



Punjab Technical University Jalandhar

Syllabus Scheme

(1st & 2nd Semester)

For

Post Graduate Diploma in Business Management (PGDBM)

Implemented

From Aug. 2005 and onward

STUDY SCHEME OF PGDBM

-		<u>Total Hrs. (Lec+Pra)</u>	Marks Int.	Marks Ext.	Total Marks
<u>SEMESTER –1</u>		-			
MBA 101	Principles & Practices of Management	40	25	75	100
MBA 102	Organizational Behaviour	40	25	75	100
MBA 103	Accounting for Management	40	25	75	100
MBA 104	Quantitative Techniques	50	25	75	100
MBA 105	Managerial Economics	40	25	75	100
MBA 106	Communication & Soft Skills	30	50	0	50
MBA 107	Seminar on Executive Communication	15	50	0	50
MBA 108	Workshop on Computers for Management	15	50	0	50
MBA 109	Viva-voce		25	75	100
	TOTAL	270	300	450	750
<u>SEMESTER –2</u>					
MBA 201	Business Environment	35	25	75	100
MBA 202	Production and Operations Management	35	25	75	100
MBA 203	Human Resource Management	40	25	75	100
MBA 204	Marketing Management	35	25	75	100
MBA 205	Financial Management	45	25	75	100
MBA 206	Workshop on Research Methodology	30	50	0	50
MBA 207	Workshop on Information Technology	20	50	0	50
MBA 208	Viva-Voce		25	75	100
	TOTAL	240	250	450	700

Guidelines for Internal Assessment :

The internal marks will be based on a continuous assessment and the following is to be adhered to :

- Test/Quiz's (15 Marks). Best 2 out of 3.
- Presentation/Reports/Home assignments (5 Marks)
- Class attendance/General behaviour (5 marks)

Guidelines for External Practical / Viva-Voce :

The external practical /viva-voce will be conducted as per the details mentioned above in study scheme by an external examiner appointed by the University.

INSTRUCTIONS FOR PAPER-SETTER

The question paper will consist of Two parts, A and B. Part A will have 15 short answer questions (40-60 words) of 2 marks each. Part B will have 12 long answer questions of 5 marks each.

The syllabus of the subject is divided into 3 sections I, II and III. The question paper will cover the entire syllabus uniformly. Part A will carry 5 questions from each section and Part B will carry 4 questions from each section.

INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out of 12.

Section I

Definition, nature, purpose and scope of management. Functions of a manager, an overview of planning, organizing and controlling. Is managing a science or art? Ethics in managing and social responsibility of managers.

Evolution of management thought. Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Maslow, Herzberg, Likert and McGergor. Management Science, Operations Research/Mathematical School/ Decision Theory approach. Systems Approach: Key concepts in systems - Closed system versus open system, Subsystems, System Boundary. McKinsey's 7-S Approach. .

Planning: Types of plans, steps in planning, and process of planning. Nature of objectives, setting objectives. Concept and process of Managing by Objectives. Nature and purpose of strategies and policies. Strategic planning process. SWOT analysis, Portfolio matrix, premising and forecasting.

Section II

Decision-Making: Importance and steps in Decision Making; Traditional approaches to decision-making; Decision making under certainty - programmed decisions; Introduction to decision-making under uncertainty, non- programmed decisions; decision tree; group-aided decisions; Brain storming; Creativity - creative problem solving.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & power - concept & distinction. Line & Staff concept; problems of use of staff & ways to avoid line-staff conflict, Delegation - concept of delegation; elements of delegation - authority, responsibility, accountability. Reasons for failure of delegation & how to make delegation effective. Decentralization - concept, reasons for decentralization and types (or methods) of decentralization. Span of Management – concept, early ideas on span of management, factors determining effective span-situational approach.

Section III

Coordination- Concept and importance of coordination; factors which make coordination difficult; techniques or methods to ensure effective coordination.

Control: Concept, planning-control relationship, process of control -setting objectives, establishing standards, measuring performance, correcting deviations. Human response to control. Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control - Brief review of Traditional Techniques & Modern Techniques of Control.

Comparative study: Comparative study of main features of Japanese Management and Z-culture of American Companies.

MBA 102 ORGANISATIONAL BEHAVIOUR

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INSTRUCTION FOR CANDIDATES

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Section I

Organizational Behaviour - What managers do, definition of OB, contributing discipline to OB, challenges and opportunities for OB.

Foundations of Individual behaviour - biographical characteristics, ability, and learning.

Values, Attitudes and Job satisfaction.

Personality and Emotions

Perception.

Section II

Motivation - Concept, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept.

Foundations of Group Behaviour - Group formation, development and structure, group processes, group decision – making techniques, work teams.

Interpersonal Skill - Transactional analysis, Life Positions, Johari Window.

Leadership: Concept, theories, Styles and their application.

Section III

Power and politics in organization
Conflict Management, Stress Management, Crisis Management
Organisational Change & Development, innovation, creating learning organization
Organisational Culture
Organisational Effectiveness.

MBA 103 ACCOUNTING FOR MANAGEMENT

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Section I

Introduction of accounting ---- accounting as an information system, concepts, convention and principles of accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships

Accounting Cycle, Preparation of financial statements of an organization (with adjustment)
Introduction to recent developments in cost management---- Target costing, Kaizen costing and activity based costing.

Section II

Financial Analysis ---- Concepts and objectives. Tools of Financial Analysis- ratio analysis, common size financial statements, trend analysis, fund flow and cash flow statements.

Introduction to emerging dimensions in accounting ---- Price level accounting, human resource accounting, Social Accounting.

Section III

Cost Accounting ---- Meaning, Scope and Classification of costs, Absorption costing, marginal costing, break-even analysis, use of cost data in managerial decision-making.

Cost Control Techniques - Preparation of budgets and their control, Zero base budgeting. Standard costing and variance analysis, Responsibility accounting.

MBA 104 QUANTITATIVE TECHNIQUES

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Section I

Role of Mathematics and statistics in Business Decisions

Theory of Sets

Logarithms: Laws of operations, Log tables, compound interest, depreciation and annuities.

Equations: Linear, Quadratic & Simultaneous Equations

Matrix Algebra

Binomial Theorem

Principles of Mathematical Induction, Arithmetic Progression & Geometric Progression

Section II

Data Analysis: Measure of Central Tendency

Measures of Dispersion: Range Quartile Deviation, Mean Deviation, and Standard Deviation

Skewness and Kurtosis

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation

Section III

Time Series Analysis

Index Numbers

Theory of Probability

Theoretical Distributions: Binomial, Poisson and Normal Distribution

Theory of Estimation

Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test).

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INSTRUCTION FOR CANDIDATES

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Section I

Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Basic economic concepts in decision-making. Distinction between Micro and Macroeconomics.

Demand analysis: Types, determinants, elasticity, demand function, Demand forecasting.

Cost Analysis: Concept of cost and its types, cost output relationship in short and long period, supply curve.

Section II

Pricing analysis: Market structures, price determination under different market situations, price discrimination, selling costs, product differentiation, Various pricing methods, transfer pricing, break even analysis, profit planning.

National income analysis: Techniques of social accounting. Theories of income, output and employment: Classical Keynesian. Demand behaviour: Duessenbury and Friedman.

Section III

Theory of multiplier: Concept of static and dynamic multiplier, balanced budget multiplier. Income generation process through multiplier.

Theory of trade cycles: Concept and causes of trade cycles. Measures to control trade cycles.

Macro economic policy: Monetary and fiscal.

Theories of inflation: causes and control of inflation.

MBA-106 COMMUNICATION & SOFT SKILLS

Essentials of Grammar: Parts of Speech, Punctuation, Vocabulary Building, Phonetics

Office Management : Types of Correspondence, Receipt and Dispatch of Mail, Filing Systems, Classification of Mail. ,Role & Function of Correspondence, MIS, Managing Computer

Letter & Resume Writing: Types of Letters-Formal / Informal, Importance and Function, Drafting the Applications, Elements of Structure, Preparing the Resume, Do's & Don'ts of Resume, Helpful Hints

Presentation Skills: Importance of Presentation Skills, Capturing Data, Voice & Picture Integration, Guidelines to make Presentation Interesting, Body Language, Voice Modulation, Audience Awareness, Presentation Plan, Visual Aids, Forms of Layout, Styles of Presentation.

Interview Preparation: Types of Interview, Preparing for the Interviews, Attending the Interview, Interview Process, Employers Expectations, General Etiquette, Dressing Sense, Postures & Gestures

Group Discussion & Presentation: Definition, Process, Guidelines, Helpful Expressions, Evaluation

(Note: Every student shall be given 15 minutes. of presentation time & 45 minutes of discussion on his/ her presentation.)

The student will be evaluated on the basis of :

- his / her presentation style
- Feedback of Faculty & Students
- General Etiquette
- Proficiency in Letter Drafting / Interview Preparation
- The paper is internal and at least 3 tests will be taken. Best 2 of 3 shall account for final grades (70% Test & 30% Presentation)

MBA 107 SEMINAR ON EXECUTIVE COMMUNICATION

Meaning and importance of communication in business, the process of communication, models of communication, types of information-order, advise, suggestion, motivation, persuasion, warning and education.

Channels of communication, their effectiveness, limitations. Media of communication, barriers to communication, approaches to effective communication, tools of communication,

Diction, sentence, paragraph, punctuation and report writing.

Group communication through committees, conference and other formal communication with public at large, interviews, seminars, symposia and conferences.

Specific business communication : essentials of effective business communication, structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters.

MBA 108 WORKSHOP ON COMPUTERS FOR MANAGEMENT

Introduction to computers: Classification, types and components of computer system. Problem analysis, flow charting, algorithm and decision tables. Low and high level languages and its implementation. Basic concepts of operating systems. Basic DOS Commands, concepts of files, directories and other systems of computers.

Windows 95 and 98: Introduction, Difference between Windows 95 and 98, system requirement, and new developments in Windows.

Working with Windows 95: Icons on the desktop, Network Neighborhood, recycle bin, briefcase, switching between windows, putting new objects like folders, documents printers and applications etc. on the desktop taskbar, start menu, window buttons, time moving the taskbar, format of a window, title bar, frame, control menu, menu bar, minimize buttons, moving and resizing windows. File printing, deleting and copying etc. and other applications of windows.

MS Office 95/97/2000

Word Processing: MS Word, Word basics, Formatting texts and documents, working with heading and footnotes, tables and sorting, graphics mail merge and macros.

Spreadsheets and their uses in business. Excel basics, rearranging worksheets, excel formatting techniques, chart features and working with graphics in excel.

Power Point: Basics, working with texts and graphics in power point.
Delivering information with Microsoft Mail.

MBA 201 BUSINESS ENVIRONMENT

INSTRUCTIONS FOR PAPER-SETTER

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INSTRUCTION FOR CANDIDATES

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Section I

Introduction and definition of Business and its emergence in the 21st century. The concept of environment, components of environment: economic, political, legal, social, technological & international. Need to scan the business environment and techniques of scanning the business environment.

Economic environment: Economic systems, economic planning in India, objectives, strategies and evaluation of current five year plan. Industrial policy and industrial licensing. New economic policies.

Section II

Political Environment: Three political institutions- Legislature, Executive and Judiciary. Fundamental rights and Directive Principles of state policy. Rationale and extent of state intervention.

Legal Environment: company regulatory legislations in India, MRTP, FEMA, EXIM in light of liberalization policies. SEBI guidelines relating to capital issues.

Public sector in India: concepts, philosophy and objectives, performance, problems and constraints. Privatisation. Joint sector and co-operative sector in India.

Section III

Social environment: social responsibility of business, consumer movement & Consumer Protection Act 1986, The Environment Protection Act 1986.

Technological environment: Impact of technology on business. Technological policy, import of technology, appropriate technology, problems in technology transfer.

International environment: Emergence of globalisation. Control of foreign direct investment, benefits and problems from MNCs. WTO, its role and functions, implications for India. Trading blocks.

MBA 202 PRODUCTION & OPERATIONS MANAGEMENT

INSTRUCTIONS FOR PAPER-SETTER

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Section I

Operations Management - Concepts; Functions
Product Design & Development - Product Design and its Characteristics; Product Development Process (Technical); Product Development Techniques.
Process Selection - Project, Job, Batch, Mass & Process types of Production Systems;
Product - Process Mix
Facility Location - importance; Factors in Location Analysis; Location Analysis Techniques
Facility Layout - Objectives; Advantages; Basic Types of Layouts

Section II

Capacity Planning - Concepts; Factors Affective Capacity. Planning, capacity Planning Decisions.
Production Planning & Control (PPC) - Concepts, Objectives; Functions
Work Study - Productivity; Method Study; Work Measurement.
Materials Management - Concepts, Objectives, Functions
Purchasing Management - Objectives; Functions; Methods; Procedure
Stores Management - Types of Stores; Functions; Coding Methods
Value Analysis - Concepts

Section III

Inventory Management - Concepts; Classification; Objectives; Factors Affecting Inventory Control Policy; Inventory Costs; Basic EOQ Model; Re-order Level; ABC Analysis
Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance
Quality Management - Quality Concepts, Difference Between Inspection, Quality Control, Quality Assurances, Total Quality Management; Control Charts; acceptance Sampling

MBA 203 HUMAN RESOURCE MANAGEMENT

INSTRUCTIONS FOR PAPER-SETTER

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INSTRUCTION FOR CANDIDATES

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Section I

Introduction: Meaning, scope, objectives and importance of Human Resource Management, Personnel Management, its functions, policies & roles. Organizing the Human Resource Management department in the organisation. Human Resource Management practices in India.

HR audit

Human Resource Planning: Definition, objectives, process and importance, job analysis, description, specification, Recruitment, selection, placement and induction process.

Section II

Personnel Development Program: Employee training, executive development and career planning & development, performance appraisal.

Job Compensation: Job evaluation, wage & salary administration, incentive plans & fringe benefits, variable compensation individual & group.

Promotions, demotions, transfers, separation, absenteeism & turnover.

Section III

Quality of work life & quality circles, job satisfaction and morale. Social security, health and safety, employee welfare

Counseling for effective Human Resource Development.

Human Relations: definition, objectives & approaches to human relations, employee grievances and discipline, participation & empowerment, Introduction to collective bargaining.

MBA 204 MARKETING MANAGEMENT

INSTRUCTIONS FOR PAPER-SETTER

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INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out of 12.

Section I

Marketing Concepts and orientations, Marketing Tasks, Marketing in modern context.

Strategic Planning, Marketing System & Marketing Environment, Marketing Planning & Marketing Process.

Marketing Information System : Concept and Components.

Consumer Behaviour : Factors influencing consumer buying behaviour, Buying process. Organising for marketing, Marketing Implementation & Control.

Section II

Market Segmentation & Targeting.

Product Decisions: Product Mix, Differentiation & Positioning, New product development, Consumer adoption process, Product Life Cycle and strategies, Packaging, Labeling, Branding.

Pricing Decisions: Objectives, Factors affecting pricing decisions, Pricing Methods, Pricing Strategies.

Section III

Channel Decisions: Nature and types of Marketing Channels, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Physical distribution.

Promotion Decisions : Communication process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Managing the Sales force.

MBA 205 FINANCIAL MANAGEMENT

INSTRUCTIONS FOR PAPER-SETTER

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INSTRUCTION FOR CANDIDATES

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Section I

Evolution of financial-management, scope and objectives of financial management.
Capital budgeting: Capital Budgeting Process, Project formulation & Project Selection, Introduction to Various Capital Budgeting Techniques; Payback Period Method, Average rate of return, Net Present Value method, IRR, Benefit-Cost Ratio, Capital Rationing.
Sources of Long term funds: Equity shares, Preference shares, Debentures, Public deposits, factors affecting long term funds requirements.

Section II

Lease financing: Concept, types. Advantages and disadvantages of leasing.
Capital Structure: Determinants of Capital Structure, Capital Structure Theories, Cost of Capital, Operating and Financial Leverage.
Working Capital: Concepts, factors affecting working capital requirements, Determining working capital requirements, Sources of working capital.

Section III

Management of Retained Earnings: Retained earnings & Dividend Policy, Consideration in dividend policy, Forms of Dividends, Dividend Theories, Bonus Shares.
Corporate Restructuring: Reasons and factors affecting Mergers, Acquisitions, Takeovers and sell-offs'.
Recent developments—Introduction to concepts of EVA, MVA, and CAPM.

MBA 206 WORKSHOP ON RESEARCH METHODOLOGY

Introduction to Research: Definition, Scope, Limitations, and Types.
Objectives of Research
Research Process
Research Designs
Data Collection: Secondary Data, Primary Data, and Methods of Collection.
Scaling Techniques: Concept, Types, Rating scales & Ranking Scales
Scale Construction Techniques, Multi Dimensional Scaling.
Designing Questionnaire.
Interviewing
Sampling Designs: Concepts, Types and Techniques
Sample Size Decision
Theory of Estimation and Testing of Hypothesis
Small & Large Sample Tests, Tests of Significance based on t, F, Z test and Chi-Square Test.
Tabulation, Coding, Editing.
Interpretation and Report Writing.

MBA 207 WORKSHOP ON INFORMATION TECHNOLOGY

Information Technology : Introduction, New Developments, Information Systems, Software and data, Application of IT in Business & Industry, Home, Education & Training, Entertainment & Arts, Science, Engineering and Math.

Communication - The Electronic Web : Network Applications : Fax, voice, Information Services, Person to person Communication, Group Communication;

LAN : Architecture, System; Introduction to WAN; Link between Networks : Devices & Media, Protocol and dial up access.

MS Access : Creating database, adding, editing and moving records; Querying: Creating, Saving and Editing; Creating and Using forms; Creating and Printing Reports; Managing Data and Files.

World Wide Web: Introduction, Web access through on-line services, Using Web Browser, Weaving a better Web.

Internet and Intranet: Meaning of Internet; Difference between the Internet and Intranet: Introduction to TCP/IP; Setting up an Internet, what is Internet addressing, IP address; types of Internet connections, sending and reading e-mails.

Practical on Internet access to :

- Create E-mail address
- Perform transactions.
- Send & receive messages.
- Use of search engines.