

SYLLABUS

FOR

POST GRADUATE DIPLOMA IN

BUSINESS MANAGEMENT

(PGDBM)

(Semester: I - II)
Session: 2021-22



DIRECTORATE OF OPEN AND DISTANCE LEARNING (ODL)
GURU NANAK DEV UNIVERSITY, AMRITSAR

(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)

Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University with Potential for Excellence' Status and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/(CPP-II) Dated 12/02/2018)

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**POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT (SEMESTER SYSTEM) under Directorate of
Open & Distance Learning, Guru Nanak Dev University, Amritsar**

Eligibility:

Graduate or equivalent examination.

SEMESTER - I

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
ODPBM - 101T	Management and Organizational Behaviour	20	80	100	4
ODPBM - 102T	Business Economics and Environment	20	80	100	4
ODPBM - 103T	Financial Accounting	20	80	100	4
ODPBM - 104T	Marketing Management	20	80	100	4
ODPBM - 105T	Human Resource Management	20	80	100	4
ODPBM - 106S	Seminar - I	0	100	100	4
Total Marks and Credits		100	500	600	24

SEMESTER - II

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
ODPBM - 201T	Production Planning and Control	20	80	100	4
ODPBM - 202T	Management and Cost Accounting	20	80	100	4
ODPBM - 203T	Advertising and Sales Management	20	80	100	4
ODPBM - 204T	Computer Programming	20	80	100	4
ODPBM - 205S	Seminar - II	00	100	100	4
Total Marks and Credits		80	420	500	20

ODPBM - 101T: Management and Organizational Behaviour

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

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.

Booting a System

References

1. Harold Koontz and Heinz Weihnh, *Essentials of Management: An International Perspective*, New Delhi, McGraw Hill, 2007.
2. Stephen P. Robbins, David A Decanzo, *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.
5. <http://swayam.gov.in>
6. <http://edx.org> formerly <http://mooc.org>
7. <http://epgp.inflibnet.ac.in/>

ODPBM - 102T: Business Economics & Environment

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

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.

References

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.
8. <http://swayam.gov.in>
9. <http://edx.org> formerly <http://mooc.org>
10. <http://epgp.inflibnet.ac.in/>

ODPBM - 103T: Financial Accounting

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

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.

References

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

3. <http://swayam.gov.in>
4. <http://edx.org> formerly <http://mooc.org>
5. <http://epgp.inflibnet.ac.in/>

ODPBM - 104T: Marketing Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

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.

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.

References

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, MacMillian, 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.
5. <http://swayam.gov.in>
6. <http://edx.org> formerly <http://mooc.org>
7. <http://epgp.inflibnet.ac.in/>

ODPBM - 105T: Human Resource Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

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.

References

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, 6th 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.
7. <http://swayam.gov.in>
8. <http://edx.org> formerly <http://mooc.org>
9. <http://epgp.inflibnet.ac.in/>

ODPBM – 106S: Seminar - I

Max. Marks: 100 Marks

Internal Assessment: 0 Marks

End Term: 100 Marks

ODPBM - 201T: Production Planning and Control

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

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.

References

1. Burnbridge, John L., Principles of Production Control, Donald & Evans.
2. Greene James, Production and Inventory Control Hand Book, McGraw Hill, New Delhi.

3. Peterson R and Sleiver E. A., Systems for Inventory Management and Production Planning, John Wiley, New York.
4. Mukhopadhyay, Production Planning & Control, Prentice Hall, New Delhi.
5. <http://swayam.gov.in>
6. <http://edx.org> formerly <http://mooc.org>
7. <http://epgp.inflibnet.ac.in/>

ODPBM - 202T: Management and Cost Accounting

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

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.

References

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.
8. <http://swayam.gov.in>
9. <http://edx.org> formerly <http://mooc.org>
10. <http://epgp.inflibnet.ac.in/>

ODPBM - 203T: Advertising and Sales Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section-A

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

Setting Advertising Objectives: Functions of Objectives, Behavioural 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.

References

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.
6. <http://swayam.gov.in>
7. <http://edx.org> formerly <http://mooc.org>
8. <http://epgp.inflibnet.ac.in/>

ODPBM - 204T: Computer Programming

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section-A

Computer Fundamentals: Computer Organisation; Simple Model of a Computer to Illustrate How It Executes Algorithm, CPU, Memory, I/O Devices Data Representation Integer, Real Binary, Octal, Hexadecimal.

Section - B

Algorithm Development: Problem Analysis, Flow Charts, Decision Tables, Fields, Records and Files, Random Access files, Sequential Access Files.

Section - C

Programming: Representations of Integers, Reals, Characters, Constants and Variables, Arithmetic Expressions and their Evaluations, Using Rules of Hierarchy and Assignment Statement.

Section - D

Control Structure: Sequencing, Alteration, Arrays, Pointers, Manipulations of Series, Polynomials, Quadratic Equation, Mean, Mode, Median and Standard Deviation.

References

1. Peter Norton, Introduction to Computers, Tata McGraw-Hill, 2006.
2. Kanetkar Yashavant P, Let Us C BPB Publications, New Delhi, 2004.
3. R.S. Salaria, Application Programming in C. A Beginner's Guide, Khanna Book Publishing Co.(P) Ltd, 2005.
4. Pradeep K. Sinha, Priti Sinha, Computers Fundamentals, BPB Publications, 2005.
5. <http://swayam.gov.in>
6. <http://edx.org> formerly <http://mooc.org>
7. <http://epgp.inflibnet.ac.in/>

PGDBM (ODL) (Semester - II)

ODPBM – 205S: Seminar - II

Max. Marks: 100 Marks

Internal Assessment: 00 Marks

End Term: 100 Marks