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**D R. BABASAHEB AMBEDKAR  
MARATHWADA UNIVERSITY,  
AURANGABAD.**



**Diploma Course :- D.B.M., D.M.M., D.P.M.  
Diploma in Production Management  
Under the Faculty of Management Science**

**Price Rs. 20/-**

[ Effective from 2009-10 & onwards ]

**Diploma Courses – D.B.M / D.M.M / D.P.M / DIPLOMA IN PRODUCTION  
MANAGEMENT**

*(As per credit system effective from June 2009)*

**O.348** The post graduate diploma course in Business Management / Marketing Management / Personnel Management / Production Management shall be conferred on a candidate who has satisfied the following conditions:

- a) A candidate seeking admission to the diploma courses must have passed the bachelor's degree examination in any faculty of this university or of any other university recognized by UGC equivalent thereto.
- b) The candidate must have pursued the regular course of study prescribed for the diploma course and has passed the prescribed examination successfully for the award of Diploma. The diploma shall be one academic year divided into two semester of fifteen weeks each.

**O.359** A Candidate shall be declared to have passed the diploma examination if he/she secures 40% marks in each paper (Theory & Sessional together) and secures 50% marks in aggregate of the total marks prescribed for the course. If a candidate fails to secure 40% marks in a paper, then he/she may reappear for the theory paper (Not for sessional). If a candidate fails to secure 50% of the aggregate marks, he/she may choose to reappear for not more than 50% of the theory papers for improving the percentage. (He/She may choose the papers from Ist or IInd semester or both)

**O.339** A candidate who has scored a minimum of 40% marks in each theory paper & sessional and project and 60% or more marks in aggregate, shall be declared to have passed the diploma examination in "First Division".

A candidate who has scored secured a minimum 40% marks in each theory & sessional and project and 50% or above in aggregate but less than 60%, shall be declared to have passed the examination in "Second Division". There will not be a "Passed Division".

**O.360 (a)** To be eligible for promotion to second semester of the diploma course, a candidate must have appeared for Ist semester examination. Passing in papers is not mandatory for promotion to IInd semester. He may appear for all the papers (Both Ist & IInd semester) at the end of second semester. Appearance in an examination means submission of examination form along with prescribed fees.

**R.337** The project report should be completed under the guidance of a teacher. The project topic and the guide should be allotted at the beginning of second semester. The students are required to submit the project report before commencement of second semester examination. The evaluation of the project will be done by the internal & external examiners separately in the following format.

1. Report preparation - 100 marks
2. Presentation - 50 marks
3. Viva - 50 marks.

Both the examiners will submit their assessment separately to the examination section. The average of internal & external examiner shall be treated as the marks obtained by the student.

**R.340** The sessional marks shall be based upon internal work carried on by the student. The award of marks shall be as under:

1. Two assignment (Tutorials) - 10 marks each (10 x 2 = 20 marks)
  2. Two class test - 10 marks each. (10 x 2 = 20 marks)
- (40 marks)

The sessional marks assigned by the department / college shall be scaled down in relation to the theory marks scored by the student in the corresponding subject. How ever a variation of  $\pm 10\%$  shall be applicable.

**R.341(a)** Following shall be the scheme of examination and syllabus of the course:

**A) Diploma in Business Management:**

**Semester I**

Course No.	Subject Title	No. of Lecture per course	Theory Marks	Sessional Marks	Total Marks	Credits
I	Management Accounting & Applied Statistics	60	60	40	100	4
II	Principles of Management	60	60	40	100	4
III	Management Information Systems	60	60	40	100	4
IV	E-Business	60	60	40	100	4

**Semester II**

Course No.	Subject Title	No. of Lecture per course	Theory Marks	Sessional Marks	Total Marks	Credits
V	Human Resource Management	60	60	40	100	4
VI	Financial Management	60	60	40	100	4
VII	Marketing Management	60	60	40	100	4
VIII	Production & Operations Management	60	60	40	100	4
IX	Project Report	90	-	200	200	3

**Total Credits for DBM = 35**

## B) Diploma in Marketing Management:

Semester I

Course No.	Subject Title	No. of Lecture per course	Theory Marks	Sessional Marks	Total Marks	Credits
I	Management Accounting & Applied Statistics	60	60	40	100	4
II	Principles of Management	60	60	40	100	4
III	Management Information Systems	60	60	40	100	4
IV	E-Business	60	60	40	100	4

Semester II

Course No.	Subject Title	No. of Lecture per course	Theory Marks	Sessional Marks	Total Marks	Credits
V	Consumer Behavior	60	60	40	100	4
VI	Advertising Management	60	60	40	100	4
VII	International Marketing	60	60	40	100	4
VIII	Sales and Distribution Management	60	60	40	100	4
IX	Project Report	90	-	200	200	3

Total Credits for DMM = 35

C) **Diploma in Personnel Management:**Semester I

Course No.	Subject Title	No. of Lecture per course	Theory Marks	Sessional Marks	Total Marks	Credits
I	Management Accounting & Applied Statistics	60	60	40	100	4
II	Principles of Management	60	60	40	100	4
III	Management Information Systems	60	60	40	100	4
IV	E-Business	60	60	40	100	4

Semester II

Course No.	Subject Title	No. of Lecture per course	Theory Marks	Sessional Marks	Total Marks	Credits
V	Management of Industrial Relations	60	60	40	100	4
VI	Manpower Development for Technological Change	60	60	40	100	4
VII	Management Training and Development	60	60	40	100	4
VIII	Legal Frame Work Governing Human Relations	60	60	40	100	4
IX	Project Report	90	-	200	200	3

Total Credits for DPM = 35

## D) Diploma in Production Management:

Semester I

Course No.	Subject Title	No. of Lecture per course	Theory Marks	Sessional Marks	Total Marks	Credits
I	Management Accounting & Applied Statistics	60	60	40	100	4
II	Principles of Management	60	60	40	100	4
III	Management Information Systems	60	60	40	100	4
IV	E-Business	60	60	40	100	4

Semester II

Course No.	Subject Title	No. of Lecture per course	Theory Marks	Sessional Marks	Total Marks	Credits
V	Purchasing and Materials Management	60	60	40	100	4
VI	Total Quality Management	60	60	40	100	4
VII	Production Planning and Control	60	60	40	100	4
VIII	World Class Manufacturing	60	60	40	100	4
IX	Project Report	90	-	200	200	3

**Total Credits for Diploma = 35**

**R.341(b)**

- i) A student who failed in any of the semester under the old course will be allowed to appear for respective semester of the new course under this scheme.
- ii) A student who has admitted to the Ist semester of the old course and failed to clear the examination, shall be admitted to the Ist semester of the new course.
- iii) A student who has passed the Ist semester of the old course shall be admitted to the IInd semester of the new course.
- iv) The students who have passed the Ist & IInd semester of one diploma course may chose to join the next diploma course. In such a case, there shall be exemption from appearing for the Ist semester. They can directly be admitted to IInd semester of the next diploma course.

(b) Following hall be the detailed syllabus :-

## Paper - I . Management Accounting &amp; Applied Statistics

Theory : 60  
Sessional : 40  
Credits : 4

1. Principles of Double Entry Book Keeping, ledger posting, Cash Book, Trial Balance and preparation of Final Accounts including non profit organisations.
2. Management Accounting- Aims, objectives, functions and advantages and limitations of Management Accounting. Financial Analysis – Cash Flow and Fund Flow statements – Ratio Analysis.
3. Cost Concepts - Cost elements, Material and Labour and overheads- preparation of cost sheet -methods of Costing.

## STATISTICS

1. Meaning, scope and limitation of Statistics.
2. Collection of Data – primary and secondary and tabulation of data. Construction of frequency distribution – graphical representation, histograms.
3. Measures of Central Tendency – Mean, median, mode, geometric mean, harmonic mean and weighted average.
4. Familiarization with concept relating to index number, time series and Business Forecasting.
4. Correlation analysis – Testing of Hypothesis.

## Books :

1. Advanced Accountancy by Shukla & Garewal
2. Advanced Accountancy by A.N.Agarwal
3. Principles of Management Accounting by Man Mohan & Goyal
4. Advanced Cost Accountancy by B. K. Bhar.
5. Cost Accounting By Wheldon
6. Management Accounting by I.M.Pandey
7. Fundamentals of Statistics by D.N.Elhance.

## Paper - II Principles of Management

Theory : 60  
Sessional : 40  
Credits : 4

1. Introduction – Management Administration, Organisation concepts., definition, scope and importance of Management, evolution of management, early contribution and modern management thought and pattern.
2. Principles of Management – division of work – authority and responsibility-discipline – unity of command and direction – centralization – scalar chain – order & equity – initiative etc.
3. Functions of Management :-
  - i) **Planning** :- Nature and Purpose – objectives – premises of planning – forecasting – decision-making – policy formulation and planning in action.
  - ii) **Organising** :- Forms and complexities of organisation in business – traditional forms and modern forms – Universality of organisation – nature and purpose of organisation – organizational charts – span of management – departmentation – line and staff relationships – functional aspects – delegation and decentralization of authority – role of committees.
  - iii) **Staffing** :- the managerial job – selection of managers – appraisal of management personnel – development and training of managers – developing the executives of tomorrow.
  - iv) **Direction** :- Nature of direction – motivation – Human factors in Business Administration – organisation as a special behaviour participation in management communication – leadership administration – dimensions of leadership – role of leaders – leader-follower relationships.
  - v) **Controlling** :- Control process – devices of control – overall control of performance – rational analysis – management audit – cost control – quality control – advanced controlling techniques such as PERT, CPM etc.
  - vi) **Co-ordination** :- Need – principles and techniques of co-ordination.

**BOOKS :**

1. Koontz H. Weachrich H., *Management*, 10<sup>th</sup> ed., New York, McGraw Hill, 1995.
2. Luthans, F. *Organisational Behaviour*, 7<sup>th</sup> ed. New York, McGraw Hill, 1995.
3. Robbins, S.P. *Management*, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.
4. Stoner, J. etc. *Management 6<sup>th</sup> Ed., New Delhi, Prentice-Hall of India, 1996.*

Paper - III Management Information System

Theory : 60  
Sessional : 40  
Credits : 4

Information System :

Information processing as a system. Hardware/Software system. History of Information processing - Information processing Techniques : Reasons for processing information ,Fundamental steps in processing ,types of processing, computer / manual processing system, comparative study.

Management Information System : Definition of MIS, Characteristics, MIS Model MIS and DSS Economic Justification of MIS

Operational System – General Outline of :-

1. Marketing Data Processing System:
2. Manufacturing Data Processing System
3. Personnel Data Processing System
4. Financial Data Processing System.

Books :

1. Keen, Peter G,W:Decision Support System an Organizational Perspective Addison- Wesley Pub.
2. Theierauff, Robert J. Decision Support System for effective Planning- Prentice Hall – 1982
3. Krober, Donald W., and Hugh. J. Watson Computer Based information System New York,1984.
4. Davis L Michael W. A Management Approach- Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
5. Andrew P. Decision Support System Engineering , Sage, John Wiley & Sons, New York, 1991.
6. Leod Raymond Me JR Management Information System – Macmillan Publishing Company, New York – 5<sup>th</sup> Edition – 1993.
7. Turban, Efrain Decision Support & Expert System – Management perspective – Macmillan Publishing Company , New York.19988

**PAPER-IV E-BUSINESS**

Theory : 60  
Sessional : 40  
Credits : 4

**Objective**

The objective of the course is to acquaint the student with the use of E-Commerce in competing markets.

**Course Contents**

Introduction to E-Business: Definition- Forces Fueling E-business-industry framework-types-internet Service providers- Internet Access Providers –Internet Vs. online services: WWW: Concepts – Electronic payment system: Electronic payment Technology –Digital cash – Electronic check- on line Credit Card: Electronic commerce and Banking: changing Dynamic in the Banking industry – Management issues in online Banking: Electronic commerce and Retailing –Changing retail industry Dynamics –Online Retailing –Management Challenges- Electronic commerce and online Publishing: Online Publishing Strategies – Approaches –Advertising and online publishing –Online Sales force- Online Customer Services and support –Technology and marketing strategy: intranets and Manufacturing : Emerging Business Requirement – Manufacturing information System –Software Modules in financial information system –Transaction Accounting – Inventory Accounting Payment Management –Treasury and cash Management –Human Resource Management system –Size-Structure of Financial Software Markets- The Corporate Digital Library-Intelligent Agents.

**BOOKS:**

1. Cady, G.H and Part McGreger, The Internet, BPB Pub.Delhi, 1999.
2. Carpenter, Phil e Brandishes Press, Boston, 2000.
3. Keen, Peter and Mark McDonald The e-process Edge, Delhi, Tata McGraw-Hill 2000.
4. Mann, Catherine, L. Global Electronic Commerce, Institute for International Economics, Washington, DC, 2000.
5. Oberoi, Sundeep E-Security and you, Delhi, Tata Mcgraw-Hill, 2001.
6. Rich, Jason R. Starting and E-Commerce Business, IDG Books, Delhi, 2000.
7. Samantha Shurety, E-business with Net Commerce, Addison Wesley, Singapore, 2001.

List of Cases and specific references including research papers and books will be announced in the class.

Second Semester  
DBM

Paper – V

Human Resource Management

Theory: 60 Marks  
Sessional :40 Marks  
Credits : 4

1. Human Factor in Management – concept - significance – scope - strategies for formulation of Human resource development programme.
2. Introduction concept function scope and importance of personnel management qualities of personnel manager and his role in industry, professionalisation of personnel management in India.
3. Manpower planning , personnel selection, promotion, training and development , performance appraisal , employee morale and productivity job enrichment , job satisfaction and job evolution.
4. Industrial Relation - Unions and government in Industrial Relations. Industrial Disputes - prevention and settlement , worker's participation in management.
5. Personnel Problems : Employee discipline, complaints and grievances, labour absenteeism, labour turnover, labour efficiency – quality of work life.
6. Organization Behaviour : Approches of organizational behaviour - Group in Organization - formal and informal groups – group dynamics, management of the Group - Inter-Group Behavior and Conflicts - management of conflicts.
7. Motivation and behavior-historical development of the concept of motivation-motivation theories - financial and Non Financial Motivation.
8. Leadership in organization – concept of leadership and leadership qualities ,leadership theories – managerial grid – contingency .Theories of leadership power and politics – sources of power - acquisition of power , organizational politics and tactis and ethics of power politics.

**Books Recommended:**

1. Keith Davis : Motivation and Work
2. Blanchard : Organization Behavior
3. Jit & Chandan : Organization Behavior
4. Personnel Management : R.S. Davar
5. Personnel Management : Northcott
6. Human Resource Development : Silvera D. M.
7. Human Resource Development : Saiyadain
8. Experiences & Experiments | HR : By Rao, Pareck , Pareira

Paper – VI

**Financial Management**

Theory: 60 Marks  
Sessional :40 Marks  
Credits : 4

1. Financial needs of modern industry, corporate organization - corporate control and management promotions of companies, marketing of securities , capitalization , Investment Banking - Investment trusts underwriting.
2. Corporate securities, Financial planning - trading on equity methods of securing short term and long term capital in India - regulation of capital issues in India.
3. Financial control of corporation - Maintenance policies, Investment Policies profits and dividend policies - Utilization of surplus - corporate taxation
4. Expansion , failure and reconstruction of corporation , procedure and effects of reconstruction.
5. Control of current assets, disposition of the funds- verification of assets
6. Use of statistical techniques of forecasting - Budgetary control Business strategy and forward planning , social obligation of corporate enterprises.
7. External factors affecting an enterprise – prices , money - notes - stock market prices , taxes and fiscal policies - business activities & market economic activity in general.

**References:-**

1. *Financial Management* by I.M. Pandey
2. Archer , Stephen H.etc *Financial Management* , New York, John Wiley 1990
3. Bhalia V.K. *Financial Management and Policy 2<sup>nd</sup> ed* New Delhi, Anmol, 1998
4. Brealey, Richard A and Myers Stewart C .*Principles of Corporate Finance 5<sup>th</sup> ed* New Delhi , McGraw Hill 1996.
5. Hampton. John. ,*Financial Decision Making* , 10<sup>th</sup> ed . New Delhi, Prentice Hall of India 1997.
6. Van Horne, James C. *Financial Management and policy*, 10<sup>th</sup> ed. New Delhi, Prentice Hall of India 1997
7. Winger, Bernard and Mohan , Nancy. *Principles of Financial Management* ,New York,Macmillan Publishing Company, 1991.

Paper – VII Marketing Management

Theory: 60 Marks  
Sessional :40 Marks  
Credits : 4

1. Role of Marketing in the society, Marketing Management – Definition - marketing concepts and its adoption by the firm- customer satisfaction & orientation- relevance of marketing concepts to Indian Environment - Consumerism and marketing concept.
2. Marketing Environment - Demographic, economic, Natural, technological, Political and Cultural - Market opportunities and threats - Indian marketing environment- demographic, economic social rural, legal..
3. Consumer Markets & buying behavior model of Consumer behavior – Factors influencing buyers behaviors - buying motives – Buying decision process-Indian consumer, profile and classification-Business buyer and its buying motives-buying Decision process - Indian consumer, profile and classification – Business buyer and its buying decisions – Institutional and Government markets.
4. Market segmentation & Targeting markets - segmentation approaches, patterns, procedure and bases for segmentation - basis for selecting consumer and business markets. Markets targeting evaluation and selection of market segments.
5. Marketing information system, Internal record system. Marketing Intelligence system. Marketing Decision Support System, Market Records in India.

References:-

1. *Marketing Management* by Dr. S. A Sherlekar
2. Enis, B.M *Marketing Classics: A Selection of influential Articles*, New York, McGraw Hill 1991.
3. Kotler. Philip and Armstrong, G. *Principles of Marketing*, New Dehli, Prentice-Hall of India 1997.
4. Kotler. Philip *Marketing Management Analysis Planning Implementation and Control*, New.Delhi, Prentice Hall of India 1994.
5. Ramaswamy, V S and Namakumari S. *Marketing Management Planning Control*, New Delhi, Macmillan 1990.
6. Station William, J. *Fundamentals of Marketing*, New York, McGraw Hill 1994.
7. Nelamegham, S. *Marketing in India : Cases and Readings*, New Delhi, Vikas,1998.

Paper – VIII Production and Operations Management

Theory: 60 Marks  
Sessional : 40 Marks  
Credits : 4

History and development of production Management – production function- modern trends in production Management.

Forecasting , purchasing , Value Analysis / Engineering Inventory Control – Inventory models , Classification of materials , work in process and Inventory Management , Materials requirement planning , PERT / CPM , Plant location and layout , method study and work management.

Production planning and control, scope, capacity, planning, aggregate planning production scheduling , computerized production control - maintenance management and spare parts management - I.S.O. 9000. 1, 2, 3, Total Quality Management.

**Books Recommended:-**

1. *Production and Operation Management* : By Mayer
2. *Production and Operation Management* : By Adam E.E. Jr.
3. *Industrial Marketing* : by Sherlekar S.A.
4. *Operation Management* : Geol B.S.
5. *Production & Operations Management* : Levin

Paper – IX Project Report

Marks : 200  
Credit: 3

Each student has to complete a project in second semester. The project will be assigned by the internal guide from the institute. As far as possible individual projects are to allotted to students. However, in case of larger project two or three student may work in group. In such a case each student should work on a separate or distinct module. Student should submit the project individually. The project report submitted by the student shall be evaluated separately by the internal guide and the external examiner appointed by the university.

**Semester – II**  
**Diploma in Marketing Management [DMM]**

Paper – V **CONSUMER BEHAVIOUR**

Theory: 60 Marks  
Sessional : 40 Marks  
Credits : 4

**Objectives**

The basic objective of this course is to develop and understanding about the consumer decision-making process and its application in marketing function of Firms

**Course Contents**

Introduction to Consumer Behavior , and Marketing Strategy , Consumer Involvement and Decision Making; Consumer Motivation; Information Processing Consumer Perception; Consumer Attitudes and Attitude Change; Influence of personality and Self Concept on Buying Behaviour; Reference Group Influence ; Diffusion of Innovation and Opinion Leadership , Family Decision Making : Industrial Buying Behavior ; Models of Consumer Behaviour Audit; Consumer Behavior Studies in India.

**Suggested Readings**

1. Assael , H Consumer Behavior and Marketing Action. Ohio, SoughtWestern,1995.
2. Engle, J.F. etc. Consumer Behavior and Marketing Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
3. Howard,John A. etc. Consumer Behaviour in Marketing Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D.I. etc Consumer Behavior: Implications for Marketing Strategy.Texas,Business,1995.
5. Mowen, John C. Consumer Behaviour. New York, MacMillan, 1993.
6. Schiffman, LG and Kanuk, L L. Consumer Behavior. New Dehli, prentice Hall of India, 1994.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the course.

**Paper – VI Advertising Management**

Theory: 60 Marks  
Sessional :40 Marks  
Credits : 4

**Objectives**

The aim of the paper is to acquaint the students with concept , techniques and give experiences in the application of concepts for developing an effective advertising program.

**Course Contents**

Advertising Role in the Marketing Process : Legal Ethical and Social Aspects of Advertising : Process of Communication – Wilbur Schramm's Model , Two Step Flow of Communication , Headlines , Copy , Logo , Illustration , Appeal , Layout ; Campaign Planning; media Planning Budgeting ; Evaluation – Rationale of Testing Opinion and Aptitude Tests, Advertising Organization – Selection , Compensation and Appraisal of an Agency ; Electronic Media Buying Advertising campaign – Advertising V/s Consumer Behavior ; Sales Promotion – Role of Creative Strategies ; Advertising – retail National , Co-operative , Political , International , Public Service Advertising .

**Suggested Readings**

1. Aaker, David A. etc. Advertising Management , 4<sup>th</sup> ed., New Delhi , Prentice Hall of India , 1985.
2. Belch , George E and Belch , Micheal A. Introduction to Advertising and Promotion 3<sup>rd</sup> ed., Chicago Irwin,, 1995.
3. Borden , William H Advertising , New York , John Wiley , 1981.
4. Hard , Norman. The Practice of Advertising . Oxford , Butterworth Heinemann, 1995.
5. Kleppner , Otto. Advertising Procedure . Englewood Cliffs , New Jersey. Prentice Hall Inc., 1986.
6. Ogilvy, David. Ogilvy on Advertising . London , Longman , 1983.
7. Sengupta , Subroto. Brand Positioning Strategies for Competitive Advantages. New Delhi,, Tata Magraw Hill , 1990.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the Course.

Paper – VII **International Marketing**

Theory: 60 Marks  
Sessional :40 Marks  
Credits : 4

**Objectives**

The Basic objectives of this course is to acquaint the students with environmental procedural , Institutional and Decisional aspects of International marketing.

**Course Contents**

International Marketing - Definition , Concept and Setting ; Distinction between International Trade , Marketing and Business ; Economic Environment of International Marketing ; International Institution – World bank , IMF , UNCTAD , WTO, Customs Union, Common Markets , Free Trade Zone , Economic Communities , Constraint on International Marketing – bilateral Trade Agreements , Commodity Agreements and GSP ; India and World Trade , Import and Export Policy , Direction and Quantum of India Exports ; Institutional Infrastructure for Export Promotion ; Export Promotion Councils , Public Sector Pre Trading Agencies , ECGC , Procedure and Documents and – Registration of Exporters , Export Quotation , Production and Clearance of Goods for Exports Shipping and Transportation , Insurance , Instruments of Payment – Open Account , Bills of Exchange ; Letter of Credit – Export Finance ; International Marketing , Mix - Identification of markets , Products Policy , International Products Life Cycle , Promotion Strategy , Pricing Strategy and Distribution Strategy ; Various Forms of International Business.

**Suggested Readings:**

1. Bhattacharya , B. Export Marketing Strategies for Success. New Delhi, Global Business Press. 1991.
2. Johri, Lalit M. International Marketing Strategies for Success. University of Delhi ,Faculty of Management Studies , 1980.
3. Keçgan ,Warren ,Global Marketing Management . Englewood Cliffs , Nre Jersy, Prentice hall Inc., 1995.
4. Onkvisit, Sat and Shaw , J.J. International Marketing ,: Analysis and Strategy. New Delhi , Prentice Hall.of India , 1995.
5. Pripalomi, V.H. : International Marketing , Prentice Hall.
6. Terpstra , Vern and Sarathy , R. International Marketing . Orlando Dryden Press, 1991.
7. Walter , I and Murray , T. Handbook of International Business .New York,John wiley , 1988.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the Course.

**Paper – VIII Sales And Distribution Management**

Theory: 60 Marks  
Sessional :40 Marks  
Credits : 4

**Objectives**

The purpose of this paper is to acquaint the student with the concept which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

**Course Content**

Nature and Scope of Sales Management ; Setting and Formulating Personnel Selling Objectives ; Recruiting and Selecting Sales Personnel ; Developing and Conducting Sales Training Programmes ; Supervision of Salesmen ; Motivating Sales Personnel ; Sales Meetings and Sales Contests ; Designing Territories and Allocating Sales Efforts ; Objectives and Quotes for Sales Personnel ; Developing and Managing Sales Evaluation Programme ; Sales Cost and Cost Analysis . Wholesaling and Retailing; Logistics of Distribution ; Channel Planning ;Organizational Patterns in Marketing Channels ; Managing Marketing Channels ; Marketing Channel Policies and Legal Issues; International marketing Channels.

**Suggested Readings**

1. Anderson, R. Professional Sales Management Englewood Cliffs , New Jersey, Prentice Hall Inc . 1992.
2. Anderson, R. Professional Personnel Selling Englewood Cliffs , New Jersey, Prentice Hall Inc . 1991.
3. Bushrick, R.H and Stanton , W.J. Management of Sales Force . Homewood Illinois ,Richard D. Irwin ,1993.
4. Dalrymple , D.J Sales Management Concept and Cases , New York , John Wiley, 1989.
5. Johnson , E.M etc, Sales Management :Concepts ,Practices and Cases. New York, McGraw Hill 1986.
6. Stanton , William J.et. Management of a Sales Force ., Chicago, Irwin, 1995.
7. Still R.R Sales Management , Englewood Cliffs , New Jersey , Prentice Hall Inc ,1998.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the Course.

**Paper – IX Project Report**

Marks : 200  
Credit: 3

Each student has to complete a project in second semester. The project will be assigned by the internal guide from the institute. As far as possible individual projects are to allotted to students. However, in case of larger project two or three student may work in group. In such a case each student should work on a separate or distinct module. Student should submit the project individually. The project report submitted by the student shall be evaluated separately by the internal guide and the external examiner appointed by the university.

## Diploma in Personnel Management ( DPM )

Paper – V

### Management of Industrial Relations

Theory: 60 Marks  
Sessional : 40 Marks  
Credits : 4

#### Objectives

Organizational Efficiency and performance are intricately interlinked with Industrial Relations. This Course is an attempt to appreciate the conceptual and practical aspects of Industrial relation at the macro and micro levels.

#### Course Contents

Industrial relation Perspectives ; Industrial Relations and the Emerging Socio-economic Scenario; Industrial Relation ; Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management ; Discipline and Grievance Management ; Negotiation and collective settlements ; Participative Management and Co-ownership ; Productive Bargaining and Gain Sharing ; Employee Empowerment and Quality Management; Relations and Technological Change.

#### Suggested Readings

1. Kochan, T.A. & Katz Henry . Collective Bargaining and Industrial Relations 2<sup>nd</sup> ed. Homwood , Illinois , Richard D. Irish, 1988.
2. Mamkootam, K Trade Unionism. Myth and Reality , New Delhi,Oxford University Press, 1982.
3. Niland JR. etc, The Future of Industrial Relation. New Delhi sage ,1994.
4. Papola, T.S & Rodgers ,G. Labour Insitution and Economic Development in India. Geneva, ILO, 1992.
5. Ramaswamy, E.A . The Rayon Spinners the Strategic Management of Industrial Relations . New Delhi , Oxford University Press 1994.
6. Virmani, B.R. Participative Management Vs. Collective Bargaining. New Delhi, Vision Books,1988.7. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Melbourne, Longman, 1987.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the Course.

Paper – VI

**Manpower Development For Technological Change**

Theory: 60 Marks  
Sessional : 40 Marks  
Credits : 4

**Objectives**

Recent years have witnessed rapid technological changes affecting industry and business in different ways. This course aims to discuss the major aspects of technological change and the kind of Human Resource Management strategies and steps, which may equip the organization and its Human resources to adequately cope with such changes.

**Course Contents**

Manpower Management in the 21<sup>st</sup> Century ; Environment context of Human Resource Management ; The Emerging profile of Human Resource; Special Features of New Technology , Concept and Process of Technological innovation ; Organizational Implication of Technological change; Human Resource Implication of Technological changes ; Performance /Potential Evaluation in the context of New Technology , Technology Transfer with Human Face; New Issues in Manpower Training and Career Development.

**Suggested Readings**

1. Clark, Jon. Managing Innovation and Change . University of Southampton,1995.
2. Clark, Jon. Human Resource Management and Technological change. London ,Sage,1993.
3. Champbell, A and Warner M. New Technology, Skills and Management . London, Routledge ,1992.
4. Rastogi , P.N. Management of Technology and Innovation. NewDelhi,Sage,1995.
5. Warner, M. New Technology and Manufacturing Management . London, Wiley.19909.
6. Womack, J.P etc. The Machine that changed the world. New York, Macwell Macmillan,1990
7. Whittaker, D.H Managing Innovation. Cambridge , Cambridge University Press, 1990.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the Course.

Paper – VII

**Management Training And Development**

Theory: 60 Marks  
Sessional : 40 Marks  
Credits : 4

**Objectives**

The Purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD and to enable the course participants to manage the Training Systems and processes.

**Course Contents**

Training Process – an Overview ; Role Responsibilities and Challenges to Training Managers; Organization and Management of Training Function ; Training Needs Assessment and Action Research ; Instructional Objectives and lesson Planning ; Learning Process ; Trainign Climate and pedagogy; Developing Training Modules ; Training Methods and Techniques ; Faciliites Planning and Training Aids ; Training Communication ; Training Evaluation Training and Development in India.

**Suggested Readings**

1. Beunet , roger ed. Improving Training Effectiveness Aldershot, Gower 1988.
2. Buckle R & Caple , Jim . The Theory & Practice of Training . London Kogan & Page ,1995.
3. Lynton , R Pareek , U. Training for Development. 2<sup>nd</sup> ed. New Delhi Vistaar, 1990.
4. Pepper, Allan D. Managing the Training and Development Function Aldershot Gower,1984.
5. Rae, L. How to Measure Training Effectivness. Aldershot Gower,1986.
6. Reid, M.A. etc Training Interventions : Managing Employee Development 3<sup>rd</sup> ed . London ,IPM,1992.
7. Senge, P. The Fifth Discipline : The Art and Practice of the Learning Organization . London , Century,1992.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the Course.

Paper – VIII

**Legal Framework Governing Human Relations**

Theory: 60 Marks  
Sessional : 40 Marks  
Credits : 4

**Objectives**

Understanding of the legal framework is important for the sufficient decision making relating to man management and industrial relations. The course aims to provide an understanding , application and interpretation of the various labour laws and their implication for industrial relation and labour issues.

**Course Contents**

Emergence and Objectives of Labour Laws and their Socio-economic Environment  
Industrial Relations Laws- Laws Relating to Industrial Disputes Trade Unions , And Standing Orders ; Laws relating to Discharges Misconduct , Domestic Enquiry, Disciplinary Action; Social Security Laws – Laws Relating to Workmen's Compensation , Employess State Insurance , Provident Fund , Gratuity amd Maternity Relief ; Wages and Bonus Laws – Yhe Law of Minimum Wages , Payment of Wages , Payment of Bonus ; Laws Relating to Working Conditions – The Laws Relating to Factories, Establishment and Contract Labour ; Interpretation of Labour Laws, Their Working and Implication for Management , Union Workmen ; the Economy and the Industry.

**Suggested Readings**

1. Ghaiye, B.R. Law and Procedure of Departmental Enquiry in Private and Public Sector . Luknow , Eastern Law Company,1994.
2. Malhotra, O.P The law of Industrial Disputes Vol I and II Bombay ,N.M. Tripathi, 1985
3. Malik , P.L Handbook of Industrial law . Lucknow , eastern Book. 1995.
4. Saini Debi S. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, ,Oxford 1995.
5. Saini Debi S edressel of Lbaour Grievances Claims and Disputes New Delhi. Oxford & IBHJ, 1994.
6. Seth, D.D Industrial Dispute Act . 1974. Vol I & II Bombay. N.M Tripathi 1995.
7. Srivastava S.C Industrial Relation and Labour Law. New Delhi, Vikas 1994.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the Course.

**Paper – IX Project Report**

Marks : 200  
Credit: 3

Each student has to complete a project in second semester. The project will be assigned by the internal guide from the institute. As far as possible individual projects are to allotted to students. However, in case of larger project two or three student may work in group. In such a case each student should work on a separate or distinct module. Student should submit the project individually. The project report submitted by the student shall be evaluated separately by the internal guide and the external examiner appointed by the university.

## **Diploma in Production Management ( DPM )**

Paper – V Purchasing and Materials Management

Theory: 60 Marks  
Sessional : 40 Marks  
Credits : 4

### **Objectives**

The key objective of this Course is to acquaint the students with Decision making for effective and efficient purchase , storage and flow of materials in manufacturing and service organization; Cost- reduction techniques in Pre Purchase , Purchase and Post-Purchase System ; Modern material Planning and delivery System like MRP and JIT and material handling and logistics System.

### **Course Contents**

Role of Purchasing and Material Management – Objectives , Organisation and Interrelationship, Determination and Description of Material Quantity, Material Planning in Push and Pull System . MRP and JIT; Determination and Description of Material Quality – Receiving and Incoming Quality Inspection Acceptance Sampling Plans , Vendor- Process Capability ; Cost-Reduction Techniques – Standardisation , Simplification and Variety Reduction ; Value Analysis and Engineering , Make or Buy Decision, Purchasing research, Sources of Supply , Price Determination and Negotiation , Vendor Rating Selection and Development ; Legal Aspects of Purchasing . Public Purchasing and Tendering ; International Purchasing Procedure and Documentation ; Purchasing of capital Equipment – Appraisal Methods Evaluating Suppliers Efficiency ,Stores Layout , Classification and Codification ; Material Logistics – Warehousing Management , Material Handling , Traffic and Transportation, Disposal of Scrap , Surplus and Obsolete Materials ; Inventory Control of Spare Parts , Material Information System.

### **Suggested Readings**

1. Ansari A and Modarress B. JIT Purchasing . New York, Free Press, 1990.
2. Baily P etc . Purchasing Principles and Management. London, Pitman, 1994.
3. Burt ,David N. Proactive Procurement. Englewood Cliffs, New Jersey, Prentice Hall Inc , 1994.
4. Dobler ,D.W. etc. Purchasing and Materials Management , New York,McGraw Hill , 1994.
5. Dutta , A.k Integrated Material Management , New Delhi, PHI , 1986.
6. Farrinton B and Waters Derek W. Managing Purchasing . London, Chapman & Hall 1994.
7. GopalKirshanan P and Sundershan M. Handbook Materials Management New Delhi, Prectice Hall of India , 1994.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the Course.

Paper – VI

**Total Quality Management**

Theory: 60 Marks  
 Sessional : 40 Marks  
 Credits : 4

**Objectives**

The Objective of this course is to acquaint the students with to make clear to candidates of basic concept of Total Quality ( TQ) from design assurance to service assurance ; to give emphasis of International Quality Certification System – ISO 9000 and other standards and their applicability in design manufacturing quality control and service to closely interlink management of quality, reliability and maintainability for total product assurance ; to focus on quality of services in contemporary environment.

**Course Contents**

Basic Concepts of Total Quality ( TO) ; Evolution of Total Quality Management Components of TQ Loop ; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection plans ; Statistical Process Control ; Process Capability Studies ; Humanistic Aspects of TQM ; Management of Q.C and Z.D. Programmes; Quality improvement Teams; Q-7 tools ; Quality Costa ; Taguchi Loss Function ; Functional Linkage of Quality with reliability and Maintainability / Failure Productive Maintenance ( TPM) ; quality Audits; Lead Assessment and ISO- 9000 Standards ; Marketing Aspect of T.Q ; Total Quality of Services; Total Quality and Safety; Six Sigma .

**Suggested Readings**

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles : Integrating Design Assurance & quality Assurance New York McGraw Hill , 1991.
2. Grant , Eugene L and Leavenworth, Richards, Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson , W.G. and Coombas , C.P Hand Book of Reliability Engineering and Management , New York , McGraw Hill ,199.
4. Locher, Robert H and Matar Joseph E. Designing for Quality. London ,Chapman and Hill, 1990.
5. Pike, John and Barnes, Richard TQM in action . London , Chapman & Hill , 1994.
6. Schmidt Warren H. and Finnigan, Jrome P. TQ Manager . San Francisco, Jossey Bass,1993.
7. Spenley, Paul. World Class Performance Through TQ , London, Chapman and Hill , 1992.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the Course.

Paper – VII

**Production Planning And Control**

Theory: 60 Marks  
Sessional : 40 Marks  
Credits : 4

**Objectives**

The develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production Planning and Control.

**Course Contents**

Production Planning and Control Function ; Material Requirement Planning ; Production-Inventory System ; Forecasting for Inventory and Production Control; Aggregate Line Balancing ; Planning for High Volume Standardized Products ; Procedures and Documentation in Production Planning and Control ; Application of Computer ; ERP.

**Suggested Readings**

1. Burbidge, John L. Principles of Production Control London, Donald and Evans, 1981.
2. Caubang, Ted C. Readings on Production Planning and Control Geneva ILO.
3. Greene , James H. Production and Inventory Control Handbook. NewYork, McGraw Hill, 1987.
4. Mc Leavey , Dennis W and Narasimhan, S.L Production and Inventory Control . Boston, Allyn and Bacon.1985.
5. Peterson, R and Silver , E.A Decision System for Inventory Management and Production Planning. New York,John Wiley, 1979.
6. Vollmann T.E. etc. Manufacturing Planning and Control . Homewood Illinios, Richard D Irwin, 1988.

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Paper – VIII

**World Class Manufacturing**

Theory: 60 Marks  
 Sessional : 40 Marks  
 Credits : 4

**Objectives**

The acquaint the students the world class manufacturing environment and optimized production principles

**Course Contents**

World Class Manufacturing Environment ; Imperatives for Success – Technology System approach and change in the mindset ; Strategic Decision in , Manufacturing Management ; Choice of Technology Capacit , Layout / Automation in Material handling System ; Aggregate Planning and master Production Scheduling – Materials Requirement Planning ( MRP) – Software in Use , Manufacturing Resource Planning ( MRP-11) Software in Use Implementation Problems/Indian experience ; Optimized Production; Technology Principles advocated by Eliyahu Goldtratt; Just – in – Time System ; JIT Manufacturing System , JIT Pull System – Use of Kanban JIT Purchase – Source Development Buyer – Seller relation ; Supply Chain Management / Bench Marking; Total Quality Management – TQM Philosophy , TQM Principles , TQM Tools including Circles , SQC/ Acceptance Samplings , Quality Through Design , QFD – Quality House , Failure Mode Effects analysis , Fault – tree analysis Concurrent Engineering Principles Taguchis, Quality loss function and Robust Design Concept Designing Products thro ‘Fuzzy’ Logic , Quality Management System and ISO 9000 Standards ; Total Productive Maintenance Objective of TPM – Total System Effectiveness Break – down Maintenance , Preventive Maintenance Predictive Maintenance Condition Monitoring System Maintenance Maintenance Prevention , Maintainability improvement ,Reliability Improvement , Total Employee Involment and Small Group Acitivities Customer Driven Project Management (Integration of TQM , Project Management System with Customer – Driven team Structure ) / Automation in Design and Manufacturing Automated Material Handling Equipments Role of IT in World Class Manufacturing , Flexible Manufacturing System ( FMS) , Group Technology/ Cellular Manufacturing System; Six Sigma.

**Selected Readings**

1. Buffa, Elwoods and Et al Programmed learning at for Production and Operations Management – Illinios , Learning System Co. 1981.
2. Devitsiotis, Kostas N: Operation Management Auckland. McGraw Hill, 1981.
3. Hughes, Chris: Production and Operation Management. London, Pan Books, 1985.
4. Schonberger , Richard J: Japanese Manufacturing Techniques. NY , Free Press, 1982.

**Paper – IX Project Report**

Marks : 200  
Credit: 3

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Paper – VIII

**World Class Manufacturing.**

Theory: 60 Marks  
 Sessional : 40 Marks  
 Credits : 4

**Objectives**

The acquaint the students the world class manufacturing environment and optimized production principles

**Course Contents**

World Class Manufacturing Environment ; Imperatives for Success – Technology System approach and change in the mindset ; Strategic Decision in , Manufacturing Management ; Choice of Technology Capacit , Layout / Automation in Material handling System ; Aggregate Planning and master Production Scheduling – Materials Requirement Planning ( MRP) – Software in Use , Manufacturing Resource Planning ( MRP-11) Software in Use Implementation Problems/Indian experience ; Optimized Production; Technology Principles advocated by Eliyahu Goldtratt; Just – in – Time System ; JIT Manufacturing System , JIT Pull System – Use of Kanban JIT Purchase – Source Development Buyer – Seller relation ; Supply Chain Management / Bench Marking; Total Quality Management – TQM Philosophy , TQM Principles , TQM Tools including Circles , SQC/ Acceptance Samplings , Quality Through Design , QFD – Quality House , Failure Mode Effects analysis , Fault – tree analysis Concurrent Engineering Principles Taguchis, Quality loss function and Robust Design Concept Designing Products thro 'Fuzzy' Logic , Quality Management System and ISO 9000 Standards ; Total Productive Maintenance Objective of TPM – Total System Effectiveness Break – down Maintenance , Preventive Maintenance Predictive Maintenace Condition Monitoring System Maintenance Maintenanc Prevention , Maintainability improvement ,Reliability Improvement , Total Employee Involment and Small Group Acitvities Customer Driven Project Management (Integration of TQM , Project Management System with Customer – Driven team Structure ) / Automation in Design and Manufacturing Automated Material Handling Equipments Role of IT in World Class Manufacturing , Flexible Manufacturing System ( FMS) , Group Technology/ Cellular Manufacturing System; Six Sigma.

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