



**ST ALOYSIUS COLLEGE, MANGALURU
(AUTONOMOUS)**

COURSE STRUCTURE AND SYLLABUS OF

**Post Graduate Diploma in Business
Management (PGDBM)**

(With effect from academic year 2019-20 onwards)

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Re-accredited by NAAC with 'A' Grade - CGPA 3.62
Ranked 94 in College Category – 2018 Under NIRF, MHRD, Government of India
Recognised by UGC as "College with Potential for Excellence"
College with 'STAR STATUS' conferred by DBT, Government of India

Date: 05-02-2019

NOTIFICATION

Sub: Syllabus of Post Graduate Diploma in Business Management (PGDBM) .

Ref: 1. Academic Council decision dated 15-11-2018
2. Office Notification dated 05-02-2019

Pursuant to the Notification cited under reference (2) above, the Syllabus of Post Graduate Diploma in Business Management (PGDBM) is hereby notified for implementation with effect from the academic year 2019-20.

PRINCIPAL

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SYLLABUS STRUCTURE – PGDBM – 2019-20 ONWARDS

FIRST SEMESTER				
SUBJECTCODE	SUBJECT	TEACHING HOURS	CREDITS	MARKS
D 701.1	ORGANIZATION BEHAVIOUR	4	4	100
D 702.1	MATERIALS MANAGEMENT AND STORE CONTROL	4	4	100
D 703.1	ACCOUNTING AND FINANCE FOR MANAGERS	4	4	100
D 704.1	HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS	4	4	100
D 705.1	ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT	4	4	100
TOTAL		20	20	500

SECOND SEMESTER				
SUBJECTCODE	SUBJECT	TEACHING HOURS	CREDITS	MARKS
D 701.2	RETAIL MANAGEMENT	4	4	100
D 702.2	MARKETING MANAGEMENT	4	4	100
D 703.2	INDIAN BUSINESS ENVIRONMENT	4	4	100
D 704.2	PRODUCTIONS AND OPERATIONS MANAGEMENT	4	4	100
D 705.2	PROJECT MANAGEMENT & PROJECT STUDY	4	4	100
TOTAL		20	20	500

PGDBM – SYLLABUS

I SEMESTER

D 701.1 ORGANIZATION BEHAVIOR

This paper is offered in the First semester in the place of Principles and Practices of Management

Unit1- Understanding an organization: , Structure, System, Process, Jobs and Tasks

Introduction to management and management process, Importance of Management, Principles of Management, Management Process/Functions, and a System View.

Unit 2- Planning and Organizing: Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making, Model in Planning and Decision Making. Importance of Organizing, Types of Organizations, Organizational division and span of control, Types of Departmentation

Unit3-Controlling: Introduction, Importance and Process, Critical Control Points Control as a feedback system, Prerequisites of Effective Control, Control Techniques, IT Enabled 'Controls' and its Challenges

Unit 4- Individual level behavioral variables – Introduction, Personality, Determinants, Personality Traits, Personality Attributes affecting OB, Importance and Factors Influencing Perception, Perception and Making Judgment about Others Values, Attitudes, Emotions, Motivational Tools in Organization, Effective Communication

Unit5 -Group level behavioral - : Introduction, Stages of Group Formation and Group Process, Work Group Behavior, Factors that Affect Group Behavior, Implications of Group Process for Organizations, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams,, Overview of Leadership, Role of Leadership in Contemporary Business, Theories of Leadership,

Unit 6- Power, politics, conflict, negotiation and stress: Introduction, Power, Politics, Conflict, Negotiations, Stress , Culture and Change, Concept of Culture, Fundamentals of Culture, Fundamentals of Change, Eight Steps of John

REFERENCES

1. Principles of Management Paperback –J.K. Mitra Aug 2017.
2. UdaiPareek, Understanding Organizational Behavior, 2nd Edition, Oxford Higher Education, 2004
3. Business Organization and Marketing M.C.S Shukla
4. Organizational Behavior K. Ashvathappa
5. Organization Behaviour Thomas Acquinhas

I SEMESTER D 702.1 MATERIALS MANAGEMENT AND STORE CONTROL

This paper is offered in the First Semester.

Unit-1. Materials Management.

Meaning, Scope and Importance of Materials Management--Interfacing of Materials management with the Purchasing and Stores Functions--Functions and responsibilities of the Materials Manager--Raw material requirement planning and Procurement.

Unit-2. Inventory Management and Control.

Introduction--Objectives and importance--Inventory classification--Inventory stock levels--Lead Time --Inventory Control Techniques--Economic Order Quantity--Inventory Procurement Costs and Inventory Carrying Costs--ABC Analysis-- Policies for A,B and C categories--FSN Analysis,--VED Analysis--Just In Time Inventory--Functions of Inventory Management.

Unit-3. Stores Management.

Types of Stores--Stores location--Stores Security--Safety of inventory in the stores--Stores Layout--Material Indent--Material Requisition--Issue of stores items to production departments--Bin and Bin Card--Cardex--Stores ledgers, Inward and Outward--Material receiving procedures--Stores Inspector--Duties and responsibilities--Material Inspection report--Action taken on rejected material--Non moving and dead inventory, identification and disposal--Stores Layout.

Unit-4. Stock Verification

Objectives of Stock Taking and Importance--Procedure--Stock taking table format--Annual, half yearly and quarterly Stock Verification-- Actual stock and book stock--Inventory Valuation--Perpetual stock taking, importance--Updating item stock levels--Non moving and dead inventory, identification and disposal.

Unit-5. Purchasing.

Purchasing Organisation--Elements of Scientific Purchasing--Objectives and importance of good purchasing--Purchasing Procedure--Vendor Development--Short listing² and selecting Suppliers and Vendors--Evaluating and Rating the Suppliers and Vendors--Purchase follow up--Purchasing Ethics--Centralized and Decentralized purchasing, merits and demerits--Make or Buy decisions, criteria and analysis-- Functions of the Purchasing Manager.

Reference Books

1. Introduction to Materials Management
2. Authors: J R Tony Arnold,
Stephon N. Chapman, Lloyd M Clive
3. 2. Industrial Engineering and Management Science
4. Authors: T.R. Bangra, N.K. Agarwal, S C. Sharma
5. Materials Management
6. Author, C. B Agarwal
7. Production and Operations Management
8. Author : William J Stevenson
- 9.

D 703.1 ACCOUNTING AND FINANCE FOR MANAGERS

Objectives: To familiarize the Executive with the concepts of accounting and acquaint with the tools of financial analysis.

Unit I:

Accounting Fundamentals- Concepts & Conventions, Scope of Accounting, Emerging Role of Accounting.

Unit 2:

Financial statement analysis- Ratio analysis – Uses of Ratios- Liquidity, solvency, turnover and profitability Ratios- Ratios for shareholders and potential investors, Coverage ratios-Limitation of ratios.

Unit 3:

Funds flow and cash flow analysis- Meaning and objectives of funds flow and cash flow statement-Funds from operations- Preparation of funds flow and cash flow statements -

Unit 4:

Cost Volume Profit analysis- Types of costs: Fixed, variable, semi variable –P/V Ratio, Breakeven point, Margin of safety- Application of CVP relationship in managerial decision making.

Unit 5:

Budgeting – Essentials of budgeting- Types of Budgets: Production, sales, cash and flexible budget- Advantages of budgets-Problems and dangers of budgeting.

REFERENCE:

1. Management Accounting(Vikas Publishing House) - M.Pandey
2. Accounting and finance for Managers(Taxman) - T.P.Ghosh
3. Cost and Management Accounting(Himalaya publishing House) -M.N Arora.
4. Fundamentals of accounting -S.N. Maheshwari and S.K. Maheshwari
5. Financial Management(Himalaya publishing house) - Prasanna Chandra
6. Accounting for management(Himalaya Publishing house) Jawaharlal
7. Financial Accounting(Prentice Hall of India) --- R.Narayanaswamy

D 704.1 HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

1. Human Resource Management – Meaning – Functions – Recruitment Sources – Selection Procedure - Induction – Induction Crisis -Transfers –Types – Transfer Polices – Promotion Policies and Recruitment from outside. People Management in IT Industries Unique features.
2. Interview – Meaning – Types – Competencies of an interviewer - How to take an interview - What to look for in an interview – How to prepare for an interview. Social Net working Building, a competitive advantage and challenge.
3. Employee Training - Objectives – Training Procedure – Methods - Executive Development – Objectives – Techniques. Performance improvement
4. Performance Appraisal – Meaning – Methods – Factors that can distort Appraisals - Job Evaluation Techniques and Methods – Importance – Job Analysis – Process and Procedure – Uses – Job specification – Job Description.
5. Industrial Relations – Meaning – Functions – Factors determining the success of good Industrial Relations –Trade Unions – Principles – objectives - Problems Faced – Registered Trade Unions - Privileges and Responsibilities .
6. Industrial Disputes – Causes - Settlement of Industrial Disputes – Collective Bargaining – Methods – Negotiating Skills – Factors for the success of Collective Bargaining. Industrial Grievances – Causes – Settlement - Avoiding Grievances – Industrial Discipline – Hot Stove Rule – Disciplinary Procedure. Lay off – Retrenchment –Discharge - Dismissal.
7. Workers Participation in Management – Objectives - Determinants – Levels – Methods and Schemes of Participation- SACHAR Committee and VERMA Committee.
8. Career Management and change - Introduction, Factors influencing career change (a) changes in lifestyle (b) job opportunities (c) job burn out (d) job stress (e) job monotony (f) lack of recognition (g) workplace discrimination and harassment (h) induction shock.
- 9 Factors to be examined before changing career : (a) Career change without a plan,(b) because you dislike your job. (c) Just for the sake of monetary benefits (d) owing to external pressure (e) without tapping net work (f) without exploring all options (g) without assessment and contemplation (h) based on the success story of others (I) without experience and required qualification (J) without updating skills.

- 10 Steps to make a successful career change: Career change is a normal thing to do (a) assessment of likes and dislikes (b) exploring new career options (c) transforming skills (d) training and education (e) networking (f) gain hands on experience (g) get a mentor (h) refresh the job hunting skills (h) get flexible / match up to the expectations.

Reference:

- | | |
|--|---|
| 1. Essentials of Human Resource | P. Subba Rao |
| 2. Management and Industrial Relation
Personnel Management and Industrial Relations | B.P. Singh, t. N. Chhabra,
P.L. Taneja |
| 3. Dynamics of Industrial Relations | C.B.Mamoria,
Satish Mamoria
S.V. Gankar |
| 4. Industrial Relations | T.N. Chhabra R.K. Suri |
| 5. Personnel Management and
Industrial Relations | Tripathi |
| 6. Industrial Relations and Collective
Bargaining | Nirmal Singh, S.K. Bnatia |
| 7. Human Resource Management | C.B. Mamoria |
| 8. Personnel Management | S.V. Gankar |

I SEMESTER

D 705.1 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

This paper is offered in the First Semester.

Unit-1 Foundations of Entrepreneurship Development. Concept and Need for Entrepreneurial Development

Motivating Factors -Intrapreneur, Manager and Entrepreneur.—Qualities of an Entrepreneur- Types

Entrepreneurship as a career--Innovation--Forming Entrepreneurs—Entrepreneurial development

Programmes—Risks and Uncertainties—Minimizing Risks--Women Entrepreneurs, Opportunities, Challenges and Problems faced.

Unit-2 Role of Government and Institutional Support in Promoting Entrepreneurship. State and Central Government Schemes and Policies, Incentives, Subsidies, Tax and duty exemptions—Entrepreneur support Institutions—District Industry Center--Micro, Small and Medium Enterprise Development Institute--MSME Schemes--Incubators--Single Window--National Small Industries Corporation---

Features of Public Procurement Policy for goods produced and services rendered by MSEs--Role of the Director General of Supplies and Disposals.

Unit-3. Micro Small and Medium Enterprises

Micro Small and Medium Enterprises Development Act 2006--Salient Provisions and Features--Powers and Functions—Procedure to set up a business enterprise--Role of Small Enterprises in our country's Economic Development--Success factors, Strengths and Economies of small Enterprises--Problems faced by small Entrepreneurs.

Unit-4. Industrial Sickness

Identifying a Sick business unit--Causes of Industrial Sickness--Preventing Industrial Sickness and Curative Measures—Government Policy towards sick business units and policy measures implemented--- Board of Industrial and Financial Reconstruction.

Unit-5. Franchising .Meaning--Product Franchising, Manufacturing Franchising and Business Format Franchising. Benefits and Demerits of Franchising

Unit-6. Working Capital.

Meaning--Types--Sources --Determinants of Working Capital--Working Capital Cycle

Unit-7.Business Plan.

Feasibility Study--Break Even Analysis --Preparing a Project Report--Errors to be avoided--Industrial Estates—

Objectives--Types--Classification--Rural Industrial Estates--Factors determining Location of a business Firm.

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Reference Books:

1. Entrepreneurship 1980 :- Hisrich Robert & Peters Michael P
2. Management Small Enterprises 2012 :- Vasant Desai
3. Entrepreneurship Development 2013 :- S.S Khanka
4. Entrepreneurship and Small Business Management 2011:- M.B Shukla

II SEMESTER

D 701.2 RETAIL MANAGEMENT

This paper is offered in the second semester in the place of Organisation Behavior Objectives;

This paper focuses on integrating knowledge of functional areas of management for long-term planning. The purpose of this paper is to impart the basic knowledge of evaluation, planning and selection of channels of retail distribution.

Unit 1 : Introduction to Retailing: Concept and Characteristics of Retailing-

Categorizing Retailers- Retail Formats and- Multi Channel Retailing

Types of Retailers- Retailing Channels- Retail Industry in India, Importance of Retailing, Changing trends in Retailing, Factors influencing the Retail consumer, Customer decision making process. Challenges to Retail Development in India

Unit 2 : Retail Pricing : Concepts and considerations in setting Retail Prices- Pricing Strategies, Pricing Techniques, the Internet and Price Competition.

Retail communication Mix- Communication Programmes, Methods of Communicating with consumers, Planning and evaluating Retail Communication Programmes

Unit 3 : Retail Market Segmentation: Market segmentation and its benefits, Kind of markets, Retail strategy for effective market segmentation.. Retail location selection and its importance, Type of Retail locations, Factors determining the location decisions, Stages involved in choosing a Retail Locations.

Unit 4 : Retail Store Management: Premises Management- Store management- Receipt management- Inventory management-Recruitment, Orientation and Training, Motivating, Evaluating and Compensating and Rewarding Retail store Employees - Controlling Costs and Inventory Shrinkage- Retail Store design and Layout. Visual Merchandising, Store design and Retail Strategy, Space management

Unit 5: Merchandising Management: Meaning and concept of Merchandising, Factors influencing Merchandising, Merchandising Manager and Functions, Merchandise planning, Merchandise buying and Visual Merchandising

Unit 6 : Supply Chain Management and Logistics : Fundamentals of Logistics, Introduction to Shipping, Customs Procedures, Ware housing and Inventory Management- Transportation and Distribution Management, Supply Chain Management Visual Customer Service: Setting service standards, meeting and exceeding service standards.

REFERENCE;

1. Pradhan, Swapna; Retailing Management; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; OUP; New Delhi
3. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
5. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations; Thomson Asia Pvt. Ltd.; New Delhi

PAPER D 702. 2 - MARKETING MANAGEMENT

The syllabus is designed to familiarize the students with the Management of the Exchange Process of Goods and Services between a producer and his customers who have a need for the products in such a way that both benefit, one in terms of profits and the other in terms of need satisfaction. The syllabus also analytically explains how of Marketing.

1. Marketing Management and its Evolution – The Marketing Concepts – (Production, Product, Selling – Marketing and Societal) selling and Marketing - Functions of a Marketing Manager – Marketing Mix Product, Price, Promotion, Place / Distribution.
2. Market Analyses - Market Segmentation - Objective and methods – Target Market – Product Positioning – Product Differentiation – Meta Marketing – Demarketing – Cognitive Dissonance.
3. Product Management : New Product Development – Product life Cycle – Marketing Strategies for each stage – Branding – Pre – Requisites and Legalities involved, uses, types and branding strategies - Packaging – Objectives – Functions, Types.
4. Pricing Policies and Practices – Pricing Objectives, Determinants of Pricing – Factors influencing pricing decisions, Factors pushing prices up, Pricing Techniques and Strategies - Cost Plus method of Pricing – Merits and Demerits.
5. Promotion Practices: Advertising, Functions, Methods, Advertising Copy, Agencies – Advertising Ethics – Promotion- Publicity – Sales Promotion Methods – Brands – Advantages for Consumers and Marketers – Types – Brand selection – Brand Strategies - Packaging – Functions – Packing Strategies.
6. Channels of Distribution - Meaning – Features – Major channels, Wholesalers – Retailers – Functions.
7. Services Marketing - Introduction, classification of services, services market segmentation, marketing Mix in services marketing, marketing of services with special reference to financial services, Health services, hospitality management and education

Reference:

- | | |
|---|--|
| 1. Modern Marketing Management | S.A. Sherlekar |
| 2. Marketing | J. Jayashankar |
| 3. Sales Management | Richard R Still Edward
W Cundiffm |
| 4. Marketing Management | Norman A P. Govani,
Philip Kotlar |
| 5. Marketing Management | C.B. Mamoria R.K. Suri,
Satish Mamona |
| 6. Marketing Management | B.S. Raman |
| 7. Marketing Management
Texts and cases | S. Jaya Chandran |
| 8. Marketing Management | Gandhi |
| 9. Marketing Management | Rajan Saxena |
| 10. Principles and Practice of
Marketing India | C.B. Mamoria, R.L. Joshi. |

II SEMESTER

D 703.2 INDIAN BUSINESS ENVIRONMENT

Course Contents

Unit 1: Business Environment: Concept and Significance, Environmental factors affecting Business and Industry, Relationship between Business and Environment, Pattern of Indian Economy, Characteristics of Mixed Economy, Sectors of the Economy, Implications of Economic Environment on Business. Globalization and its Implications, Challenges faced by the Indian Economy.

Unit 2: State Policies: Government intervention in Business, Recent Trends, State Policies affecting Business, GATT background, Trade in Services, Law of Patents, Copyrights and Trade Marks. Recent Industrial Policies. Fiscal Policies, Monetary Policies, Banking Reforms, Skill Development Programmes, Special Economic Zones- Government Incentives and Facilities

Unit 3: Economic Legislation: Central Excise and Sales Tax, Meaning and scope of Excise Duty, Basis for the levy of Central Excise, Permissible deductions and Exemptions, GST and its implications, Demonetization and its implications, Income Tax, an overview

Unit 4: Dual Economies: Black Money in India, Causes of generating Black Money and the Imposition of the Tax Act 2015. Impact of Black money on Indian Economy and Economic Development, Social Injustice in India

Unit 5 : India and the World: Multi-National Companies, Foreign Direct Investment, WTO and India, Structure and Functioning, Foreign Exchange Market Mechanism, Exchange Rate Determination and Euro Currency. Globalization and its Implications on the Indian Economy

Unit 6 : Social and Cultural Environment- Concept, Characteristics and Components of Social and Cultural Environment, Culture and Ethics in Business, Social Responsibilities of Business- Objectives, Arguments for and against Social Responsibility of Business, Social Audit, Business participation in Cultural Affairs.

Text Readings:

1. Francis Cherunilam Business /Environment Text and Cases 2013.
2. Palwar, Economic Environment of Business, PHI, New Delhi,2009
3. Justin Paul, Business Environment: Text & Cases, New Delhi, Tata McGraw Hill, 2008
4. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2009.
5. ShaikhSalim, Business Environment, Pearson Education, 2009

Suggested Books

1. Sundaram & Black: International Business Environment Text and Cases, PHI, 2009
2. Avid W. Conklin, Cases in Environment of Business, Sage Response Books.2007
3. Czinkota, Ronkainen, Moffett, International Business, Cengage, 2008

II SEMESTER

D 704.2 PRODUCTIONS AND OPERATIONS MANAGEMENT

Unit-1 Production and Operations Management

Introduction-- Operations Management interface with supporting functions-- Difference between Production and Operations Management--Industrial Engineering--Work Study-- Increasing--Production and Productivity--Elements of modern day manufacturing-- Functions of Operations Management

Unit-2 Production Forecast

Introduction--Importance--Assumptions—Sources t-Steps o organizing a forecast Forecasting Methods--Organizing a Forecast--Elements of a good forecast--Benefits.

Unit-3 Production Control.

Production Control Techniques--Planning, Routing, Scheduling, Dispatching, Loading, Follow up, Quality Control--Production Systems, Intermittent, Continuous, Mass and Batch Manufacturing.

Unit-4. Total Quality Management

Meaning and Dimensions of quality--Quality Control Techniques--Quality Circles--Total Quality Management--Customer Orientation, Superior Customer service, Continuous Improvement,, Team Work and Empowering Employees--Six Sigma and its application-- ISO--9000 as a platform--Quality Control and Inspection-- Total Quality Maintenance.

Unit-5. Plant Location and Facilities Layout.

Factors influencing Location--Why Plant Layout--Objectives--Factors affecting Plant layout--Product and Functional layout, Merits and Demerits--Combined and Fixed layout.

Unit-6 : Maintenance Management

Breakdown and Preventive Maintenance -Objectives--Functions--Elements of Preventive maintenance-- Economics of Preventive Maintenance--Maintenance Procedure Requirements for a good preventive maintenance.

References

1. Production and Operations Management
Author, William k Stevonson
2. Modern Production and Operations Management
Authors: Elwood S Buffa, Rakesh K Sarin
3. Project Management
Author: K. Nagarajan, 2017 Edition,
New Age International Publishers
4. Project Management.
Authors : Erik Larson, Clifford Gray 2017 Edition
5. Project Management Best Practices.
Harold Kerzner

II SEMESTER

D 705.2 PROJECT MANAGEMENT & PROJECT STUDY

This paper is offered in the Second Semester.

Unit-1 Definition of Project Management-- Need for project management-- Characteristics - Types and Features common to major projects --Project Management -functions and objectives of projects.

Unit-2 Project management scope-- Establishing Project management priorities--Work and Process breakdown – Determination of work and responsibility matrices.

Unit-3 Project stages--Project life cycle--Factors to be considered while planning a project--Criteria for selecting a project. Project Planning tools--statement of work--work breakdown structure-- Gantt Chart and application

Unit-4 Project design and Network Analysis-- Features -- Events and Activities -- Critical Path Method-- Programme Evaluation and Review Technique-- Time estimates-- Steps and procedures to be followed--Scope and application

Advantages and Limitations:

Unit-5 Project risk management--Risk concept-- risk identification and assessment--Contingency planning—Contingency funding-- monitoring time, cost progress and performance--Project crashing.

Unit-6 Feasibility study, Technical, Financial and Marketing--Business Plan--Project Report preparation—Project manager -- Role and functions-- Nine basic steps in the execution of major projects.

7. Practical cases in the field of Project management.

1. Project Management

Author: K. Nagarajan, 2017 Edition,
New Age International Publishers

2. Project Management.

Authors : Erik Larson, Clifford Gray 2017 Edition

3. Project Management Best Practices.

Harold Kerzner

4. Production and Operations Management

Author, William k Stevanson

5. Modern Production and Operations Management

Authors: Elwood S Buffa, Rakesh K Sarin
