

# **FACULTY OF ECONOMICS & BUSINESS**

## **Syllabus**

### **For**

**POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT**

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

**(SEMESTER: I & II)**

**Session: 2019-20**



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# **GURU NANAK DEV UNIVERSITY**

## **AMRITSAR**

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## Scheme

### SEMESTER - I

Subject Code	Subject	Marks	Number of Periods in a Week
PGDBM101	Management and Organizational Behaviour	50	6
PGDBM102	Business Economics and Environment	50	6
PGDBM103	Financial Accounting	50	6
PGDBM104	Marketing Management	50	6
PGDBM105	Human Resource Management	50	6
PGDBM106	Seminar	50	3
	<b>Total</b>	<b>300</b>	<b>33</b>

### SEMESTER - II

Subject Code	Subject	Marks	Number of Periods in a Week
PGDBM201	Production Planning and Control	50	6
PGDBM202	Management and Cost Accounting	50	6
PGDBM203	Business and Labour Laws	50	6
PGDBM204	Advertising and Sales Management	50	6
PGDBM205	Entrepreneurship and Business Strategy	50	6
PGDBM206	Seminar	50	3
	<b>Total</b>	<b>300</b>	<b>33</b>

**PGDBM: 101          MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR****Time Allowed: 3 Hours****Maximum Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Management:** Definition, Functions, Nature, Principles and Management V/S Administration.

**Planning:** Importance, Steps in Planning, Types, Policy and Strategy Formulation Management by Objectives (M.B.O.), Decision Making Process.

**SECTION B**

**Organising:** Principles, Features, Various Forms, Delegation of Authority and Span of Management.

**Staffing:** Importance of Human Factor, Manpower Planning Process.

**SECTION C**

**Directing:** Communication, its Meaning, Process, Types, Barriers and Solutions, Motivation, its Meaning, Importance, Maslow's Need Hierarchy, Theory X and Y.

**SECTION D**

**Controlling:** Importance and Process, Traditional and Modern Techniques of Control.

**Behaviour:** Groups in Organisation, Conflicts and Organizational Change and Development.

**Recommended Readings:**

1. Harold Koontz and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw Hill, 2007.
2. Stephen P. Robbins, David A Decenzo, *Fundamental of Management*, New Delhi, Pearson Education, 2001.
3. Steven L. McShane, Mary Glinow, Sharma, *Organisational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
4. Jerald Greenberg & Robert A Baron, *Behaviour in Organisations*, New Delhi, Pearson Education, 2004.

**PGDBM:102****BUSINESS ECONOMICS AND ENVIRONMENT****Time: 3 Hrs.****Max. Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Economics:** Introduction, Nature and Scope of Economics.

**Utility Analysis:** Concept of Utility, marginal and total Utility, Law of Diminishing Marginal Utility.

**Demand Analysis:** Law of Demand, Elasticity of demand, and methods for measuring elasticity of Demand.

**SECTION B**

**Indifference Curve Analysis:** Definition, Properties, Price Line Price Substitution and Income effect derivation of demand curve from indifference curve.

**Cost Theory:** Types of costs, short and long period cost functions.

**Market Conditions:** Price determination under perfect and imperfect competition

**SECTION C**

**Business Environment:** Social Responsibility of Business. Ownership and Size, Elements of Business Environment, Internal and External, Environmental Scanning & Monitoring.

**Types:** Economic Environment of Business, Socio-cultural Environment of Business, International and Technological Environment.

**SECTION D**

**Consumer Protection Act:** Features and Provisions.

**Environment Protection Act:** Features and Provisions.

**Recommended Readings:**

1. Koutsoyiannis,A., *Modern Micro Economics*, Palgrave Macmillan, Publishers, New Delhi, 2004.
2. Ahuja, H.L., *Advanced Economic Analysis*, S.Chand & Co. Ltd. New Delhi, 2006.
3. Gupta, G.S., *Managerial Economics*, Tata McGraw Hill, New Delhi, 2008.
4. Gupta, S.P., *Statistical Method*, Sultan Chand and Sons, Delhi, 2006.
5. Mehta, P.L., *Managerial Economics*, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2007.
6. Ghosh, P.K., *Business and Government*. Sultan Chand and Sons, Delhi, 2003.
7. Cherunilam Francis, *Business Environment*, Himalya Publishing House, New Delhi.

**PGDBM:103****FINANCIAL ACCOUNTING****Time: 3 Hrs.****Max. Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Introduction:** Meaning of Book Keeping and Accountancy, Double Entry System of Book Keeping, Accounting Equations and Utility of Accounting Information.

**Journal and Ledger:** Rules of Preparing Journal, Types of Accounts and Importance of Ledger.

**SECTION B**

**Subsidiary Books:** Cash Book, Sales Book, Purchase Book, Sales Return Book, Purchases Return Book, Bills Receivables Book and Bills Payable Book.

**Trial Balance:** Importance of Trial Balance and Methods of Preparing, Errors and its Rectification.

**Bank Reconciliation Statement.**

**SECTION C**

**Bills of Exchange and Promissory Notes.**

**Depreciation Accounting:** Meaning and Objectives of Charging Depreciation, Methods of Charging Depreciation

**SECTION D**

**Final Accounts:** Preparation of Trading and Profit and Loss Accounts and Balance Sheet of Sole Traders and Partnership Firms. Final Accounts of Companies (Excluding Managerial Remuneration).

**Accounts of Non-Profit Organisations:** Receipt and Payment Accounts, Income and Expenditure Accounts and Balance Sheet.

**Recommended Books:**

1. Maheshwari, S.N. - Introduction to Accountancy. Sultan Chand & Sons, New Delhi.
2. Jain, T. R. – Financial Accounting, Kalyani Publishers, Ludhiana.

PGDBM104

**MARKETING MANAGEMENT****Time: 3 Hrs.****Max. Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Marketing:** Meaning, Traditional and Modern Concept of Marketing, Marketing and its Basic Tasks in Economic Development. Functions of Marketing.

**Market Segmentation:** Its Importance, Factors on Which it Depends and Limitations

**SECTION B**

**Marketing Planning** and Developing Appropriate Marketing Organisation.

**Marketing of Services.**

**Export Marketing.**

**Digital Marketing: E-Definitions, Viral Marketing, E-mail Marketing.**

**SECTION C**

**Concept of Marketing Mix:** Product Decision – Definition, Classification, Product Life Cycle and its Applications, Packaging and Branding Strategy.

**Pricing Decision:** Objectives, Factors Influencing Price Decisions, Pricing Methods.

**SECTION D**

**Distribution Channels:** Types, Factors Affecting Channel Selection, Retailing, Whole Selling.

**Promotion decision:** Objectives, Promotion Mix, Promotion Methods.

**Recommended Readings:**

1. Philip Kotler, Kevin Keller, Abraham Koshey and Mithileshwar Jha, *Marketing Management: South Asian Perspective*, 13th Edition. Pearson Education, New Delhi, 2007.
2. Ramaswamy, V.S. and Namakumari, S. *Marketing Management: Planning, Control*. New Delhi, MacMillan, 2002
3. Enis, B M., *Marketing Classics: A Selection of Influential Articles*. New York, McGraw Hill, 1991.
4. William D. Perreault, Jr. & E. Jerome McCarthy, *Basic Marketing: A Global Managerial Approach*, Tata McGraw-Hill, 15th Edition, New Delhi, 2003.

**PGDBM:105****HUMAN RESOURCE MANAGEMENT****Time: 3 Hrs.****Max. Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Introduction:** Meaning, Functions, Organisation Structure and its Relation with Other Departments.

**Manpower Planning:** Recruitment, Selection Procedure.

**SECTION B**

**Training and Development** of man power, Staff Appraisal. Job Description, Specification and Evaluation.

**SECTION C**

**Basis of Remuneration** and Incentive System, Fatigue, Accidents, Absenteeism and Labour Turnover.

**Time Keeping** manuals of personnel work. Records for Personnel Management Work study for Staffing in Industry and Office.

**SECTION D**

**Human Resource policy:** Formulation of Human Resource Policy.

**Human Resource Development system** in Indian Corporate sector. Recent experiences in Indian Companies.



**Recommended Readings:**

1. Sinha, P.R.N. et.al., *Industrial Relations, Trade Unions and Labour Legislation*, Pearson Educations, 2nd impression, 2008.
2. RatnamVenkata, C.S. *Industrial Relations, Oxford Higher Education*, 6<sup>th</sup> impression, 2008.
3. Memoria, Memoria & Gankar, *Dynamics of Industrial Relations*, Himalaya Publication House Ed; 15th, 2007.
4. Sen, R, *Industrial Relations in India Shifting Paradigms*, McMillan Business Books, 2007.
5. Sirvastava, S.C. *Labour Law in Factories, Mines, Plantations, Transports, Shops and other Industrial Establishments*, Prentice- Hall of India, New Delhi (1992).
6. Vaid, K.N., *Labour Welfare in India*, Shri Ram Centre for Industrial Relation, New Delhi, 1970.

**SEMINAR  
PGDBM106**

**Max. Marks: 50**

**PGDBM:201****PRODUCTION PLANNING AND CONTROL****Time: 3 Hrs.****Max. Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

Production Planning and Control Function.

Material Requirement Planning.

Aggregate Planning.

**SECTION B**

Production Inventory Systems.

Forecasting for Inventory and Production Control.

Job Shop Planning, Scheduling and Control

**SECTION C**

Quality Control Procedures and Techniques.

Just in Time Production.

Line Balancing.

**SECTION D**

Planning for Higher Volume Standardized Products.

Procedure and Documentation in Production Planning and Control.

Application of Computer in Production Planning and Control.

**Recommended Readings:**

1. Burnbridge, John L., *Principles of Production Control*, Donald & Evams.
2. Greene James, *Production and Inventory Control Hand Book*, McGraw Hill, New Delhi.
3. Peterson R and Slever E. A., *Systems for Inventory Management and Production Planning*, John Wiley, New York.
4. Mukhopadhyay, *Production Planning & Control*, Prentice Hall, New Delhi.

**Time: 3 Hrs.****Max. Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Cost Accounting:** Meaning of cost accounting, Difference between cost accounting and financial accounting, its importance and Limitation; Classification of costs, elements of cost, material, labour and overhead.

**SECTION B**

**Methods of Costing:** Introduction to Unit and output costing contract costing, process costing.

**Cost Control Techniques:** Marginal Costing and Cost volume Profit analysis, Budgeting and Budgetary Control.

**SECTION C**

**Concept of Management Accounting:** Functions, Role and Scope of Management Accounting. Analysis and Interpretation of Financial Statements.

**Ratio Analysis:** Meaning, Nature and Interpretation of Ratios, Classification of Ratios.

**Preparation of Cash flow Statement (As per AS-3).**

**SECTION D**

**Management Information System:** Significance, Principles and Essential of a Good M.T.S., Meaning and Modes of Reporting, Principles of Sound and Effective Reporting, Reports useful for different levels of management.

**Recommended Readings:**

1. Arora, M.N., Cost Accounting– Principles and Practice, Vikas Publishing House, 2007.
2. James C., Van Horne; Financial Management and Policy. 12th Ed., New Delhi, Prentice Hall of India, 2007.
3. Khan, M.Y, & Jain, P.K., Financial Management, Tata McGraw Hill Publishers, New Delhi, 2007.
4. Lall, B.M., and Jain, I.C., Cost Accounting: Principles and Practices, Prentice Hall of India, New Delhi.
5. Maheshwari, S.N., Management Accounting and Financial Control, Sultan Chand and Sons, Delhi, 2007.
6. Pandey, I.M., Financial Management, Vikas Publishing House, Delhi, 2008.
7. Pandey, I.M., Management Accounting, VAN Publications, Delhi.

**PGDBM203****BUSINESS AND LABOUR LAWS****Time: 3 Hrs.****Max. Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Contract Act 1872:** Meaning and Types of Contracts, Offer and Acceptance, Consideration, Capacity of Parties, Free Consent, Performance of Contract and Remedies for Breach of Contract. Law of Agency, Bailment and Pledge.

**SECTION B**

**Indian Partnership Act 1932.**  
**Sales of Goods Act, 1930.**

**SECTION C**

**The Factories Act, 1948**

**SECTION D**

**The Payment of Wages Act, 1936.**  
**Industrial Disputes Act, 1947.**

**Recommended Readings:**

1. Avtar Singh, *Mercantile Law*, Jain Book Agency, New Delhi.
2. Saravanavel, P., Sumathi, S., Shah, N. V., *Business and Labour Laws*, Himalaya Publishing House Pvt. Ltd., New Delhi.
3. Chawla, R. C. and Garg, K. C., *Commercial and Industrial Law*, Kalyani Publishers, New Delhi.

**PGDBM204**

**ADVERTISING AND SALES MANAGEMENT**

**Time: 3 Hrs.**

**Max. Marks: 50**

**Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

**Introduction:** Nature and Scope and Functions of Advertising, Classification of Advertising.

**Setting Advertising Objectives:** Functions of Objectives, Behavioral Dynamics, the DAGMAR Approach.

**SECTION B**

**Building Advertising Programme:** Message, Theme, Copy, Appeals, Layout.

**Advertising Media:** Media Planning, Media Selection and Scheduling Advertising Budget.

**SECTION C**

**Measuring Advertising Effectiveness:** Pre-testing and Post-testing copy.

**Advertising Agency:** Organisation Structure, Role and Functions, Legal, Ethical and Social Aspects of Advertising

**SECTION D**

**Nature and Scope of Sales Management:** Setting and Formulating Personal Selling Objectives. Recruiting and Selecting Sales Personnel.

Developing and Conducting Sales Training Programmes.

Supervision and Motivation of Sales Personnel.

Designing Territories and Allocating Sales Efforts, Objectives and Quotas for Sales Personnel.

Developing and Managing / Sales Evaluation Programme, Sales Cost and Cost Analysis.



**Recommended Readings:**

1. Belch, George E. and Belch, Michael A., *Advertising and Promotion*, New Delhi, Tata McGraw Hill, 2001.
2. Batra, Rajeev, Mayers, John G., and Aaker, David A., *Advertising Management*, New Delhi, Pearson Education, 2002.
3. Mohan, Manendra, *Advertising Management*, New Delhi, Tata McGraw Hill, 1995.
4. Spiro, *Management for Sales Force*, Tata McGraw Hill.
5. Buskrik, R.H. and Stanton, W.J., *Management of Sales Force*, Homewood Illinois, Richard D. Irwin, 1983.

**PGDBM 205****ENTREPRENEURSHIP AND BUSINESS STRATEGY****Time: 3 Hrs.****Max. Marks: 50****Instructions for the Paper Setters:-**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**SECTION A**

Fundamentals of Entrepreneurship: Nature, Entrepreneurial process.

Entrepreneurs: Functions, Types, Traits, difference between managers and entrepreneurs. Creativity and Innovation: creativity process, barriers to creativity, developing individual creativity, enhancing organizational creativity, common sources of new venture ideas

**SECTION B**

Motivation: concept, theories- Maslow's theory, McClelland theories. Ethics and Social Responsibility of an Entrepreneur.

Role of Entrepreneurship in Economic Development. Role of government towards entrepreneurial development

**SECTION C**

Entrepreneurial decision making.

Setting Up a Small Business Enterprise; Business Plan: Elements, Preparation.

Sources of finance: Debt/Equity Financing, Support from banks and other financial institutions, venture capital.

**SECTION D**

Strategic Management: Meaning, levels of strategy. Corporate Vision, Mission, Objectives and goals.

Process of Strategy formulation

Environment analysis: External and Internal - SWOT analysis, Porter's five forces model, PEST, Value chain analysis, Resource based view, McKinsey's 7s Framework, Generic strategies.

**Suggested readings:**

1. Hisrich, Robert D, Peters, Michael P, Manimala, M. J., and Shepherd, D. A., *Entrepreneurship*, Tata McGraw Hill, Delhi.
2. Desai, Vasant, *The dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House, Mumbai.
3. Kumar, Arya, *Entrepreneurship*, Pearson.
4. Nag, A, *Strategic management*, Vikas Publishing
5. Chandrasekaran, N., and Ananthanarayanan, P.S., *Strategic Management*, Oxford University Press.
6. Zimmerer, Thomas, *Essentials of entrepreneurship and small business*, Pearson/Prentice Hall. Step by Step Guide For Starting a Business, available at smallb

**SEMINAR**  
**PGDBM206**

**Max. Marks: 50**