

After completion of this course a student shall be well equipped with the knowledge of handling Power, Politics, Motivational issues and also will be able to take corrective measures on issues like learning, Personality, Socialisation and Stress. The course will make a student the future manager.

SUGGESTED READING

Organizational Behavior
Human Behavior at Work
Organizational Behavior
Organizational Behavior
OrganizationalBehavior

Luthans Fred
Devis Keith
Robins Stephanen P.
Verma&Agarwal
L.M.Prasad

UNIT –I INTRODUCTION (8 lectures)

Overview of Accounting, Objectives of Accounting, Use of Accounting Information, Accounting Concepts, Convention, Accounting Equation. Book Keeping & Accounting Double Entry System, Journal and Ledger and Trial Balance.

UNIT II PREPARATION OF FINANCIAL STATEMENTS (6 lectures)

Manufacturing, Trading and Profit & Loss Accounts & Balance-sheet; Subsidiary books.

Accounting Procedures of Nonprofits Making Organizations

UNIT -III FINANCIAL STATEMENT ANALYSIS (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. Fund flow and Cash Flow Statements.

UNIT-IV MARGINAL COSTING AND CVP ANALYSIS (10 lectures)

Cost and its Classification, cost relevant to managerial classification: concept of Marginal costing, Marginal Costing vs Absorption Costing- Its importance and uses; cost volume profit relationship, quantitative and qualitative application of CVP analysis in decision making.

UNIT -VBUDGETING AND STANDARD COSTING (8 lectures)

Concept of standard costing, variance analysis- material, labour.

Responsibility accounting- meaning and significance. Concept of budget, master budget, flexible budget, zero base budgeting, sales budgeting. Cost reduction and value engineering.

LEARNING OUTCOME:

After completion of this course a student shall be equipped with the knowledge of basic accounting and its application in organizational environment. This knowledge shall provide them with a cutting edge over others and they shall prove to be a force to reckon with for any organization in which they work with.

SUGGESTED READING

Financial Accounting
Financial Accounting
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. Customer Relationship Management - concept and Importance. Green Marketing - Concept, Scope & Importance.

LEARNING OUTCOME:

After the completion of this course a student shall become a mentor of the marketing activities of any organization. A student shall also be able to apply the latest theories and concepts of marketing in the real life of any organization.

SUGGESTED READINGS

Marketing Management :	Philip Kotler
Marketing Management :	Stanton
Marketing Management :	RajanSexena
Marketing Management :	Namaskumari

UNIT- I INTRODUCTION (6 lectures)

Human Resource Management: Meaning, Scope, Significance, Objectives and function, Historical evolution of HR.

HRD: Concept, Functions and Importance, HRD Matrix, Profile & Problems of HRD Managers, Task Analysis- Meaning & Process.

UNIT- II HUMAN RESOURCE PROCUREMENT (8 lectures)

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

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.

LEARNING OUTCOME:

After the completion of this course a student will be able to handle various issues related to HR in any organization. This course shall provide a student an acumen to motivate the employees and to achieve better results from them.

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.

LEARNING OUTCOME:

After the completion of this course a student shall become equipped to take managerial decisions on financial issues and to help any organization to come out of financial crisis.

SUGGESTED READINGS

Financial Management
Financial Management
Financial Management
Financial Management
Financial Management

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

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, and ABC Analysis.

LEARNING OUTCOME

After the completion of this course, a student will be in a position to plan and schedule the production activities of the organization in the best possible manner. They will be able to learn the techniques of inventory control and its application in organization.

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 -1872 (10 lectures)

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

UNIT- II SALE OF GOODS ACT- 1930 (8 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.

UNIT- III PARTNERSHIP ACT-1932 (9 lectures)

Meaning and 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- IV COMPANY MANAGEMENT (8 lectures)

Company – Definition & Features, Types of Company, Formation of a Company, Promoters Role, Memorandum of Association, Article of Association, Certificate of Incorporation, prospectus.

Company Management: Share Holders and Members, Allotment of Shares, Dividends, Borrowings Powers, Debentures. Directors: Duties and Right, Qualification and disqualification, Appointment and Removal, Company Meetings & Resolutions Winding up of Company.

UNIT- V FEMA (5 lectures)

Scope, Provisions Relating to Authorized person, duties and power of Authorized person, Regulation and Management of Foreign Exchange.

LEARNING OUTCOME:

After completion of this course a student will have an in depth knowledge of the legal affairs of the company and would be in a position to help a company in an hour of legal crisis.

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

UNIT -II RESEARCH PROBLEM & RESEARCH DESIGN (8 lectures)

Hypothesis: Meaning, Types. Procedure of hypothesis testing, Type I & Type II error. Research Problem: Meaning, Objectives & Formulation of Research Problem. Research Design: Meaning and Various Types of Research Design.

UNIT -III DATA COLLECTION & SAMPLING (8 lectures)

Data: Meaning, Types, and Sources of Data Collection: Primary and Secondary Sources. Sampling: Concept and Sampling Procedure, Various Sampling Techniques.

UNIT- IV DATA ANALYSIS (10 lectures)

Analysis of Data: Coding, Editing and Tabulation of Data, Charts and Diagrams Used in Data Analysis. Measures of Central Tendency (mean, median, mode) Measure of Dispersion (mean deviation and standard deviation). Testing of Hypothesis- T-test, Z- test, Chi-square test, F test

UNIT -V REPORT WRITING (8 lectures)

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

LEARNING OUTCOME:

After completion of this course a student will be able to play with data. An analytical power will be developed in his mindsets and this very power shall prove to be very advantageous for any organization.

SUGGESTED READINGS

- Research Methodology C.R. Kothari.
- Research Methodology Sadhu & Singh
- Text of Research Methodology P.C. Tripathi.
- Research Methods in Economics and Business 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.