



PSG College of Arts & Science
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Since 1947

PGDBM

**(POST GRADUATE DIPLOMA IN BUSINESS
MANAGEMENT PROGRAMME)**

2017 - 2018

13DBM01

MANAGEMENT PRINCIPLES AND PRACTICES

Objective:

(50 Hours)

To emphasize on basic management principles which helps in managing the business.

UNIT - I (11 Hours)

Management: Definition – nature – scope and purpose of management – Management process – Role and responsibilities of managers – Levels of management.

Evolution of management theories – contributions of Taylor, Fayol, Gantt, Chester Bernard, Weber, Gilbreth – International Management (Japanese, American)

UNIT – II (10 Hours)

Planning: Meaning, definition, importance, planning process – forms of planning – types of plans – limitations of planning – MBO, Decision making: Definition, importance – decision making process – types of decisions - traditional approaches to decision making – creative decision making techniques

UNIT – III (11 Hours)

Organising: Concept of organisation – principles of organizing – process of organizing – types of organisation – organisational structure, Departmentation – types of departmentation – span of management – Delegation of authority – Centralisation and Decentralisation.

UNIT – IV (9 Hours)

Staffing: Meaning, importance, staffing concepts, Directing: Meaning, importance – elements of directing: communication, supervision, leadership and motivation

UNIT – V (9 Hours)

Co-ordination: Concept, significance – factors which make co-ordination difficult – techniques to ensure effective co-ordination, Control: Meaning – relationship between planning and control – process of control – types of control – requisites of effective control – traditional techniques and modern techniques of control

Note: Case analysis in all units.

Reference Books:

1. Koontz Harold & Weirich Heinz, Essentials of Management: An International Perspective, Tata McGraw Hill, 2004.
2. L.M.Prasad, Principles and Practices of Management, Sultan Chand & Sons, 2009.
3. C.B.Gupta, Management Theory and Practice, Sultan Chand & Sons, 2009.
4. S.K.Mundal, Fundamentals of Business, Jaico Publishing House, 2006.
5. P.C.Tripathi, P.N.Reddy, Principles of Management, Tata McGraw Hill, 2006.

13DBM02

ACCOUNTING FOR MANAGERS

Objective:

(50 Hours)

To equip the students with sufficient knowledge on book-keeping methods and maintaining various accounts related records in order to run the business efficiently.

UNIT – I (10 Hours)

Meaning and Definition of Accounting – Concepts, Principles and rules of Accounting – Journal – Ledger – Trial Balance – Final Accounts – Trading, Profit and Loss Account and Balance Sheet (With simple adjustments).

UNIT - II (10 Hours)

Meaning – Definition – Depreciation – Causes for depreciation – Need for providing depreciation – Methods of Depreciation – Straight line method – Written down value method – Annuity method

UNIT – III (10 Hours)

Cost accounting – Meaning, Objectives, Concepts and Elements of Cost – Cost sheet – Marginal Costing (Simple Problems)

UNIT - IV (10 Hours)

Management Accounting – Meaning, Objectives, Concepts, Tools and Technique of financial statement analysis – Marginal Costing.

UNIT – V (10 Hours)

Budgeting and Budgeting control – Introduction – Types of Budget – Fixed and Flexible budget – cash, sales, production, material, labor, capital expenditure and over head budget – Master budget – Zero based budget.

Note: 1. Question paper pattern (75 marks): Problems 60% and theory 15%

2. Case analysis in all units.

Reference books:

- Y. Hari Prasad Reddy and T.S. Reddy, Cost And Management Accounting, Margam Publications, 2006.
- K.L. Gupta & Radha Samy, Advanced Accountancy, Sultan Chand & Sons, 2010.
- M.C. Shukla & T.S. Grewal, Advanced Accountancy, Sultan Chand & Sons, 2010.

13DBM03

CONTEMPORARY MARKETING PRACTICES

Objective:

(50 Hours)

To make the students understand the core concepts of marketing and get familiarized with recent trends in marketing

UNIT-I (10Hours)

Marketing- Nature, Scope and Importance- Approaches to study of Marketing - Modern Marketing concepts – Marketing Management - Marketing Environment: Micro and Macro Environment - Marketing System- Marketing Research- Marketing Information System

UNIT-II (10 Hours)

Understanding Consumer Behaviour - Factors influencing Consumer Behaviour - Consumer Behaviour Models – Online buying behaviour – Marketing Mix - Marketing strategies -STP approach - Strategies for competitors – Market leaders, challengers, followers and nichers

UNIT-III (10 Hours)

Product planning - setting product strategy - product life cycle - New product development process - product mix - product line decisions – branding - packaging and labeling - pricing - objectives - pricing decisions - setting the price - pricing strategies

UNIT-IV (10 Hours)

Promotion mix – Advertisement - developing and managing advertising program –Sales promotion - Personal selling –Publicity - Public relations - Direct marketing – Physical Distribution- Marketing channel system - channel design decisions - channel management decisions - channel dynamics

UNIT-V (10 Hours)

Marketing of services - Building and measuring customer satisfaction - customer relationship management -customer acquisition, retention – Consumerism - Current trends in marketing – telemarketing - Kiosk marketing - E-marketing – Relationship Marketing

Note: Case analysis in all units.

Reference Books

1. Philip Kotler, Marketing Management, Pearson Education, 2003.
2. Mamoria C.B., Suri R.K., Marketing Management, Kitab mahal publications, 2006
3. Rajan Saxena, Marketing Management, Tata McGraw Hill, 2002
4. Ramasamy and Namakumari, Marketing Management, McMillan India, 2002
5. Dr.C.B.Gupta & Dr.N.Rajan Nair, Marketing Management, Sultan Chand & Sons, 2009
6. Dr.N.Rajan Nair, Marketing, Sultan Chand & Sons, 2009.

13DBM04

MANAGING HUMAN RESOURCES

Objective:

(50 Hours)

To give indepth knowledge about the functions of human resources manager and highlight on individual behaviour and group behaviour of employees in organisations.

UNIT - I (8 Hours)

Evolution of HRM – objectives of HRM – Roles of HR manager – Human Resources policies – understanding business process in the context of human resources – HR and organisational behaviour – role of organisational behaviour

UNIT - II (10 Hours)

Human Resource Planning – forecasting HR requirements – Recruitment – internal and external sources of recruitment – selection process – induction – socialization practices – Training & Development – methods & techniques

UNIT - III (10 Hours)

Compensation plans – financial and non-financial incentives – Motivation – Theories of motivation - Maslow's, Two Factor, Theory X and Theory Y, McClelland's, Vroom's – performance appraisal – importance and methods

UNIT - IV (11 Hours)

Understanding individual behaviour – individual differences – personality – types – factors influencing personality – learning –emotional intelligence – perceptions –attitudes – Group behaviour – importance of groups – team building – leadership – leadership styles

UNIT – V (11 Hours)

Organisational culture – organisational climate – organisational change – importance – change process – resistance to change – managing change. Job satisfaction –determinants – stress – management of stress – work life balancing – organisational development – organisational effectiveness

Note: Case analysis in all units.

Reference Books:

1. K.Aswathappa, Human Resource & Personnel Management, TMH, 2005
2. P.Jyothi & D.N.Venkatesh, Human Resource Management, Oxford University Press, 2006.
3. David A Decenzo & Stephen P Robbins, Fundamentals of Human Resource Management, Wiley Publications, 2005.
4. Stephen P Robbins, Organisational Behaviour, PHI Learning / Pearson Education, 11th Edition, 2008.
5. Fred Luthans, Organisational Behaviour, McGraw Hill, 11th Edition, 2001.
6. Uma Sekaran, Organisational Behaviour, 2nd Edition, Tata McGraw Hill, 2006.

13DBM05

OPERATIONS MANAGEMENT

Objective:

(50 Hours)

To familiarize the students with various production concepts and make them have a fair understanding of the role of Operations Management in business processes.

UNIT – I (11 Hours)

Production Management – nature, scope, functions- Production system-types, Facilities location, single location & multiple location decisions, Layout – factors affecting layout. types of layout, Operation management- meaning, significance, functions, system view of Operation Management

UNIT – II (10 Hours)

Product design - approaches, computer integrated manufacturing design and control

Systems, factors influencing, Process selection – choice of appropriate process, Productivity-work study, method study, motion study

UNIT - III (10 Hours)

Production Planning Control –Functions, Aggregate planning – Strategies, MPS – Introduction to PERT, CPM – constructing networks, Capacity planning- types, determination, procedure, MRP -I – BOM, MRP- II

UNIT – IV (9 Hours)

Materials Management - Materials planning, Inventory control – methods, Purchase management – procedure, Vendor rating, Stores management – preservation, store accounting, Material handling – significance, methods, Maintenance – methods

UNIT - V (11 Hours)

Quality Control – Types , TQM – scope, factors, implementation, ISO – basic concepts, steps in registration, Six Sigma, BPR – Steps, application, Lean manufacturing components, steps, Global manufacturing practices – Total Productivity System, Kanban Kaizen 5 ‘S, Poka yoke, JIT

Note: Case analysis in all units.

Reference Books:

1. Chase, Aquilano, Jacobs, Operations Management for Competitive Advantage, Tata McGraw Hill Publications, 2006.
2. Jay Heizer, Barry Render, Operations Management, Pearson Education, 2007.
3. Gupta CB, Operations Management and Control, Sultan Chand & Sons, 2009.
4. Panneerselvam. R, Production And Operation Management, PHI, 2010

13DBM06

ENTREPRENEURSHIP DEVELOPMENT

Objective:

(50 Hours)

To expose the students to the world of entrepreneurship and develop the entrepreneurial attitude, knowledge and skill through the understanding of the concepts in entrepreneurial development.

UNIT – I (8 Hours)

Introduction to Entrepreneurship: Definition – characteristics and functions of an entrepreneur – types of entrepreneurs - entrepreneurs' contribution to economic development of a country – Entrepreneurial competencies

UNIT - II (9 Hours)

Creativity and Innovation: Role of creativity – the innovation process – sources of new business ideas – methods of generating ideas – creative problem solving – entrepreneurial process – entrepreneurial development programmes – Phases of EDP – Institutions supporting entrepreneurs

UNIT - III (12 Hours)

Forms of Business organisation: Sole proprietorship , Partnership, Joint stock company and co-operatives – factors influencing choice of form of ownership – Management of family-owned business.

Financing the new venture: Determining financial needs – sources of financing – venture capital – financial institutions – role of government in supporting entrepreneurs – Steps for starting a small business enterprise

UNIT - IV (11 Hours)

Developing an effective business model: The importance of a business model – components of an effective business model

Introduction to project management – classification, project life cycle

Appraisal of projects: Importance of evaluating various options – project appraisal techniques, project audit

UNIT V - (10 Hours)

The marketing function: Industry analysis – competitor analysis – marketing research for a new venture – the marketing process

Managing growth of new ventures: Challenges of growth – strategies for firm growth , internal and external strategies – ethics, values and social responsibilities of entrepreneurs

Note: Case analysis in all units.

Reference Books:

1. Robert D Heirich, Michael P Peters & Dean Shepherd, Entrepreneurship Tata McGraw Hill,
2. Marc J Dollinger, Entrepreneurship – Strategies and Resources, Pearson Education, 2003
3. Bruce R Bavringer, Entrepreneurship – Successfully launching new ventures, Pearson-Prentice Hall, 2006
4. Mary Coulter, Entrepreneurship in Action, Prentice Hall of India, 2006.
5. C B Gupta and N P Srinivasan, Entrepreneurial Development, Sultan Chand and Sons, New Delhi,2012
6. Prasanna Chandra, Projects, Tata McGraw Hill Publishing Company Limited, New Delhi, 2002



13DBM08

FINANCIAL ANALYSIS FOR MANAGERS

Objective:

(50 Hours)

To provide the students a comprehensive orientation about financial management operations.

UNIT – I (8 Hours)

Financial management: Introduction - meaning – Nature, Scope and objectives of financial management– Financial manager’s Role – Finance functions – Leverages: Operating leverage – Financial leverage – Combined leverage – EBIT – EPS Analysis- point of indifference

UNIT – II (10 Hours)

Financial decisions– Cost of capital – cost of equity – cost of preference – cost of debenture – Overall cost of capital - Capital structure – Theories of capital structure – Designing capital structure – Capital structure decisions. Internal financing and dividend policy decisions

UNIT – III (12 Hours)

Financial analysis: Ratio analysis – classification of ratios – Capital structure ratios – Liquidity ratios – turnover ratios and profitability ratios – Merits and limitations of ratio analysis. Constructive Analysis of Profit & Loss account and Balance sheet -Funds flow statement – Cash flow statement. (Problems only)

UNIT – IV (8 Hours)

Short term financing investments and opportunities - Management of working capital - Principles and concepts of working capital – Determinants of Working capital – Cash management – Receivables Management - Inventory management

UNIT – V (12 Hours)

Risk analysis in Capital Budgeting - Capital Budgeting techniques – meaning – Importance – Nature and principles – Methods -payback period – Accounting rate of returns – Internal rate of return method – Net present value methods – profitability index – benefit cost ratio

Note: 1. Question paper pattern (75 marks): Problems 60 marks and theory 15 marks

2. Case analysis in all units.

Reference books:

1. Khan & Jain., Financial management, Tata Mc Graw Hill, 2007
2. Brigham, Eugene. F, Financial management, California, 2012
3. Prasanna Chandra, Financial management, Tata Mc Graw Hill, 1986
4. R.K. Sharma & Shashi K. Gupta., Financial management, Kalyani Publishers,2003
5. S. N. Maheswari, Financial management, Sultan & Chand, 2007

13DBM09

STRATEGIC MANAGEMENT

Objective:

(50 Hours)

To make the students understand the concepts in Strategic management and make them familiar with the strategic planning process.

Unit-I (10 hours)

Corporate Strategic Planning: Mission-Vision of the firm-development, maintenance-role of leader-hierarchy levels of planning-strategic planning process-strategic management practices in India (Family run corporate)

Unit: II (10 hours)

Environmental analysis & internal analysis of firm: General environment scanning, competitive and environmental analysis-identification of opportunities and threats- assessing internal environment through functional approach and value chain-identifying critical success factors-identification of strength & weakness-SWOT audit-core competence-stake holder's expectation, scenario planning-industry analysis

Unit-III (10 hours)

Strategy formulation: generic strategies-relationship strategies-grand strategies-strategies of leading Indian companies –the role of diversification-means and forms. Strategic management of small organisations, non-profit organisation and large multi - product and multi-market organisations

Unit-IV (10 hours)

Tools of strategy planning and evaluation: competitive cost dynamics-experience curve-BCG approach-GE stop light matrix-BS matrix-Arthur.D.Little's Life cycle approach to strategic planning-Implication of portfolio planning models-business portfolio balancing –strategic funds programming

Unit-V (10 hours)

Strategy implementation & Control: Various approaches to implementation of strategy-matching organisation structure with strategy-7'S model-strategic control process-Du Pont's control model and other quantitative and qualitative tools-Balanced score card-Blue Ocean Strategy- Porter's approach for globalisation- Future of strategic management

Note: Case analysis in all units.

Reference Books:

1. John A Pearce II, Richard B. Robinson,Jr., Strategic Management- Formulation, Implementation and Control, Tata Mc Graw Hill Publishing Company, New Delhi, 2005.
2. Vipin Gupta, Kamala Gollakota.& R. Srinivasan, Business Policy and Strategic Management –Concepts and Applications- Prentice Hall of India Pvt. Ltd., New Delhi, 2005.
3. Lawrence R. Jauch, William F. Glueck, Business Policy and Strategic Management, Mc Graw –Hill Book Company, Newyork.

13DBM10**SUPPLY CHAIN MANAGEMENT****Objective:****(50 Hours)**

To impart basic knowledge pertaining to the field of SCM and inculcate the skill sets required to become a successful professional in Logistics Management.

UNIT – I (10 Hours)

SCM-Concept & Definitions-Significance of SCM-Basic Components for SCM-SCM as a Profession- Typical Supply Chain Decisions -SCM Skills - Major Drivers of Supply Chain

UNIT – II (10 Hours)

Designing Distribution Networks - Role of Distribution in the Supply Chain - Factors Influencing Distribution Network Design - Design option for a distribution network –

E-Business and the Distribution network - Distribution network in practice - Factors influencing network design decisions

UNIT – III (10 Hours)

Planning demand and Supply in a Supply Chain - Basic approach to demand forecasting - Forecasting in practice - Source management in supply chain - Inventory Management-Types of Inventory - Inventory Management Policies - Collaborative Inventory Replenishment – VMI

UNIT – IV (10 Hours)

Transportation management in the Supply Chain - Transportation selection - Mode of Transportation - Typical IT Solutions in supply chain - The role of IT in a Supply Chain - CRM – SRM - Internet SCM - The future of IT in the Supply Chain – ERP

UNIT – V (10 Hours)

Reverse Supply Chain – ECR – CPFR – Warehousing - Packaging & Material Handling - Introduction to Logistics - Cases in Supply Chain management

Note: Case analysis in all units.

Reference Books:

1. Sunil Chopra & Peter Meindl, SCM Strategy planning & operations, EEE Publications.
2. R.P Mohanty & SC Deshmukh, SCM, Theories & Practices, Biztantra Publication, 2005.
3. Donald J Bowergox, David J Clogs, and M Bixhy Cooper, Supply Chain Logistics Management, Tata Mc Graw Hill publication.

13DBM11

GLOBAL BUSINESS MANAGEMENT

Objective:

(50 Hours)

To enlighten students on global business environment through extensive knowledge on global strategies and practices.

UNIT – I (10 Hours)

Globalization- meaning, dimensions and stages- factors resulting in globalization- importance, benefits and obstacles of globalization- analyzing international entry modes – strategy for internationalization of business- global competitiveness of Indian organisations – FDI in business environment

UNIT - II (10 Hours)

International business environment- country attractiveness- political, economic and cultural environment- protection Vs liberalization of global business environment- trade barriers- GATT – WTO - structure, features and functions- multi trade agreements- regional trading blocks- concept- types- SEZ

UNIT – III (9 Hours)

Global marketing information system and research- global marketing mix- international marketing objectives and challenges- introduction to exports- categories- registration – license- export finance

UNIT – IV (11 Hours)

Export procedure and documentation- pre shipment, shipment, post – shipment activities- shipping and customs formalities- role of clearing and forwarding agents- realization of export proceeds

UNIT – V (10 Hours)

Import procedure and documentation - conflicts in international business- sources and types of conflicts- conflict resolutions- negotiations- role of international agencies-ethical issues in international business

Note: Case analysis in all units.

Reference Books:

1. Charles.W I & Arun Kumar Jain, International business, Tata McGraw Hill, 2009.
2. Aswathappa K, International Business, Tata Mc Graw Hill, 2008.
3. Francis Cherunillam, International Business, Himalaya Publications/ Prentice Hall.
4. Justin Paul, International Business, Prentice Hall Publishing, 2007

13DBM12**INFORMATION SYSTEMS FOR MANAGERS****Objective:****(50 Hours)**

To familiarize the students with the basic concepts of Information Technology, Systems, Networks, Cyber Regulations, Threats and ERP.

UNIT – I (10 Hours)

Information: concepts, types, Attributes of effective information – Information System: Introduction and Types of Information System – Basics of a Computer System – Information technology: Introduction, Advantages, Benefits, IT & its strategic uses, IT Capabilities and their Impact & implications of IT in management. Introduction about MIS, Components and Structure of MIS

UNIT – II (9 Hours)

Systems concept: Introduction, Types, System Development Life Cycles (SDLC) – System Development Models – Waterfall, Spiral, Prototyping, Incremental and RAD. Database Management Systems- Overview, Advantages and Disadvantages, Data Warehousing and Data Mining.

UNIT – III (11 Hours)

Cyber Law: Introduction, Meaning and Cyber Regulation Appellate Tribunal – Information Technology Amendment Act 2008 – Digital Signature – Working Principle of Digital Signature – Digital Certificates – Duties of Certifying Authorities (CA) – Controller of Certifying Authorities (CCA)

Intellectual Property Rights (IPR) – Copyrights – Trademark Law – Patent – Electronic Payment System – Electronic Cash and Cheque System – E-Banking

UNIT – IV (11 Hours)

Networks- Concepts, Types & Topologies of network – Concept of IT enabled services and call center, Information Security and control concepts – Access controls, QA and QC concepts with respect to the processes of various functional areas of management

Introduction: Computer Security, Threats to security, History of Computer security, Computer System Security and Access Controls (System access and data access) Threats: Viruses, worms, Trojan horse, bombs, trap doors, spoofs, email virus, macro viruses, remedies, Intruders, Malicious software, Firewalls, vulnerabilities & threats.

UNIT – V (9 Hours)

Introduction to ERP – General model for ERP – Scope – Major advantages of ERP – Reasons for the Growth of ERP markets – Evolution of ERP – Benefits of ERP – Myths for ERP – Top ERP Vendors – Preparations for ERP Implementation, Factors to be considered before ERP Implementation – Pre Implementation Issues – In Process Challenges – Post implementation issues. ERP Project: Introduction about ERP Project, Characteristics, Phases, Tools and Success in ERP Projects.

Note: Case analysis in all units.

Reference Books:

1. W.S. Jawadekar, Management of Information Systems, McGraw Hill Education, 2012.
2. Gary B. Shelly, Thomas J. Cashman, Harry J. Rosenblatt, Systems Analysis and Design, Cengage Learning Publications, 2009
3. V. K. Kapoor, Computer and Information Technology, Galgotia Publications, 2009
4. Douglas Comer, The Internet Book: Everything You Need to Know About Computer Networking and How the Internet Works, Prentice Hall Publication, 2007
5. Seema Kedar, Database Management System, Technical Publication, 2007.
6. Vinod Kumar Garg, N. K. Venkitakrishnan, Enterprise Resource Planning: Concepts and Practice, PHI Learning Pvt. Ltd., 2006.

