



**Mahatma Gandhi University**

MEGHALAYA  
[www.mgu.edu.in](http://www.mgu.edu.in)

**SYLLABUS MANUAL**

**MANAGEMENT  
PROGRAMME**

**PROGRAMME CODE --- 107**  
**Diploma in Business Administration (DBA)**

<b>SEMESTER - I</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
DBA11	Principal of Management	3
DBA12	Marketing Management	3
DBA13	Managerial Economics	3
DBA14	Introduction to Computers	3
DBA15	Communication Skills	3
<b>TOTAL CREDITS</b>		<b>15</b>

<b>SEMESTER - II</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
DBA21	Organization Behaviour	3
DBA22	Business Communication	3
DBA23	Business Law	3
DBA24	Production & Operations Management	3
DBA25	Financial Accounting	3
<b>TOTAL CREDITS</b>		<b>15</b>

## Detailed Syllabus:

### **SEMESTER I**

#### **DBA11 --- Principal of Management**

**UNIT I:** Conceptual Framework of Management Management Defined, Components of Management, Features of Management, Functions of Management, Nature of Management, Levels of Management, Administration and Management, Management as a Profession, Significance of Management from the Point of View of Modern Business Operations.

**UNIT II :** Evolution and Foundations of Management Theories Introduction, The Classical Organisation Theory, Neoclassical Approach or Theory, Facts Discovered through Hawthorne Experiments, Systems Approach to an Organisation, Modern Organisation Theory is Fundamental in Nature, Modern Organisational Theory: An Appraisal.

**UNIT III:** Management Planning Process Planning Process, Objectives and its Characteristics, Policy and its Meaning, Procedure Defined, Distinction between Policies and Procedures, Forecasting and its Various Aspects Organisation Meaning, Importance, Principles and Types Organisation: Meaning and Definition, Basic Elements/Steps/Features of an Organisation, Nature of an Organisation, Importance of an Organisation.

**UNIT IV:** Principles of an Organisation, Formal and Informal Organisation, Span of Control, Departmentation—Meaning, Types of Departmentation, Key Factors in Departmentation, Types of an Organisation Introduction, The Line Organisation, The Line and Staff Organisation, The Functional Organisation, The Project or Matrix Organisation, Distinction between Organisations, The Need for Committee Form of an Organisation, Understanding Organisation-structure and Designs Introduction, Organisation Defined, Consequences of Poor Organisation, AMA's Ten Commandments of Good Organisation, Principles of Objective, Process of Organising, Functions of Organisation, Organisational Design, Division of Labour or Principle of Specialisation.

**UNIT V:** Types of Authority Introduction, Sources of Authority, Decentralisation of Authority, Distinction Between Delegation and Decentralisation, Factors Determining the Extent of Decentralisation, Advantages of Decentralisation, Limitations of Decentralisation, The Technique of Decentralisation, Organisation Charts.

**UNIT VI:** Delegation of Authority Meaning of Delegation, Formal and Informal Delegation, Characteristics of Delegation, Limitations of Delegation, Process of Delegation, Merits of Delegation, Principles of Delegation, Weaknesses of Delegation.

**UNITVII:** Communication Communication Defined, Elements of Communication, Characteristics of a Good Communication, Objectives of Communication, Importance of Communication, Principles of Effective Communication, Obstacles/Barriers in Communication, Advantages and Disadvantages of Verbal and Written Communication, Measurement of the Success of Communication.

**UNIT VIII:** Motivation Defined, Importance of Motivation, Relationship of Motivation with Efficiency of the Working Force, Positive and Negative Motivation, Principles of Personnel Motivation, Human Needs, Maslow's Theory of Motivation, Ordinary Differential Equations and Applications.

**UNIT IX:** Staffing ,Staffing Defined ,Job Analysis ,Manpower Planning ,Recruitment ,Transfers and Promotions ,Appraisals ,Manpower Development ,Job Rotation ,Training ,Rewards and Recognition.S

**UNIT X:** Co-ordination ,Definition of Co-ordination ,Characteristics of a Good Co-ordination ,Types of Co-ordination ,Need for Co-ordination ,Objectives of Co-ordination ,Principles of Co-ordination ,Steps to Achieve Co-ordination ,Techniques of Co-ordination ,Distinction between Co-ordination and Cooperation ,Distinction between Vertical and Horizontal Co-ordination.

**UNIT XI:** Decision-making ,Decision-making Defined ,Characteristics of Decision-making ,Elements of Decision-making, ,Steps in Decision-making ,Principles of Decision-making ,Types of Decisions ,Importance of Decision-making ,Rational Decision-making ,Quantitative Techniques of Decision-making.

**UNIT XII:** Directing ,Directing Defined ,Elements of Direction,Importance of Direction ,Nature of Direction—Functions of Management ,Principles of Direction ,Principles of Issuing Orders ,Types of Direction ,Techniques of Direction.

### **Reference Books:-**

1. Total Quality Management in Education by Sallis Edward (Associate Principal Brunel College of Technology Bristol) and Edward Sallis (Paperback - May 1, 2002)
2. What Every Principal Should Know About Operational Leadership (v. 6) by Jeffrey Glanz (Paperback - Nov 28, 2005)
3. What Great Principals Do Differently: 15 Things That Matter Most by Todd Whitaker (Paperback - Nov 2002)

### **DBA-12 Marketing Management**

**UNIT I:** Marketing: Basic Concepts, Meaning of the Functions of Marketing, Functions of Marketing, Characteristics of Modern Concept of Marketing, Seller's Market, Buyer's Market.

**UNIT II:** Meaning, Functions and Importance of Marketing, Management Meaning and Definition of Marketing Management, Functions of Marketing Management.

**UNIT III:** Principles of Marketing Management, Responsibilities of Marketing Manager, Meaning and Definition of Marketing Mix.

**UNIT IV:** Consumer Behaviour and Motivation, Meaning of Buying Motives, Buyer's Behaviour, The Diffusion Process, Meaning of Motivation Research, Stages of Buying Process.

**UNIT V:** Product and Product Policies, Definition and Concepts of Product, Product Mix Defined, Concept of Life Cycle of a Product, Product Planning, Product Line Policies and Strategies,

**UNIT VI:** Process of New Product Development, Procedure for Test Marketing, Product Simplification, Product Diversification, Product Elimination.

**UNIT VII:** Pricing Decisions, Price Policy and Strategy Meaning and Definition of Pricing Decision, Contents of Price Decision, Factors Affecting the Pricing Decision, Information Required by Price Setters.

**UNIT VIII:** Methods of Determining Prices, Pricing in Different Stages of Life-Cycle of a Product.

**UNIT IX:** Meaning and Definition of Price Discrimination, Justification of Price Discrimination.

**UNIT X:** Causes for Popularity of Non-Price Competition, Resale Price Maintenance (Maximum Retail Price).

**UNIT XI:** Channels of Distribution and Logistics Management, Meaning and Definition of Channels of Distribution, Functions of Channels of Distribution, Selection of a Particular Channel.

**UNIT XII:** Distribution Logistics, General Factor Affecting Logistics Choice, Physical Distribution in Certain Industries in India.

**Reference Books:-**

1. Marketing Management (13th Edition) by Philip Kotler and Kevin Keller (Hardcover - Mar 6, 2008)
2. Marketing Management: Millennium Edition (10th Edition) by Philip Kotler (Hardcover - Jul 19, 1999)
3. Marketing Management (12th Edition) by Philip Kotler and Kevin Lane Keller (Hardcover - Jan 1, 2006)

**DBA13 --- Managerial Economics**

**UNIT I:** Managerial Economics Nature, Scope and Concepts, Fundamental Nature of Managerial Economics, Appropriate Definitions, Basic Characteristics, Economic Analysis.

**UNIT II:** Theoretical Concepts of Managerial Economics, Role of the Managerial Economist and Summary.

**UNIT III:** Demand Analysis Concept of Demand, Types of Demand, Demand Function and Demand Curve, Demand Elasticities, Demand Forecasting.

**UNIT IV:** Production Analysis Introduction, The Production Function, Production Function: One Variable Input Case: Short-run Analysis.

**UNIT V:** The Production Function with Two Variable Inputs, Changes in Input Prices, Returns to Scale, Empirical Production Functions.

**UNIT VI:** Cost Analysis Cost Concepts, Cost-output Functions, Costs in the Short-run, Costs in the Long-run, Economies of Scale., Economies of Scope.

**UNIT VII:** Application of Cost Analysis, Break-even Analysis: Volume-Cost-Profit, Cost Functions: Empirical Determination, Relevance of Cost Theory for Managers, Relevance of the Shape of Costs.

**UNIT VIII:** Price-output And Market Structure, Theory of Pricing, Various Forms of Market Structures, Equilibrium of a Firm, Price Determination: Equilibrium between Demand and Supply.

**UNIT IX:** Pricing and Output Decisions under Perfect Competition, Pricing and Output Decisions under Monopoly.

**UNIT X:** Pricing Strategies Introduction, Multi Product Pricing, Price Discrimination, Pricing Methods in Practice, Government's Control on Pricing.

**UNIT XI:** Investment Decisions, Introduction, Meaning and Significance of Capital Budgeting, Techniques or Methods of Investment Evaluation.

**UNIT XII:** Public Investment Decisions, Risk and Uncertainty.

**Reference Books:-**

1. Managerial Economics by William Samuelson and Stephen G. Marks (Hardcover - Dec 29, 2008)
2. Managerial Economics with Student CD by Christopher R. Thomas and S. Charles Maurice (Hardcover - Mar 7, 2007)
3. Managerial Economics by Christopher R. Thomas and S. Charles Maurice (Hardcover - Jan 27, 2010)

## **DBA14 --- Introduction of Computers**

**UNIT I:** Introduction, Need for Computer Literacy, Characteristics of Computers, Evolution of Computers, Computer Generations.

**UNIT II:** Structure of Computer Input/Output System, Central Processing Unit, Memory Unit, Logic Gates/ Circuits, BITS and BYTES, Number System for Data , Representation, Hardware and Software.

**UNIT III:** Hardware Concepts Motherboard, Input Devices, Output Devices, Storage Devices, Cards, Ports and Cords, Power supply.

**UNIT IV:** Software Concepts Operating Systems, Concept of Programming.

**UNIT V:** Types of Computer Language, Language Translators, Software Tools, System Software Utilities.

**UNIT VI:** Windows - A Graphical User Interface, General Purpose Application Software, Special Purpose Application Software.

**UNIT VII:** Latest Trends in Information Technology, Emerging Information Technologies, Limitations of Computers.

**UNIT VIII:** Introduction to DOS Definition and Importance of DOS, Loading DOS, Rebooting the Computer, Files and Directories in DOS.

**UNIT IX:** Referencing Files, File Naming Conventions, DOS Commands, Wildcards, Internal and External Commands, Batch Files.

**UNIT X:** Computer Viruses: Attacks, Prevention and Cure Definition of a Virus, Virus Characteristics, What is Sinister about Viruses, Virus History, and How Viruses are spread.

**UNIT XI:** Different Kinds of Virus, Damage Done by Viruses, Virus Prevention, Network and Viruses, Network Protection, Anti-virus in the Future.

**UNIT XII:** Microsoft Word 2000 Starting of MS-Word, Start Working with Word Document, Opening of an Existing Document, Formatting the Text, Spell Checking.

### **Reference Books:-**

1. Python Programming: An Introduction to Computer Science by John M. Zelle (Paperback - Dec 2003)
2. Introduction to Computer Security by Matt Bishop (Hardcover - Nov 5, 2004)
3. Introduction to Computers for Healthcare Professionals, Fifth Edition by Irene Joos, Ramona Nelson, and Marjorie J. Smith (Paperback - Sep 3, 2009)

## **DBA15 --- Communication Skills**

**UNIT I:** Concord & Forms of Verbs Rule of Concord or Agreement.

**UNIT II:** Forms of Verbs: Present Tense, Past Tense, Future Tense, Tenses with Since.

**UNIT III:** The Future Tense in Adverbial Clauses, Tense in Sentences of Condition.

**UNIT IV:** Idiomatic use of Prepositions and Conjunctions.

**UNIT V:** What is an Idiom, Idiomatic Use of Prepositions.

**UNIT VI:** Words Followed by prepositions.

**UNIT VII:** Structural Use of Infinitive, Gerund and Participles.

**UNIT VIII:** The Participle, the Infinitive, Gerunds.

**UNIT IX:** Common Errors in English Adjectives and Adverbs (Confused).

**UNIT X:** Errors in the Use of Adjectives and Adverbs.

**UNIT XI:** Punctuation, Capitalization & Comprehension Punctuation, Capitalization.

**UNIT XII:** Comprehension: Good Manners, The Conjuror's Revenge, The Home Coming, My Last Will and Testament.

**Reference Books:-**

1. Messages: The Communication Skills Book by Matthew McKay (Paperback - Mar 3, 2009)
2. People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts by Robert Bolton (Paperback - Jun 1986)
3. The Hard Truth About Soft Skills: Workplace Lessons Smart People Wish They'd Learned Sooner by Peggy Klaus (Paperback - Jan 22, 2008)

**SEMESTER II**

**DBA21 --- Organization Behaviour**

**UNIT I:** Basic Concepts of Organisational Behaviour Introduction, Defining Organisational Behaviour.

**UNIT II:** Administration and Organisational Behaviour, Fundamental Concepts of Organisational Behaviour.

**UNIT III:** Basic Approaches to Organisational Behaviour, Historical Development of Organisational Behaviour, Hawthorne Experiments, Elements of Organisational Behaviour System.

**UNIT IV:** Perception, Attitudes and Values Introduction, Perception Defined, Attitude Defined, Functions of Attitude, Value Defined, Value System.

**UNIT V:** Why Should Managers Know and Understand Values?

**UNIT VI:** Work Values, Individual Behaviour.

**UNIT VII:** Personality Development and Personality Theories the Meaning of Personality, Characteristics of Personality.

**UNIT VIII:** Types of Theories of Personality, Freud's Psychoanalytic theory of Personality, Abraham Maslow's Humanistic Theory of Personality.

**UNIT IX:** Motivation Introduction, Motivation Defined, Nature of Motivation, Importance of Motivation, Maslow's Need Priority Model, Theory X and Theory y, Herzberg's two Factor Theory,

**UNIT X:** Comparison between Herzberg and Maslow Models, Immaturity-Maturity Theory, Vroom's Expectancy Theory Financial and Non-Financial Incentives.

**UNIT XI:** Individual and Organisation Introduction, Concept of Individual-Organisation Conflict, Legitimacy of Organisational Influence, Discipline and Disciplinary action.

**UNIT XII:** Disciplinary action policy or Reinforcement, The Counselling Approach to Disciplinary Action.

**Reference Books:-**

1. Organizational Behavior (13th Edition) by Stephen P. Robbins and Timothy A. Judge (Hardcover - Mar 14, 2008)
2. Organizational Behavior by Michael A. Hitt, C. Chet Miller, and Adrienne Collela (Paperback - Oct 6, 2008)
3. Organizational Behavior by John R. Schermerhorn Jr, Dr. James G. Hunt, and Dr. Richard N. Osborn

**DBA22 --- Business Communication****UNIT I: Nature of Communication**

Process of Communication, Non-verbal Communication, The Role of Communication in the Business Organisation, Introduction.

**UNIT II:** The Frequency of Communication, Main Forms of Organisational Communication, Communication Network in the Organisation, Effects of Changing Technology.

**UNIT III:** Communication Process Communication is a Two-way Process, Process of Communication: Meaning and Concept, Elements of Communication, Importance of Effective Communication.

**UNIT IV:** Communication Channels and Networks Types of Communication, Communication on the Basis of Direction, Communication on the Basis of Way of Expression.

**UNIT V:** Communication on the Basis of Organisational Structure, Communication Network.

**UNIT VI:** Effects of Communication Network on Work Performance.

**UNIT VII:** Management Communication Introduction, Management Communication: Meaning, Importance of Management Communication, Improving Management Communication.

**UNIT VIII:** Downward Communication, Importance of Downward Communication, Upward Communication, Improvement in Upward Communication,

**UNIT IX:** Communication in Specialised Groups, Communication with Worker's Families.

**UNIT X:** Barriers to Effective Communication Introduction, Types of Barriers, External Barriers, Organisational Barriers, Personal Barriers, Steps to Make Communication Effective.

**UNIT XI:** Effective Written Communication Introduction, Guidelines for Effective Writing, Writing Proposals.

**UNIT XII:** Format of the Contract Proposal, Sales Proposals, Business Reports, Business Letter writing.

**Reference Books:-**

1. Messages: The Communication Skills Book by Matthew McKay (Paperback - Mar 3, 2009)
2. People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts by Robert Bolton (Paperback - Jun 1986)
3. The Hard Truth About Soft Skills: Workplace Lessons Smart People Wish They'd Learned Sooner by Peggy Klaus (Paperback - Jan 22, 2008)



## **DBA23 --- Business Law**

**UNIT I:** Business and its Environment Business and its Environment, What is Business? Legal Environment of Business, Gaining Practical Experience.

**UNIT II:** Law of Contract Introduction, Meaning and Essentials of a Valid Contract, Proposal (or Offer) and Acceptance [SS.3-9], Capacity to Contract [Ss.10-12].

**UNIT III:** Consent and Free Consent, Consideration [Ss.2(D), 23-25,185], Unlawful Consideration and Object [Ss.23-24].

**UNIT IV:** Contingent Contracts (Ss.31-36), Quasi Contracts (Ss.68-72) , Certain Relations Resembling those Created by Contracts), Performance of Contracts [Ss.37-67], Different Modes of Discharge of Contracts [Ss.73-75].

**UNIT V:** Contract of Agency Introduction, Definition of Agent and Agency, Different Kinds of Agencies, Classification of Agents, Duties and Rights of Agent.

**UNIT VI:** Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of agency, Power of Attorney.

**UNIT VII:** Law of Sale of Goods Introduction, Definition and Essentials of a Contract of Sale Goods and their Classification .

**UNIT VIII:** Meaning of Price, Conditions and Warranties, Passing of Property in Goods, Transfer of Title by Non-owners (Ss. 27-30), Performance of a Contract of Sale of Goods,

**UNIT IX:** Unpaid Seller and His Rights.

**UNIT X:** Law of Negotiable Instruments Introduction, Meaning and Definition of a Negotiable Instrument, Certain Important Concepts and Explanations of Certain Terms.

**UNIT XI:** Promissory Notes and Bills of Exchange Cheques, Holder and Holder in due Course, Privileges of a Holder in due Course.

**UNIT XII:** Law of Insurance Nature and Principles of Insurance, Life Insurance, Fire Insurance, Marine Insurance, Gaining Practical Experience.

### **Reference Books:-**

1. Business Law: Text and Cases (West's Business Law) by Kenneth W. Clarkson, Roger LeRoy Miller, Gaylord A. Jentz, and Frank B. Cross (Hardcover - Mar 14, 2008)
2. Business Law (Barron's Business Review Series) by Robert W. Emerson (Paperback - Oct 1, 2009)

## **DBA24 --- Production & Operations Management**

**UNIT I:** Basic Concepts Production Defined, Production as Heart of an Organisation, Production Management Function, Objectives of Production Management.

**UNIT II:** Scope of Production Management, Production Organisation, Historical Evolution of Production Operations Management.

**UNIT III:** Design and Control of Production Systems Technology Life Cycle (TLC) and Product Design, Categories of Process Technologies, Impact of Design Engineering on Technology, Mechanisation and Automation, Flexible Manufacturing Systems.

**UNIT IV:** Production Life Cycle and Design Product Design, Modular Design and Standardisation, Generation of New Product Opportunities Product Life Cycle.

**UNIT V: Product Planning and Development** Product Development, Research and Development.

**UNIT VI: Plant Location** Facilities Location Defined, Significance of Plant Location, Objective of Location Strategy, Site Selection – Where to Locate? Site Evaluation Processes, Location Analysis Techniques, Behavioural Impacts in Facility Location.

**UNIT VII:** Plant Layout Facility Layout/Plant Layout , Defined, Objectives of Plant Layout, Effects of Layout on Cost , Basic Types of Layouts, Factors Influencing Plant Layout, Approach to Layout Engineering, Steps in Planning Plant Layout, Comparison of Different Types of Layouts, Symptoms of a Bad Layout.

**UNIT VIII:** Materials Handling Definition, Functions of Materials Handling, Importance/Significance of Materials Handling, Principles of Materials Handling, Types of Materials Handling Equipment, Containerisation and Palletisation Mechanisation and Automation in Materials Handling.

**UNIT IX:** Demand Forecasting Forecasts and Predictions, Categories of Forecasting.

**UNIT X:** Production Planning Characteristics of Production, Planning, Objectives of Production Planning, Planning and Manufacturing Systems, Steps or Procedure for Production Planning.

**UNIT XI:** Production Control and Scheduling Production Control, Scheduling Defined, Dispatching for Batch Production.

**UNIT XII:** Dispatching and Follow-up Dispatching and Follow-up, Qualities of a Chaser.

#### **Reference Books:-**

1. Operations Management by William J. Stevenson (Hardcover - Oct 28, 2008)
2. Operations Management (10th Edition) by Jay H. Heizer and Barry Render (Hardcover - Feb 1, 2010)
3. Operations Management and Student CD and Student DVD Package (9th Edition) by Jay H. Heizer and Barry Render (Misc. Supplies - Nov 9, 2007)

#### **DBA25 --- Financial Accounting**

**UNIT I:** Financial Accounting—an Introduction, Basic Accounting Concepts, Double Entry Accounting, The Accounting Trail.

**UNIT II:** Financial Statements and Their Nature, the Accounting Equation.

**UNIT III:** Recording in the Primary Books Introduction, Ground Rules of Journalisation, Journalisation, Types of Journals.

**UNIT IV:** Posting in Secondary Books Introduction, Types of Secondary Books, Posting Techniques in the Ledger.

**UNIT V:** Bank Reconciliation Statement Introduction, Purpose of Bank Reconciliation Statements, Causes of Difference.

**UNIT VI:** Trial Balance and Final Accounts Introduction, Preparation of the Trial Balance, Errors and Their Rectification, Final Accounts.

**UNIT VII:** Accounting Standards in India Introduction, Indian Accounting Standards

**UNIT VIII: Corporate Financial Statements—Part-I** Introduction, Statutory Books, Financial Statements, Comprehensive Illustration.

**UNIT IX:** Directors' Report, Significant Accounting Policies, Inventory Valuation.

**UNIT X: Corporate Financial Statements—Part-II** Introduction, Managerial Remuneration, Depreciation Accounting.

**UNIT XI:** Provision for Taxation — Case Study: Horizon Ltd.

**UNIT XII:** Divisible Profits, Accounting Treatment of MODVAT, Prior period Adjustments.

**Reference Books:-**

1. Financial Accounting 6e with Annual Report by Robert Libby, Patricia Libby, and Daniel G. Short (Hardcover - Jul 17, 2008)
2. Financial Accounting: Tools for Business Decision Making by Paul D. Kimmel, Jerry J. Weygandt, and Donald E. Kieso (Hardcover - Oct 24, 2008)
3. Financial Accounting: An Introduction to Concepts, Methods and Uses by Clyde P. Stickney, Roman L. Weil, Katherine Schipper, and Jennifer Francis (Hardcover - Feb 25, 2009)

\*\*\*\*\*