

ORDINANCE NO.146**Appendix -A****DBM**

Sr. No.	Subject	Periods per Week	Max. marks	Min. Pass Marks in each Paper & Practical	Min. Passing marks			credit
					Theory	Practical	Internal	
1.	Business Environment & Management Principles	04	T 80 I 20	40	32	--	08	04
2.	Management Accounting & Financial Management	04	T 80 I 20	40	32	--	08	04
3.	Marketing & Sales Management	04	T 80 I 20	40	32	--	08	04
4.	Personnel & Human Resource Management	04	T 80 I 20	40	32	--	08	04
5.	Business Research Methods & Computing Techniques	04	T 80 I 20	40	32	--	08	04
6.	Project	04	P 50 V 50	40	20 (P)	--	20 (V)	08

T=Theory, I=Internal assessment ,P=Project, V=Viva

Dr. R.P. Ingole
Chairman
Faculty of Commerce
Gondwana University,
Gadchiroli.

DIPLOMA IN BUSINESS MANAGEMENT (DBM)

Paper – I

Business Environment and Management Principle

Objective :

The contents aim at providing conceptual clarity regarding the business environment a manager has to operate in and the perspectives of management. The student is expected to understand related issues in Indian context.

Level of knowledge : Average

(A) Business Environment

UNIT-I

A Glimpse of Business Environment

Types of Environment, Internal/ External environment, Micro Environment, competitive structure of Industries, competitor analysis, environmental analysis and strategic management. Environmental analysis and forecasting, environmental analysis technique, steps, approaches, benefits, importance, environmental forecasting, types, techniques, limitation.

UNIT-II

Economic, Political and Government Environment : Nature & Structure of Economy, economic policies, economic conditions. Function of state. Economic roles of government. Government and legal environment. Economic roles of government in India. The Constitutional environment.

UNIT-III

Natural, Technological & Demographic Environment :

Natural environment, Technological environment, Innovation, technological leadership and followership, technology and competitive advantage, Sources of technological dynamics, Time Lag in Technology Introduction/ Absorption, Impact of Technology on Globalization. IT & Marketing, Transfer of Technology, Population Size, Falling Birth Rate and changing age structure and ethnic aspects.

(B) Principles of Management:

UNIT-IV

Concept and development of Management Thought: Concept of management, management as an Art, as Sciences, Profession, Taylor's Philosophy of Scientific Management.

Functions of Management :

Different levels of Management, Functions of Management, Functions of Top Management, Middle Management & Supervisory Management.

UNIT-V

Management Planning :

Concept of Planning, Objects, Steps involved in planning, importance of planning, characteristics of good plan.

Organizing :

Concept, importance, of organization in management, types, merit & demerits of line organization, Line & Staff organization, Functional organization, Staff officers, Role of Committees, Span of control, Formal & Informal organization.

Delegation of Authority :

Importance of delegation, Principle of delegation of authority, obstacles in the process of delegation.

UNIT-VI

Communication : Communication in Management, Types of communication, Medias of communication, importance of communication, communication gap.

Direction : Concept, Technique, consultative technique, autocratic technique, free rein technique, importance of direction.

Control : Concept, need , importance, steps in establishing effective control.

Lectures:- 60 or 45 minutes duration each

Reference Books:-

1. Management - Hellrigel
2. Business Environment – Francis Cherunilam
3. Management Principle & Practices –Lallan, Prasad, S.S. Agrawal
4. Management Principle & Practices – Gene Burton, Manab Thakur
5. Ramani – Managing Alternatives (McMillan)
6. Tripathi/Reddy – Principles of Management
7. Wehrich/Koontz – Management-A Global Perspective
8. M S Gupta/Alka Gupta- Essentials of Management- Principles, Practices and Techniques
9. Lallan, Prasad/C S Agrawal Management Principles and Practices
10. Parag Diwan/D H Agrawal - Management Principles and Practices

Paper – II

Management Accounting & Financial Management

Objectives : The course aims at providing insight in to the finance fuction of an organization. It also aims to impart conceptual and procedural skills related to various tools/techniques used in analyzing financial information. It is expected that a student is well informed about the current trends in the world of finance.

Level of knowledge : Expert

(A) Management Accounting :

UNIT-I

Financial statement interpretation & Analysis : concepts, objectives, Techniques- Comparative financial statement, Common Size statement, Ratio Analysis,

Statement of change in financial position:

Funds flow Analysis and Funds Flow statement, Cash flow Analysis and Cash Flow statements.

Financial Planning : Meaning, basic considerations, steps, projected financial statement.

UNIT-II

Cost Profit Volume Analysis :

CVP ratio, calculation of BEP, BEP and profit volume chart, produce mix decision, dropping product line, key factor analysis

UNIT-III

Budgets and Budgetary Control :

Types of budgets – Flexible Budget, Cash Budget etc, Preparation of Budget, Administration of budgetary control and reporting system, analysis of variances.

(B) Financial Management :

UNIT-IV

Financial Needs of the Business Unit:

Promotion of Corporation, Corporate securities, Shares and Debentures, other sources of obtaining finance, Short and Long term requirements.

Nature of Investment And Financing Decisions :

Decision criteria, Investment decisions, concepts of working capital, analysis of working capital, report on working capital management.

Capital Expenditures Decisions :

Appraisal of Investment proposals, measuring the rate of return.

Capital Budgeting:

Typical cases, risk and uncertainty, Discounted cash flow methods, IRR Vs NPV.

UNIT-V

Cost of Capital : Individual and composite cost, WACC, leverage analysis, Capital structure, constituents and theories, optimal capital structure EBIT-EPS ANALYSIS.

Working Capital Management:

Concept, need, determinants, sources and approaches to financing, cash and receivables management, estimation of working capital requirement : Trade off of liquidity and profitability : Inventory Management : Selective inventory control-ABC, HML, VED, GOLF etc.

UNIT-VI

Portfolio Management and CAPM :

Basic theory, risk and return, Portfolio Management, Theories of Portfolio selection, Capital Asset Pricing Model.

Current Trends in Financial Markets:

Insurances : Key issues, types of policies, various companies and major products, Role of IRDA, concept of brokerage and reinsurance.

Mutual Funds : Key issues, types and funds, various companies and major products, Role of AMFI.

Securitization : Concept and Procedure, private Placement.

Derivatives: Future options and forwards features, trading mechanism and regulations.

Lectures:- 60 or 45 minutes duration each

Reference Books:-

1. Fundamental of Financial Management – Brigham
2. Financial Management – S. K. Banrjee
3. International Financial Management – P. Jain
4. Bank Investment & Funds Management – Halter
5. Halter –Bank Investments and funds management (McMillan)
6. G Ragiburan – Infrastructure and Development and Financing (McMillan)
7. O K Langdon – Key accounts are Different (McMillan)
8. Gardner – Treasury Management (McMillan)
9. P V Kulkarni - Financial Management
10. I M Pandey - Financial Management

Paper – III

Marketing and Sales Management

Objective : The course aims at making a student aware of the intricacies of the market and marketing management in general and current trends/ issues in particular . The course also introduces the student to the characteristics, components, and various issues of sales management

level of knowledge Expert.

(A) Marketing Management:

UNIT-I

Field of Marketing – Nature, Scope, Concepts, Evolution of Marketing Management, Feature of Modern Marketing, Marketing functions. Exchange, Distribution & Facilitating, Need for Marketing Information System.

Marketing Segmentation : Methods of Marketing Segmentation, Characteristics of Sound Marketing Segmentation, Segmentation and Marketing Strategy.

UNIT-II

Product Planning and Development:

Types of Product, Product Mix & Product Line Decision, Product Innovation, Branding, Packaging, Standardization, Simplification, Product Life Cycle- concept, strategies followed, Marketing Mix, Advertising- Meaning, role, types, objectives, advertising campaign, advertising copy of media and media planning DAGMAR.

UNIT-III

Marketing Specialties :

Issue, Implications, Problem & Prospects In –Marketing of Industrial Products, Consumer Products, Services Marketing, Software Marketing, Pharma-Marketing, Ruler Marketing, Multilevel Marketing, Consumerism, green Marketing, Current Trends, Concepts in Marketing.

(B) Sales Management and Online Marketing :

UNIT-IV

Sales Marketing :

Sales Forecasting – Method, Evaluation, Sales Budget, Role of Personnel Selling- Nature, Role of Personnel Selling - Nature, Role of Sales Force, Personnel Selling Process, Steps in Selling Process, Relationship Marketing- Concept, Features, Principles, Ethical Issues.

UNIT-V

Managing Sales force:

Designing Sales Force Strategy & Structure : recruiting and Selection Sales People, Training, Compensating and Evaluating Sales People

UNIT-VI

Direct and Online Marketing:

Meaning, Growth, Benefits, Customer Databases, Forms of Direct Marketing Communication, Face to Face Selling, Direct Mail Marketing, Catalog Marketing, Telemarketing, Direct Response TV Marketing, Kiosk Marketing.

Online Consumer, Benefits of on line Marketing, Online Marketing Channels, Promises and Challenges of Online Marketing

Lectures:- 60 or 45 minutes duration each

Reference Books:-

1. Marketing Management By Philip Kotler
2. Marketing Management Cravens By Hills – Woodruff
3. Marketing – A Managerial Introduction By Gandhi
4. Marketing Information System By Davis – Olsan
5. Consumer Behavior By Schiffman – Kanuk

Paper – IV

Personnel and Human Resource Management

Objective: The Course aims at providing a brief overview of the various functions of personnel department. It emphasized the need and methods of executive development. A student is expected to acquire the knowledge of the basic procedures and policies of human resource management in Indian context.

Level of knowledge : Expert.

(A) Personnel Management:

UNIT-I

Personnel Management :

Definitions, Concept, Terminology, Characteristics and Quality of Personnel Manager, Role of Personnel Manager Objective of Personnel Management, Functions of Personnel Management, Personnel Policies.

Aims, Objective Need, Principles, Sound Personnel Policy types and Converge of Personnel Polices. Personnel Records, Reports, Audit and Research.

UNIT-II

Human Resource Planning :

Importance of HR, Manpower Planning, HR Planning Need, Benefits, Process. Job Description, Job Specifications. Recruitment and Selection Process – various Issues & Process, Steps, Methods & Techniques. Psychological Testing, Interviews, Placement, & Induction. Promotion- Purpose, type & Procedure. Demotion Causes Transfer- Purpose, procedure, Separation & Dismissal, Absenteeism – Control, Labour Turnover, Impact, causes, Control.

UNIT-III

Executive Development :

Training Vs Development, Training- Need, Importance. Responsibility, Preparing Desire for Training Principles and concept of Training, The one Learning principles of Learning Curve, Steps in Training Programs, Different Training Methods, Evaluation of Effectiveness Ingredients of Management Development Programme, Approaches to MDP, Critique of MDP, Organizational Development- meaning Characteristics, Goals, Objectives, Values, Process.

UNIT-IV

Wages And Salary Administration:

Job Evaluation- Definition, objective, principles, procedure, advantages, limitations. Wage and salary administration- nature, purpose, wage determination process, wage administration rules, Rewards & Incentives –Meaning , Features, Classification.

(B)Human Resource Management

UNIT-V

Human Relations :

Objective , Basic Themes, Philosophy – Improvement in Human Objectives, Group and Group Dynamics, Process of Group Formation Motivation. Expectations of Worker, Human needs, Motivation – Meaning, Need, Group Motivation, Motivation Theories- Theory X & Y. Carrot & Stick, Two Factor, Fear and Punishment, McCelends Achievement Theory, Porter and Lalwer Skinners, Theory of Operant Conditioning, Path Goal Hypothesis, Employer Moral- Moral and Performance, Evaluation, Improvement of Moral.

UNIT-VI

Management of Grievances:

Discipline – Meaning , Features, Aim, objectives, forms& types, Indiscipline, and misconduct, guidelines for a disciplinary action, penalties & punishment, procedure for disciplinary action, code of discipline in industry, in Indian industry.

Industrial Disputes, Types, forms, causes, settlement. Trade Unions- objectives, functions, essentials of successful trade union.

UNIT-VII

Human Resources Accounting:

Need Present Practice and Consequences, objectives, methods of valuation, benefits of HR audit – objective, areas, benefits.

UNIT-VIII

Exit Policy :

VRS , effects of excess manpower, Exit policy, procedure for VRS. Current trend in HRM.

Lectures:- 60 or 45 minutes duration each

Reference Books:-

1. Personnel Management – C.B. Mamoria and S. V. Gankar.
2. Personnel Management – Bhatia S. K. and Singh Nirmal
3. Personnel Management and Industrial Relations- R S Davar
4. Personnel Management – Kumar Arun and Sharma Rachana
5. Personnel & HRM – Sharma A. M.
6. Human Resource Management- Ashwathappa
7. Personnel Administration in India -P . Ghosh
8. Personnel Administration Practices- Rudra Basavraj
9. Personnel Management Text Cases- C.B. Mamoria, S. V. Gankar.

Paper – V

Business Research Methods and Computing Techniques

Objective : The course aims at imparting the comprehensive knowledge of various research methods and their use in the field of management. Also a student is made aware of the use of computer in analyzing and presenting the research finding of a manager.

Level of knowledge : Expert

(A)Research Methods :

UNIT-I

The Role of Business Research :

Scope of Business Research, managerial value of Business Research, major topic for research in business, types of Business Research, stages in research process, Beginning stages of research process.

Nature of business problems, Importance of proper problem, definition process of problem, Exploratory research- Diagnosing, Screening & discovering, Experience survey, Secondary Data analysis, case studies.

UNIT-II

Survey Research :

Nature, Errors in survey research, classifying survey research method, satisfaction survey- internal & external customer, media used to communicate with respondent, Human interactive and Electronic interactive, personal interview, telephone, self administered, questionnaires, pretests, observation, direct & television.

UNIT-III

Measurement & Scaling Concepts :

Concepts, ruler of measurements, types of scales, index measures, criteria for good measurement.

Attitude measurement:

Attitude define, Attitude as a hypothetical construct, technique for measuring Attitude, Physiological measure of Attitude, rating scale, scale measuring behavioural intentions and expectations, Ranking, sorting, other methods of Attitude measurement.

Questionnaire design- major decision & layout.

(B)Computing Technique :

UNIT-IV

Information System & Knowledge management

Data. Information, and knowledge management, Global Information Systems, Decision Support Systems – Database system, software, input management, Computerized Data Archives, Networks and Electronic data interchange, Internet, Navigating WWW, Interactive media, and Environmental Scanning, Information Technology, Intranets, Knowledge from Expert databases, Internet.

UNIT-V

Stages of Data Analysis :

Editing, Coding, computerized data processing, recording, error checking, tabulation, cross tabulation, data transformation. Tabular & Graphic methods of Displaying data, computer programs. For analysis, computer graphics, Computer mapping interpretations.

UNIT-VI

Communicating Research Result:

The communication models, Report Former, Effective use of graphic. Aids Tables & Charts. Oral Presentation, Power point Presentation: Features, Do's & Don'ts , Reports on internet, research follow-up, Research report writing process.

Lectures:- 60 or 45 minutes duration each

Reference Books:-

1. Business Research Methods – Willium G. Zikmund
2. Research Methodology – C.R. Kothari
3. A first Course in Computer – Saxena