

# SHIVAJI UNIVERSITY, KOLHAPUR.



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Accredited By NAAC

Revised Syllabus For

**Diploma in Business Management ( DBM )**  
(Subject to the modifications will be made from time to time)  
**New structure for the Diploma in Business Management**  
**( DBM ) course to be implemented from June 2004**



## Shivaji University, Kolhapur

Revised Syllabus For

### Diploma in Business Management ( DBM )

(Subject to the modifications will be made from time to time)

**New structure for the Diploma in Business Management**

**( DBM ) course to be implemented from June 2004**

Name of the course :- **Diploma in Business Management ( DBM )**

Objective :- The objective of the Diploma course will be to provide opportunity for promotion and efficient work to graduates, employees, diploma holders in both private and public sector organisations..

#### Eligibility For Admission

- Every candidate seeking admission to the Diploma Course in Business Management, shall have taken the Bachelors degree in any Faculty of the Shivaji University or any other university course equivalent there to or any diploma holder ( 3 years duration ) awarded and recognised by the Maharashtra Board of Technical Education or any state Board Technical Education as equivalent there to .or who has passed D.Pharm. under 10+2+2 pattern or equivalent there to.
- The students pursuing Master Degree course of this university are also eligible for Admission.

Admission process : The institutes have to decide the admission process. The admission should be strictly on merit basis.

**Intake of the course** : 60 students

#### Structure of the course

The following are the Theory papers.

| No | Name of the Subject                              | Int./Ext | Wee kly Hrs. | Uni. Exm Mark | Int. Exm Mark | Mar-ks     |
|----|--|----------|--------------|---------------|---------------|------------|
| 01 | Management Concepts and Organisational Behaviour | Ext      | 02           | 80            | 20            | 100        |
| 02 | Business Environment                             | Ext      | 02           | 80            | 20            | 100        |
| 03 | Accounting for Managerial Decision               | Ext      | 02           | 80            | 20            | 100        |
| 04 | Marketing Management                             | Ext      | 02           | 80            | 20            | 100        |
| 05 | Human Resource & Operations Management           | Ext      | 02           | 80            | 20            | 100        |
| 06 | Project Report and viva-voce                     | Ext      | --           | 50            | 50            | 100        |
|    | <b>Total Marks</b>                               |          |              | <b>450</b>    | <b>150</b>    | <b>600</b> |
| 07 | Computer Fundamentals and Business Communication | Int      | <b>02</b>    | --            | 100           | 100        |
| 08 | Case Study and Research Methodology              | Int      | <b>02</b>    | --            | 100           | 100        |

Ext. – There will be university examination at the end of the year.

Int – The evaluation of this papers will be at institute level.

The internal examination for external papers is of 20 marks. The division of 20 marks is as follows –

|                   |                                      |
|-------------------|--------------------------------------|
| Attendance        | 5 marks                              |
| Assignments(2)    | 5 marks ( 1 assignment in each term) |
| Terminal exam.    | 5 marks                              |
| Preliminary Exam. | 5 marks                              |

The internal guide will evaluate project report work out of 50 marks and viva-voce examination will be of 50 marks. The viva-voce will be conducted by the committee appointed by the university. There will be district-wise committees. The committee members should be out of district. The committee will consists of 3 members.

**Internal Papers** – The institute has to do the evaluation on following parameters –

**Computer Fundamentals and Business Communication :**

|   |            |
|---|------------|
| Computer Practical – 10 no. X 5 marks each. | = 50 marks |
| Business Communication                      | = 50 marks |
| a) Assignments – 3 X 10 Marks each          | = 30 marks |
| b) Prepared Speech – 1 X 10 Marks           | = 10 Marks |
| c) Extempore Speech – 1 X 10 Marks          | = 10 Marks |

**Case Study and Research Methodology :**

|  |            |
|--|------------|
| Case Studies – 5 Cases X 10 marks each               | = 50 marks |
| Research methodology – 5 assignments X 10 marks each | = 50 marks |

- 1) The institute should inform the marks of above subjects to the university before the examination along with the internal assessment marks.
- 2) The Marks of these papers will not be considered for award of the class.  
The grades will be awarded as follows for the internal papers by the university and same will be shown separately in the mark list. The students should get 40% marks to pass in internal papers.

| Percentage of Marks                     | Grades |
|---|--------|
| 40 % & Less than 50 %                   | C      |
| 50 % or more than 50 % & less than 60 % | B      |
| 60 % & more than 60 %                   | A      |

**Nature of Exam & Standard of passing:**

1. Medium of instruction shall be English. Question paper and answer papers should be only in English language.
2. University examination shall be of 80 marks for each subject.

3. The nature of university question paper will be flexible. Paper setters may adopt following patterns –
- Model Set A  
Attempt any five questions and all questions carry equal marks.  
There will be 8 questions of 16 marks each.
  - Model Set B  
Attempt any five questions and all questions carry equal marks.  
There will be 5 questions of 16 marks each with internal OR
  - Model Set C  
Q. 1 is compulsory and attempt any five questions from Q.2 to Q.7  
Q. 1 – objective type questions 10 marks.  
Q. 2 to Q. 5 – Broad questions 14 marks each  
Q. 6 – Answer Short Questions. 14 Marks  
Q.7 – Write short Notes 14 Marks.
4. The written examination will be 3 hours duration for each paper.
5. A candidate must get minimum 40 Marks in all papers, subject to the following condition.
- The minimum standard of passing in each paper shall be 40 marks provided that candidate gets at least 40% i.e. 32 out of 80 marks in university examination and 40% i.e. 8 marks out of 20 marks in the Internal Assessment. For passing in the case of Project Report and Viva Voce examination, a candidate shall have to be obtain minimum 20 out of 50 marks in the Viva-voce examination subject
  - Standard of Passing and Division of Class shall be as under -

| Percentage of Marks   | Division of Class      |
|-----------------------|------------------------|
| 40% but less than 50% | Pass Class             |
| 50% but less than 60% | Second Class           |
| 60% but less than 70% | First Class            |
| 70% and more than 70% | First Class with Dist. |

\* Fees :-

| Particular                     | Amount ( Rs.)  |
|--------------------------------|----------------|
| Tution Fees                    | 6000/-         |
| Library Fees                   | 500/-          |
| Computer Fees                  | 500/-          |
| Stationary / Study Material    | 400/-          |
| Total                          | <b>7,400/-</b> |
| Library Deposit ( Refundable ) | 500/-          |

\* Excluding University Fees.



# Shivaji University, Kolhapur

## Revised Syllabus For Diploma in Business Management ( DBM )

### 01. Management Concepts & Organisational Behaviour

Introduction to Management , Meaning , Functions , different schools of thoughts- scientific, Administrative , Human Relation ,Quantitative. Levels of Management.

#### **Planning**

Concept , Need and Importance of Business Planning , Planning needs in changing business situations, Planning of Business Risk, Types of plans .

Planning Process – Statement of Problem, determination of alternatives , collection of data , analysis , Decision on Action and execution.

#### **Organising**

- Nature of internal organisation of business enterprise, formal and informal organisation. Principles of organisation.
- Grouping & activities. Typical pattern of grouping by products, services, location, customers, processes functions and time.
- Concept of authority and responsibility, delegation of authority , Line and Staff authority, line and staff relation.

#### **Directing**

- Nature of directing , motivation , Financial and Non Financial Incentives, Theories of motivation – Maslow’s Hierarchy of Needs Theory, Herzberg’s Two factor Theory, McGregor’s Theory X and Theory Y, Theory Z by Ouchi..

Leadership – Nature , style,( Autocratic , Free rein and Participative ), traits and attributes of a leader, leadership in a changing environment , Cutting edge approach to Leadership-Transformational-Transactional Leadership, Charismatic – Visionary Leadership and Team Leadership.

#### **Control**

- Concept of managerial control, Steps in controlling, .Organisational Performance, tools for monitoring and measuring organisational performance.

### **Organisational Behaviour ( OB )**

- Definition – Importance – historical Background – fundamental concepts of OB.
- Perception Process – Nature and importance – Perceptual Selectivity – Perceptual Organisational – Social Perception
- Personality & Attitude – Meaning of personality – Development of Personality – Nature and Dimensions of attitude – Job Satisfaction – Organisational Commitment .
- Group Dynamics and Teams - theories of Group formation – formal organisation and informal groups and their interaction – importance of teams – Formation of Teams – Team works.
- Organisational Design –Four Building Blocks - Division of work, Departmentalisation, Hierarchy and Co-ordination. Various organisational Structures and their effects on human behaviour – Organisational Climate – Organisational Culture, Organisational Commitment .

**Books Recommended :**

|    |                                   |  |
|----|-----------------------------------|--|
| 1  | Peter F. Drucker                  | Practice of Management -Pen Books Ltd.                                 |
| 2  | Sherlekar & Sherlekar             | Principles of Business Management,<br>Himalaya Publishing House.       |
| 3  | Jams Stoner, Freeman,<br>Gilbert  | Management,<br>Pearson Education.                                      |
| 4  | Srinivasan &<br>Chunawadlla       | Management of principles & practice<br>Himalaya Publishing House.      |
| 5  | Burton, Thakur                    | Management Today, Principles & Practice<br>Tata McGrawHill Publication |
| 6. | Stephen Robbins                   | Organisatioal Bahabiour  |
| 7. | Stephen Robbins , Mary<br>Coulter | Management   |
| 8. | Fred Luthans                      | Organisatioal Bahabiour  |

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Revised Syllabus For  
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**Paper 02 Business Environment**

- 1 Business – Meaning, Definition, Features, Scope- Changing concept and objectives of business, types of business organisation – Sole Proprietor, Partnership, Joint Stock company and co-operative Society. Concepts – Public sector, Private sector, Joint venture.
2. Business Environment – Meaning, Definition, Importance- Micro and Macro factors of environment- Internal and External environment of business- Merits and Demerits of study of business environment.
3. Economic Environment – Meaning, Nature, Economic Factors- New economic policy and Industrial Policies and their impact of business environment. Impact of Liberalisation, Privatisation and Globalisation.on Industry
4. Technological Environment- Features of technology- Impact of technology- Technology and Society- Technology and Economy – Status of Technology in India.
5. Social, Cultural, Nature-components- Its impact on business environment. Social responsibility of Business. Approaches of Social responsibility, Responsibility towards customer, share holders, employees, government etc.

6. Political and legal environment – Political institution – legislature, Executive, Judiciary. Constitution of India – the Preamble, fundamental right, Directive principles, Nature and extent of State Regulation – Reasons of State Intervention, Extent of Intervention, Problems of control.
- 7 Natural Environment – Nature- components- Its impact on business environment.  
Environment Management : Basics of Environment, Environment pollution, Ozone Depletion, Global Climate change, Air Pollution, Water Pollution, Waste Management. Environmental Regulations – Environmental Regulation in India , Environment Protection
- 8 Global Environment- Nature of Globalisation, Why do companies go global, How do companies go international, Benefits from MNCs and problems of brought by MNCs.

#### Books Recommended

- 1 Business Environment – K.Aswhathappa
- 2 Business Environment - Freancis Cherunilam, Himalaya
- 3 Management Policy and Strategic Management, R.M.Srivastava
- 4 Industrial Health and Safety Management- A.M.Sarma
- 5 Business Policy : Azar Kazmi.
- 6 Corporate Planning – L.M.Prasad

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### Revised Syllabus For Diploma in Business Management ( DBM )

#### Paper – 03 Accounting for Managerial Decisions

##### 1. Financial Accounting

- Introduction to accounting , Need and importance to the business. Books of Accounts – Accounting Mechanism – Books of Prime Entry including Subsidiary books – ledger – trial balance, Bank Reconciliation Statement.
- Depreciation Policies – SLM WDV , Change in Method of Depreciation.
- Profit and Loss Account / Income statement and Balance Sheet – concept and purpose of preparation. Preparation and importance of Financial Statements for the business organisations. Simple adjustments.
- Analysis , & Interpretation of Financial statements-Comparative Statements, Common size Statements and Ratio Analysis.

##### 2. Cost Accounting

- Meaning, Scope, Objectives and Importance of Cost Accounting .
- Cost concepts, Importance of costs to the Management decisions, Cost Unit, Cost center, Profit Center.
- Cost – Volume – Profit Analysis , a tool for short term decision making in the organisation. Break even Point .

- Inventory Valuation Policy – LIFO, FIFO Simple Average and Weighted Average Methods.

### 3. Management Accounting :-

- Definition, Functions, Difference between Management Accounting and Cost Accounting, Management Accounting and Financial Accounting.
- Planning and Control Aspect :- Budgetary Control system , steps in preparation of budgets, practical problems on Sales budget and cash budget.
- Working Capital management – Nature of Working Capital - Need for Working Capital – Estimation of Working Capital Management.- Financing working Capital Requirements.

### Books Recommended

|    |  |   |
|----|--|---|
| 1  | Khan & Jain                                  | Management and cost Accounting<br>Tata McGrawHill Publishing                    |
| 2  | P.V. Rathnam                                 | Accountancy and Financial Management<br>Himalaya Publishing                     |
| 3  | Maheshwari S.N                               | Financial Accounting Costing and Management<br>A Accounting Sultan Chand & Sons |
| 4  | Jain S,P & Narang<br>K.L                     | Cost Accounting ( Latest addition)<br>Kalyani Publisher, New Delhi.             |
| 5. | Introduction to Management<br>Accounting     | Horegreen & Sundlem   |
| 6. | Principles of Management<br>Accounting       | Manmohan & Goyal  |
| 7. | Management Accounting 3 <sup>rd</sup><br>Ed. | Khan & Jain.  |

Note – Problems should be covered on following topics –

- Journal Entries, Preparation of Financial Statements of non-corporate organisations like Proprietary Firms, Bank Reconciliation Statement.
- Calculation of Working Capital Management.
- CVP & BEP.
- Cash Budget and Sales Budget.

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## Revised Syllabus For Diploma in Business Management ( DBM )

### Paper –04 Marketing Management

- Marketing Concepts – Approaches to marketing – Study approaches and functional Approaches – Marketing Process – Functions of Marketing – Core concepts of Marketing.

- Marketing Planning – Nature and Process – Contents of Marketing Plan Analysing needs and trends in Micro Environment, Economic Environment, Technical Environment , Socio – Cultural Environment.
- Marketing Research. Marketing Information System. - MIS.
- Consumer Behaviour – Factors affecting buying behaviour – Buyer decision process – consumer Psychology – Industrial Buyer Vs – Domestic Buyer behaviour. Customer Satisfaction Vs. Customer Delight.7
- Market Segmentation – Bases for Market segmentation of consumer goods , industrial goods and services – Targeting and positioning Strategies.
- Marketing Mix – Four Ps of Marketing
- Product – concept, levels, product mix decision , product line decisions, Branding and Packaging decisions, Product life Cycle.
- Advertising – Purpose and Functions – Advertising Process – 5P’s of Advertising- Mission, Message, Money, Media, Measurement,..
- Pricing – Factors Affecting Pricing decisions – Approaches to Pricing – Pricing Methods.
- Physical Distribution – Importance and role of distribution in Marketing.- introduction to various channels of distribution – Models of Transportation, Warehousing and Inventory decision.
- Objectives of International Marketing – Challenges and opportunities in International Marketing – Quality Consideration in International Marketing
- Planning for International Marketing – International Market Research – Foreign Entry Strategies.
- Internet Marketing and current developments.

**Books Recommended :**

|   |                           |   |
|---|---------------------------|---|
| 1 | Kotler Philip             | Marketing Management : Analysis planning & Control Prentice Hall, New Delhi     |
| 2 | Beri                      | Marketing Research<br>Tata McGrawHill Publishing House                          |
| 3 | Sherlekar , Nirmal Prasad | Principles of Marketing<br>Himalaya Publishing House                            |
| 4 | Chanawalla                | Advertising Management  |
| 5 | Basolla & Sharma          | Effective Advertising Marketing and Sales Management<br>Mangal Deep Publication |

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## Revised Syllabus For Diploma in Business Management ( DBM )

### Paper – 5 Human Resource and Operations Management.

#### Part – I Human Resource Management

- Human resource Management – Introduction and Evolution – Difference between Personnel Management and HRM .Role of HR Manager and structure of HR Department. Duties and responsibilities of HR Manager.
- HRD system – Evolution and Goals – HR Strategies and Organisational Strategies.
- Manpower Planning – Objectives – Estimating , Manpower requirements – Recruitment and selection process.
- Performance Appraisal - Job description – job Evaluation – Job Enrichment – Job Rotation.
- Training and Development – Training Process & Methodology – Need and objectives – Training Procedure Methods of Training – Tools and Aids – Evolution of training Programs.
- Current Labour Policies and Implication of VRS , Role of Changing technologies in HR.
- Retirement / Separation – Kinds of Retirement – Resignation , Discharge , Dismissal, Suspension, Layoff/ Separation Scheme.
- Industrial Relation – Origin and Growth – Objectives & Significance in the changing scenario-Effects of Social, Political, Economic and Technological Environment.
- Wage and salary administration – introduction , nature and purpose, Compensation reward , wage level and wage structure. Structure of wage administration , rules and principles.

#### • Part – II Operations Management

- Introduction to Production planning and control – Scheduling – Gantt Charts – Documentation – Production Work Order.
- Introduction to PERT / CPM – Importance in Manufacturing Management – Network Crashing.
- Maintenance Management – Importance and types of Maintenance – Maintenance Planning – Spare parts Management – Equipment Replacement Problem.
- Plant Location – Importance – Factors affecting location – Factory Building – Plant Layout – Installation of Facilities.
- Methods of Manufacturing – Project/Jobbing, Batch Production, Flow / continuous Production, Process Production - Characteristics of each method.

#### Books Recommended

|    |                           |                                |
|----|---------------------------|--------------------------------|
| 1  | M.N. Rudra Basavraj       | Dynamics of HRM                |
| 2. | Human Resource Management | Gerry Dessler                  |
| 3. | Personnel Management      | C.B. Mamoria                   |
| 4. | Human Resource Management | Dr. P.C. Pardeshi.             |
| 5  | Human Resource Management | K. Ashwathappa                 |
| 6  | Human Resource Management | Mirza Saiyadin. & Arun Monappa |

|    |   |                   |
|----|---|-------------------|
| 1  | Production and Operation Management                               | Panneerselvam .   |
| 2  | Essential of production Management'<br>Himalaya Publication House | K. Ashwathappa    |
| 3  | 'Production operations management'<br>Himalaya Publication House  | Chunawala / Patel |
| 4  | Production and Operation Management                               | Chery.            |
| 5. | Production and Operation Management                               | Nair.             |

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## Revised Syllabus For Diploma in Business Management ( DBM )

### **Paper – 06 . PROJECT REPORT AND VIVA**

DBM being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learns during the course. During the DBM course student is expected to collect vital information for the project report. Student has to prepare the project report under the guidance of internal teacher. Director/Principal of the institution/college will decide the last date of submission of final copy. Student should submit two typed copies to the Institute. One copy for the institute and another copy for his personal record. Students may prepare additional copies for the organization, guide etc.

The student can prepare a project report on the basis of library work, field work etc. without going to any organisation for practical training. The student has to take the permission of the internal guide before starting the work.

A viva-voce examination will be conducted after the final examination.

#### **Guidelines for the project report.**

Declaration from the student that the research work is not copied from any other existing reports. Certificate of the guide.- Guide should certify that the research work is original and completed satisfactorily under his guidance.

The Chapter scheme for the project report will be as follows-.

#### CHAPTER NO-I – Introduction to the study.

- 1.1 Introduction
- 1.2 Objectives and importance of the study
- 1.3 Scope and limitations of study
- 1.4 Research Methodology

#### CHAPTER NO.2 – Introduction to the organisation ( Optional)

- 2.1 Introduction to the industry

- 2.2 Brief History of organisation
- 2.3 Subsidiaries, Associates of the company
- 2.4 Departments / Manufacturing process
- 2.5 Important statistical information
- 2.6 Future prospect
- 2.7 Organisation Structure

### CHAPTER – III - THEORETICAL BACKGROUND

Basic concepts

Necessary theoretical inputs may be added to support the research work.

### CHAPTER –IV – DATA ANALYSIS AND INTERPRETATION

Data should be analysed with help of various tools studied in the Subject “ Application of Research Methods in Management”.

### CHAPTER-V FINDINGS / OBSERVATIONS

### CHAPTER VI- SUGGESTIONS / CONCLUSION

Appendix

### **Bibliography**

The above guidelines are not the prescription on writing the project report but can be used as a milestones while writing the Project Report. The guide has the every discretion to change the chapter scheme as per the requirement

**Note :** 1) There should be proper linkage between objectives, data analysis and interpretation, findings and suggestions.

2) Student should not use logos and name of company on the project report pages. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.

3) Use of colours in text matter should be avoided.

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## Revised Syllabus For **Diploma in Business Management ( DBM )**

### **Paper – 7 Computer Fundamentals and Business Communication**

- Introduction to Computers – Characteristics of Computer, Block diagram of Computer, Input and Output devices, Storage devices. Hardware and Software – System Software and Application Software. Operating systems and functions of operating system,.
- Practicals on MS Word, MS Excel, MS Power Point.
- Introduction to Internet – Applications of Internet – E- Mail, Discussion Groups . Introduction to Electronic Commerce and Electronic Business.

**Business Communication**

- Communication: - Meaning, Importance and objectives, Principles of Communication Forms of Communication, Process of Communication, Barriers in effective Communication.
- Interpersonal Communication – Group and Mass Communication .
- Written Communication: - Business letter, inquiries, circulars, quotations, orders, acknowledgement execution, complaint, Banking Correspondence, Application for job, Bio – data.
- Oral Communication: - Listening and Speaking-prepared Speeches and Extempore speeches. Meeting - Notice, Agenda and Minutes.

**Books Recommended**

|    |                                    |                     |
|----|------------------------------------|---------------------|
| 1  | Effective Business Communication   | Murphy.             |
| 2. | Business English and Communication | Cleark              |
| 3. | Business Communication             | Pradhan and Thakur. |
| 4. | Business Communication             | Balasubramaniam.    |

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Revised Syllabus For  
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**Paper – 8 Case Study & Research Methodology****A ) Case Study**

Case study is an important tool in Management Education. Case Study sessions should be conducted after completion of a particular topic from the syllabus. Cases should be discussed and a solution should be written in the standard format as mentioned below.-

1. Identification of problem.
2. Analysis of facts
3. Assumptions if necessary
4. Alternative solutions.
5. Best Solution.

**B) Research Methodology**

- Meaning Objectives and Motivation in research – Types of Research – Research Approaches – Research Process – Validity and Reliability of research.
- Research Design – features of Good Design – Types of Research Design – Basic Principles of Experimental Design.
- Sampling Design – Steps in Sample Design – Characteristics of good Sample design , Methods of Sampling.
- Methods of Data collection – Primary Data – Questionnaire and Interviews – Collection of Secondary Data – Cases and Schedules.
- Testing of Samples – Sampling distribution , Sampling Theory – Determining size of sample, codification level .
- Interpretation of data and report writing – Layout of research paper.

**Books Recommended**

|    |                      |                 |
|----|----------------------|-----------------|
| 1  | Research Methodology | C.R. Kothari    |
| 2. | Research Methodology | Dr. V.P. Michel |
| 3. | Research Methodology | Saranwala.      |
| 4. | Cases in Management  | Menzes.         |

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