

P. G. DIPLOMA IN MANAGEMENT

PAPER 1 - THE PROCESS OF MANAGEMENT

Objectives

This subject acquaints the students with various steps in scientific management and the development of Management concepts in different-stages of process of Management.

1. Detailed Syllabus

The Nature of Management., The definition of management, Manager's role and, Need to study management as a separate discipline - Nature and scope of Management.

2. Evolution of Management Discipline

Historical sources of early Management, Classical perspective, Human resource perspective, scientific perspective, Management process perspective-Recent trends. Stages in Management process.

3. Meaning and purpose of planning

Planning process, Types of Plans, steps in planning, Goals, strategies and policies Management by objectives, promising decision, making process, planning techniques.

4. Organising

The organisation process, steps in organising, departmentation- Line and staff relationship, Authority and span of control - Delegation and decentralisation.

5. Staffing
Staffing process, recruitment, Selection, Training, Development, Appraisal.

6. Directing
The process of leading, leadership styles, leadership qualities, Leadership in Indian settings, The nature of human behaviour and the choice of style.

7. Motivation
The concept of motivation, Theories of Motivation, Motivational Programmes.

8. Communication
Communication structure, communication problems, organisational communication, Achieving effective communication.

9. Control
The importance of control, Effective control, system, Methods of controls.

10. Trends in Management Process
Internationalisation of management, cultural diversities and management styles, management education and research.

Suggested Readings

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|-----------------------|--|
| 1. R. S. Dava | - The Process of Management |
| 2. Koontz & O' Donell | - Management : A system and contingency Analysis of Management functions |
| 3. G. R. Terry | - Principles of Management |
| 4. Newman & Warren | - The Process of Management |
| 5. Peter E. Drucker | - Management Tasks and Responsibility. |

P. G. DIPLOMA IN MANAGEMENT
PAPER - I

The Process of Management
Scheme of Lessons

Lesson No	Title
1.	Introduction
2.	Evolution of Management Thought
3.	Planning
4.	Organisation
5.	Staffing
6.	Direction
7.	Motivation
8.	Communication
9.	Control
10.	Trends in Management Process

P.G. Diploma in Management

PAPER - 2 FOUNDATIONS OF MANAGEMENT

Objective

The subject is designed to give fundamental knowledge about economics, statistics, accounting, behavioural science and their application in the field of management.

SYLLABUS

1. Introduction to behavioural science, individual behaviour, perception, learning, attitude formation and change, personality development.
2. Interpersonal behaviour, group, intergroup behaviour, group collaboration and conflicts. team work, team development.
3. Definition and scope of economics. Introduction to the analysis of market mechanism, demand supply, elasticity of demand.
4. Financial accounting principles, profit and loss account, balance sheet, rules, for preparation interpretation of financial statements and their uses.
5. Introduction to cost accounting cost concepts, elements of costs, marginal costing, break-even analysis standard costing concepts.
6. Macro economics : Economic planning-Budgeting. National Income-Business cycles, Monetary and fiscal policies.

7. Profit planning: Preparation of budgets-Flexible budget
Performance budget, zero base budget.
8. Introduction to OR, Linear programming and other
optimisation and decision techniques.
9. Use of statistics for management decision making.
10. Computers and management.

Suggested Reading

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|----------------------------|---|
| 1. Varshney and Maheswari | - Managerial Economics |
| 2. Joel Dean | - Managerial Economics |
| 3. Mankar & Pillai | - Business and Managerial Economics |
| 4. Uma-Sehkarar | - Organisational Behaviour |
| 5. Chandra | - Manager's guide to Finance and Accounts |
| 6. Chandekar and Deshpande | - Statistical Techniques |
| 7. Roger Carter | - Quantitative Methods for Business Studies |

P.G. Diploma In Management**Paper - 2 Foundations of Management****Scheme of Lessons**

Lesson No.	Title
1.	Introduction to Behavioural Sciences
2.	Inter-personal and Group Behaviour
3.	Classical Economic Theory
4.	Financial Accounting
5.	Cost Accounting
6.	Macro Economics
7.	Profit Planning
8.	Operations Research
9.	Statistics for Management
10.	Computers and Management

P.G. Diploma In Management**PAPER 3 - FUNCTIONAL MANAGEMENT**

Objective : The objective of this subject is to acquaint the student with different functional areas and how these interact with one another.

Detailed Syllabus**1. Introduction to Functional Management**

Marketing Management - Nature of marketing-functions of marketing in the Indian context - **Production Management** - Types of production systems, functions of production manager - **personnel management**- scope of personnel management, objectives and functions of personnel specialists - **Financial management** - objectives of financial management, functions of a financial manager. Inter - relations between various functions.

2. Planning in marketing

Marketing objective - **Strategy** - **Product Policy**, **Product life cycle** - **New product decision** - **Market research**. **Sales forecast**, **Consumer behaviour**

3. Organizing marketing

Distribution channels - **sales promotion** and **motivational techniques**, **management of sales personnel** - **control system in marketing effort**.

4. Production Planning

Capacity planning - **forecasting**. **Material requirement-planning** - **inventory planning** and **production planning**.

5. Managing production systems and controls

Inventory management - maintenance. management, techniques of production management, quality control, man management in production system.

6. Man power planning

Job evaluation, recruitment, selection - Training, development, performance appraisal, compensation packages, motivation and grievance handling.

7. Industrial relation

Trade Union movement - Role of government - labour legislation - collective bargaining - national wage policy.

8. Financial planning - capital structure - cost of capital - long term financing, and short term financing, capital budgeting techniques.

9. Working capital management - budget and control - cost control - financial performance analysis.

10. Relevance of management information system (MIS) in modern management and its use in functional management systems

Suggested Readings

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|----------------------------------|---|-----------------------------|
| 1. R.S. Davar | - | The Process of Management |
| 2. R.S. Davar | - | Modern Marketing Management |
| 3. Nikhilesh Dholakis and others | - | Marketing Management |

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|--------------------------|--|
| 4. Sherikaratal | Industrial Organization and Management |
| 5. Buffa | Modern Production and Management |
| 6. Monappa and Saiyadain | Personnel Management |
| 7. Chandra | Fundamentals of Financial Operation |

P.G. Diploma Management

Paper - 3 : Functional Management

Scheme of Lessons

Lesson No	Title
1.	Introduction
2.	Marketing Management
3.	Production Planning
4.	Maintenance Management
5.	Manpower planning
6.	Training and Development
7.	Trade Union Movement
8.	Financial Planning
9.	Management of Working Capital
10.	Management of Information System

P.G. DIPLOMA IN MANAGEMENT

Paper - 4 MANAGEMENT AND BUSINESS ENVIRONMENT

SYLLABUS

Objectives

The objectives of this Course is to expose the students to environmental forces, their effect on decision making.

1. The concept of business environment

Historical evolution of business enterprises India - Family business, Multi nationals - Public enterprises - Joint sector - Companies - Co-operatives - Small businesses

2. Political environment

Political growth in India and its implications on the business operations - the government and business relationship in India Provisions of the Indian Constitution pertaining to business.

3. Legal Environment

An Introduction to certain important Acts affecting business operations in India Industries Development and Regulation Act 1951, Indian Companies Act 1956 - Income Tax laws.

Capital issues (Control) Act 1947. Foreign Exchange and Regulations Act, 1973, - M.R.T.P. Act 1969, - Law of Contracts, - labour laws.

4. Economic Environment

Planning in India - Industrial policy in India - preventing concentration of economic power. State participation in Industry. Development of backward regions.

5. Union Budget as an instrument of economic growth-Financial in institutions and their relevance to business operations.

6. Technological Environment

Choice of Technology -Problems in selecting appropriate technology-the process of innovation-Indigenous technology, R and D effort in India.

7. Social and Cultural environment and their impact on business operations in India, Salient features of Indian cultural values and their implications on Industrialisation and economic growth.

8. Consumerism. - Press, Trade Unions and other environmental forces.

9. Entrepreneurship. - Small business and Government mechanism for small business growth.

Suggested readings

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|------------------------------------|---|--|
| 1. Dasgupta and Sen Gupta | - | Government and Business in India |
| 2. Ruddar Dutt and Sundheram | - | Indian Economy |
| 3. Kuthiala S.K. | - | From Tradition to Modernity |
| 4. Panchanadikar and Panchanadibar | - | Determinants of Social structure- Social change in India and other Papers. |
| 5. I.L.O. | - | The Enterprise and factors affecting its operations. |
| 6. B.C. Tandon | - | Environment and Entrepreneur |

5. Union Budget as an instrument of economic growth-Financial in institutions and their relevance to business operations.

6. Technological Environment

Choice of Technology -Problems in selecting appropriate technology-the process of innovation-Indigenous technology, R and D effort in India.

7. Social and Cultural environment and their impact on business operations in India, Salient features of Indian cultural values and their implications on Industrialisation and economic growth.

8. Consumerism. - Press, Trade Unions and other environmental forces.

9. Entrepreneurship. - Small business and Government mechanism for small business growth.

Suggested readings

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| 1. Dasgupta and Sen Gupta | - Government and Business in India |
| 2. Ruddar Dutt and Sundheram | - Indian Economy |
| 3. Kuthiala S.K. | - From Tradition to Modernity |
| 4. Panchanadikar and Panchanadibar | - Determinants of Social structure- Social change in India and other Papers. |
| 5. I.L.O. | - The Enterprise and factors affecting its operations. |
| 6. B.C. Tandon | - Environment and Entrepreneur |

P.G. DIPLOMA IN MANAGEMENT**PAPER 5 - BUSINESS POLICY****Objectives**

The purpose of this subject is to give the student general management point of view and acquaint him with knowledge of business policy formulations and its implementation.

Syllabus

1. Business Policy, Corporate Strategy and top management functions.
2. Mission, objectives and Goals.
3. Social aspects of business policy, social responsibility of business and business ethics.
4. Environment Analysis and techniques.
5. Analysis of Internal resources; strengths and Weakness.
6. Strategic planning: process, tools and techniques.
7. Choice of structure, system, staff and skills.
8. Implementing corporate strategy.
9. Functional policies in relations to corporate goals. } production, purchasing
marketing financial and
personnel.
10. Review and Evaluation of strategy.

Suggested Reading

1. P K. Ghosh; Business Policy (Sultan and Chand)
2. Kenneth R Andress; Concepts for Corporate Strategy.

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Paper - 5 Business Policy

Scheme of Lessons

Lesson No.	Title
1.	Introduction
2.	Mission, Objectives and Goals.
3.	Social Responsibility of Business.
4.	Environment Analysis and Techniques.
5.	Analysis of the Internal Resources.
6.	Strategy Formulation and Management
7.	Strategic Analysis and Choice
8.	Implementation of Corporate Strategy
9.	Functional Policies And Corporate Goals.
10.	Review and Evaluation of Strategy.

LESSON - 1

INTRODUCTION

Business policy and strategic management

Business policy is a term traditionally associated with the course in business schools devoted to integrating their educational programme and understanding is called strategic management. Before discussing the term business policy, let us see about strategic management.

'Strategic Management' is the term currently used to describe the decision process. Before going into the exact term, let us just review previously used terms for this process so that they will not be unfamiliar, when we come across them.

In most businesses in earlier times (and in smaller firms even today) the focus of the manager's job was on day today decision for the world. That may have been satisfactory then. However, the changes taking place all around led to a different approach to management.

Instead of focusing all their time on the present, managers began to see value in trying to anticipate the future and to prepare for it. They did it in several ways such as.

- a) They prepared systems and procedures manual for decisions that must be made repeatedly. This freed time for more important decisions and ensured more or less consistent decisions.
- b) They prepared budgets. They tried to anticipate future sales and flows of funds. In sum, they created a planning and control system.

P.G. DIPLOMA IN MANAGEMENT

PAPER - 6. MANAGEMENT OF PUBLIC ENTERPRISES

**Introduction, Syllabus, Lesson Schedule,
Selected References**

Introduction

In the recent decades Public Enterprises have played a pivotal role in industrialization, employment generation and development of backward areas of our country. Since independence public enterprises have been identified as potent instrument of growth with social justice.

Today, public enterprises have attained commanding heights of Indian economy. They cover diverse business activities such as mining, steel making, non-ferrous metal production, petroleum refining, petro-chemicals, fertilizers, ship building, machine building power generation sea road air transport, industrial financing banking. Insurance, Industrial Electronics, petroleum exploration, International trade, and Tourism.

The claims to the commanding heights has not been without problems. Doubts have been expressed about the wisdom of committing large percentage of funds for development of monolithic public sector companies whose performance on the profitability front have been considerably below expectations. Public enterprise, companies individually and collectively have come under close scrutiny by press, parliament and the public.

In various forums, it has been pointed out from time to time that public enterprises has been losing heavily and thus draining scarce resources of the public. Their efficiency in utilization of resources, capacities has been very low as compared with private companies of comparable size and field of operation.

Various research studies have come out that inadequate professionalization of management, lack of autonomy for managers, adoption of bureaucratic procedures, lack of flexibility in adopting to the changing environment overstating uneconomic pricing, poor choice of location, extravagant expenditures, lack of priorities, time and cost over runs resulting from delay in decision making, excess inventories, wrong choice of technologies lack of market orientation as causes for low profitability of Public Enterprises.

These problems are engaging the serious attention of the Government of India. Many strategic decisions have been taken and implemented by the industries concerned. In some areas, these have borne fruit. In the recent years, the performance of many public enterprises have been gratifying. Learning from the experience of public enterprises both successful and not successful ones would greatly add to the management knowledge with special reference to Indian environment.

Awareness of the problems, complexity and uniqueness of public enterprises managerial experience can help to train management graduates to enhance skills, attitudes and conceptualization. A course on management of public enterprises, in the curriculum of management will help both practicing managers of public enterprises as well as private enterprises, most of whom do come into intimate contact as customer, suppliers to public enterprises.

So, this course gives an opportunity, to management graduates to gain exposure to the concept of public enterprises, gain right attitudes and formulate correct approaches to management problems related to public enterprise companies. At the end of the course the student is expected to be familiar with public enterprise scene, in India with relation to functional management and macro level and unit level problems.

With this end in mind, a Comprehensive syllabus has been framed as follows :

Syllabus

What is Public Enterprise, Historical Background of development of PE in India before independence. Role of PE in economics of developed and developing countries Growth of PE in post independence (Govt. policy toward PEs, Industrial policy resolutions, 5 Year plans. Current status and Current political thinking on PEs)

PE environment, PE Objectives Nationalisation of Private Enterprises.

Organisational pattern of PEs at Macro and Micro level. Legal forms of PEs central, state and local bodies PE board of directors top management selection In PEs, Organisational problems. Centralisation Vs Decentralisation. Delegation. Autonomy and accountability issue prevalent in PE. Relationship with the government. Govt. Machinery for PE supervision and policy framing (BPE adhoc committees PESB)

Project appraisal of PEs and Project Management in PE Govt, guidelines for Project appraisal. Financial management in PEs Source and application of funds, long term financing Working capital Management, Budgetary control, cost control, Internal Audit, Profitability of PES.

Personnel Management, Recruitment and Selection, Govt. Policies of Personnel recruitments Manpower Planning, Training and development, Executive Motivation and Turnover. Compensation practices- Industrial relations in PES, participative management Role of deputationists, management of Public relations Marketing management practices in PEs, Pricing Policies and practices in public Enterprises, Advertising and sales management in PEs.

Production, Inventory and purchase - Management practices, in PEs. Directorate General of Supplies and Disposal Services for PEs.

Research and Development in PEs.

Future trends, prospects of PEs.

Scheme of Lessons

Lesson No.	Title
1.	Public Enterprises in India.
2.	Organisation of Public Enterprises.
3.	Government And Public Enterprises
4.	Project Planning
5.	Financial Management In Public Enterprises
6.	Human Resource Development
7.	Industrial Relations
8.	Production and Materials Management
9.	Marketing and Pricing Policies
10.	Public Enterprises in India. - Present Trends

Selected References

The study of public enterprises has engaged the attention of many specialists such as management, scientists, technologists, economists, social scientists, political scientists, etc.

These specialists have contributed to the literature on public enterprises. To these have been added a large volume of information in the form of statutes, statutory documents, annual reports of public enterprises, plan documents, project reports, reports of parliamentary committees, and parliamentary proceedings.

Practicing managers and politicians and administrators associated with public enterprises have also contributed their observations and experiences in the form of books and articles in journals. It is impossible to list publications and articles on the subject matter. Only a selected references relevant to the present course of study have been given below with a guidance for the student to look for additional information.

Selected References

Books

- 1) Jagdish Prakash Rao, Shukla, Administration of Public Enterprises in India, Himalaya, Bombay, 1988.
- 2) Laxmi Narain, Principles and Practices of Public Enterprise Management, Chand and company, New Delhi (Third edition) 1988.
- 3) Lakshmi pathy V. Performance Appraisal in Public Enterprises, Himalaya, Bombay.
- 4) Laxmi Narain, Parliament and Public Enterprises in India, S.Chand and Co., New Delhi, 1979.
- 5) Mishra and Ravishanker, Public Enterprises in the World, Himalaya, Bombay.
- 6) Standing Conference of Public Enterprises, New Delhi. Public Enterprises in the National Economy, 1976
- 7) Standing Conference of Public Enterprises, New Delhi, performance of Public Enterprises. 1978
- 8) Standing conference of Public Enterprises, New Delhi, Governmental Policy for management of Public Enterprise Vol.I and II, 1979.
- 9) Standing conference of Public Enterprises, New Delhi, Public Sector- An Introspection 1988.

- 10) Sankar, Mishra and Ravishankar (eds) Leading issues in Public Enterprise Management, Himalaya, Bombay
- 11) Sankar, Ravishankar, Mishra. Sastry (Eds) Training needs in Public Enterprises, Himalaya, Bombay.
- 12) — — do — — Productivity in public Enterprises, Himalaya, Bombay.

Journals

- 1) Lok Udyog, Journal of Public Enterprise, published monthly by the Bureau of Public Enterprises, Ministry of Finance, New Delhi, Jan - Mar 1987. (Ceased Publication after March 1986.)
- 2) State Enterprise, Quarterly Journal of the Standing Conferences of Public Enterprises, New Delhi, Published First in 1982 (Ceased publication after Jan - MAR 1985 issue)

Note: 1) In addition to the above, a large number of articles are published in business section of News, Dailies such as the Hindu, Times of India etc.

2) Business Dailies such as Economic Times publish articles of topical interest on Public Enterprises.

3) Business and Economic Journals publish both popular articles such as those which appear in Business India, Business World etc., and research articles such as those found in Economic and Political weekly.

Students are advised to go through the relevant sections of the above mentioned references to update their knowledge on Public Enterprises.