**DIRERCTORATE OF DISTANCE EDUCATION**

**PATNA UNIVERSITY, PATNA**

**AIMS AND OBJECTIVES:**

Distance Education or Open & Distance learning has come a long way and in the process it has become a valuable supplement to traditional methods of education and training. From correspondence courses to email, home learning had added an entirely new dimension to the concept o education, which has proved to be a boon for millions of students worldwide.

 In Bihar, the Directorate of Distance Education, Patna University has been imparting education through distance learning to thousands of students every year. Over the years, it has undergone several changes in order to benefit the students more so that they don’t feel themselves alienated at any stage. During the last few years, the Directorate has been making consistent Endeavour to add new career-oriented course to its already existing list.

 The latest in its is the launching of the scheme courses in Post Graduate Diploma in Marketing Management, Post Graduate Diploma in financial Management, Post Graduate diploma in Operations management, respectively.

1. Financial Management continues to change rapidly- Advancements are occurring not only in theory of financial management but-also in real-world practice. One result has been for financial management to take on a greater strategic focus as managers struggle to create value within the corporate setting. Conflicting stakeholders claims, a downsized corporate environment, information and financial and financial signaling effects, globalization in finance, the growth of e-commerce, strategic alliances, outsourcing decision making.

The study of financial management enables one to understand the financial decision making process and to interpret the impact that financial decisions will have on value creation.

1. Marketing Management is the analysis, planning, implementation and control of programmes designed to bring about desired changes with target market for the purpose of achieving organizational objectives. The role of marketing management has changed with the globalization of market. Demographic change, heightened competition, Multi-cultural Market, customer-satisfaction, outsourcing, E. Business and social factors have brought about changes in the strategic role of marketing management.

The study of Marketing Management enables one to understand the marketing decision making process and to interpret the impact marketing decisions will have on value creation.

1. Wealth comes only from operation. The Operation Management has a significant role to play in the field of value creation with the integration of domestic market to that of international market the role of operation management has rapidly changed. Technological changes at faster rate, varied choices of consumers for product, customers satisfaction, change in product design and production process, need of total quality management and cost control are the factors contributing towards the change in the role of operation management.

The Directorate of Distance Education, Patna University has made an Endeavour to start these Post Graduate Diploma courses in Financial Management (PGDFM) Marketing Management (PGDMM) and in Operations Management (PGDOM) to train the participants in order to make them able to create value through appropriate decisions. These courses are job oriented and are expected to create job opportunities for the participants in the financial sector, marketing and production management.

**2. Eligibility for Admission:**

**2.1. Post Graduate Diploma in Financial Management:-**

To be eligible for admission in the PG Diploma in Financial Management course a candidate must have passed:-

1. Bachelor’s degree examination in Commerce or Business Administration of a recognized University with at least 45% marks in Honors or equivalent examination.

OR

1. Bachelor’s degree examination in other faculties such as Arts, Science, Engineering, Medicine, Pharmacy and Law of a recognized University with at least 50% marks in Honors or equivalent examination.

OR

1. Professional degree examination in Accountancy/Cost & Works Accountancy/Company Secretaryship etc. with at least 45% marks.

**2.2 Post Graduate Diploma in Marketing Management:**

To be eligible for admission in the PG Diploma in Marketing Management course a candidate must have passed.

1. Bachelor’s degree examination in Commerce or Business Administration of a recognized University with at least 45% marks in Honors or equivalent examination.

OR

1. Bachelor’s degree examination in other faculties such as Arts, Science, Engineering, Medicine, Pharmacy and Law of a recognized University with at least 50% marks in Honors or equivalent examination.

OR

1. Professional degree examination in Accountancy/Cost & Works Accountancy/Company Secretaryship etc. with at least 45º/c marks.

**2.3. Post Graduate Diploma in Operations Management:-**

1. Bachelor’s degree examination in Commerce/Business Administration/ Science/Engineering of a recognized University with at least 45% marks in Honors or equivalent examination.

OR

1. Bachelor’s degree examination in other faculties such as Arts, Medicine, Pharmacy and Law a recognized University with at least 50% in Honors or equivalent examination.

OR

1. Professional degree examination in Accountancy/Cost & Works Accountancy/Company Secretaryship etc. with at least 45º/c marks.

**3. Application for Admission:**

 Application must be submitted in the prescribed forms for the purpose of admission. Application forms can be obtained from the counter of the office of the Directorate on payment of Rs. 500.00 (Rupees Five hundred only) by bank challan or Rs. 540.00 (Five Hundred and forty) by Bank Draft, payable in favor of **Director, Vocational Courses Directorate of Distance Education, P.U.,** if required, by post.

 Only attested Photostat copies of mark sheets and other certificates should be submitted along with the application form. The original documents shall have to be produce at the time of admission.

 Applicants, submitting their application forms at the office by hand are advised to obtain the stamped receipt/acknowledgement from the counter.

 Applications for admission to the course must reach the Director, Directorate of Distance Education, Patna University, Patna – 800 005 before the closing date (to be ascertained from Enquiry counter). In do case late application forms will be accepted.

1. **Selection :**

Selection will be done strictly in order of merit to be prepared on the basis of marks obtained at the Bachelor’s degree examination and according to the reservation policy of the university.

 60% seats shall be reserved for Patna University students and 40% shall be reserved for the students of other Universities. 5% marks weight age shall be given to those candidates who have done post graduation or professional courses such as accountancy/cost & works Accountancy/Company Secretaryship etc.

 No candidate shall be admitted, who in the opinion of the Vice-Chancellor should not be admitted in the best interest of the university.

 No candidate shall be admitted who has not applied for admission within the specific time, or who on being selected for admission does not get himself enrolled within the specific time, except when the delay is condoned by the Vice-Chancellor or the person to whom the power of condo nation of delay has been delegated by him.

1. **Examination :-**

Examination shall be conducted by the Patna University, which will also finalize the programme for the examination and necessary fee for its conduct.

Any registered candidate shall be admitted to the examination of Post-graduate Diploma Courses in Financial Management, Marketing Management or Operations Management, if he/she has completed the course of study and assignment given to him/her for one academic year through Correspondence from the Directorate of Distance Education, Patna University.

The duration of all each of these courses shall be one academic year.

No candidate shall be permitted to be registered as a student in any other course of the Patna University while admitted in this Post-Graduate Diploma Course.

**5.1 POST GRADUATE DIPLOMA IN FINANCIAL MANAGEMENT:-**

Every candidate for the PG Diploma in Financial Management Examination shall be examined in the following six papers, each paper carrying 100 marks.

Paper I : Working Capital Management.

Paper II : Capital Investment and Financial Decisions.

Paper III : Management Control Systems.

Paper IV : Security Analysis in Portfolio Management.

Paper V : International Financial Management.

Paper VI : Management of Financial Services.

 There shall be a viva-voce examination for each candidate carrying a total of 50 marks. Thus a student would have to appear at the examination carrying a total of **650 marks.**

**5.2 Post Graduate Diploma in Marketing Management:-**

 Every candidate for the PG Diploma in Marketing Management Examination shall be examined in the following seven papers, each paper carrying 100 marks.

Paper I : Consumer Behaviour

Paper II : Sales Management

Paper III : Product Management

Paper IV : International Marketing

Paper V : Marketing Services

Paper VI : Marketing Research

Paper VII : Marketing Communication and Advertising Management.

 There shall be a viva-voce examination for each candidate carrying a total of **50** marks. In this way a student would have to appear at an examination carrying a total of **750** marks.

**5.3 Post Graduate Diploma in Operations Management:-**

 Every candidate for the PG Diploma in Operations management Examination shall be examined in the following five papers, each paper carrying 100 marks.

Paper I : Operations Research

Paper II : Project management

Paper III : Product/Operational management

Paper IV : Management of Information Systems

Paper V : International Financial Management

 There shall be a viva-voce examination for each candidate carrying a total of 50 marks. In this way a student would have to appear at an examination carrying a total of **550 marks.**

**6. Result:**

In order to pass in any of these courses, a Candidate must obtain at least 45% marks in the aggregate and at least 40% marks in each of the theory papers and the viva-voce examination.

**7. Fees:**

The total charges for the courses excluding the registration/migration and examination fees are as follows:-

The total fees Rs. 9000/- will be Payable in two installments of Rs. 4500/- each for PG Diploma in Financial Management, PG Diploma in Operation Management and PG Diploma in Marketing Management. The first installment Rs. 4500/- will be payable at the time of admission and the second installment Rs. 4500/- will be payable within six months after admission.

Candidate who have passed their last examination from the Universities other than the Patna University will have to pay Rs. 230/- (Cost of Registration form as Rs. 30/- Registration fee of Rs. 100/- and Migration fee of Rs. 100/-) along with the first installment.

**Fees is payable through Bank Draft of any recognized Bank in favor of Director, Vocational Courses Directorate of Distance Education, Patna University, Patna.**

Any enquiry or communication relating to the course should be addressed to:-

**Director**

**Directorate of Distance Education**

**Patna University, Patna – 800 005**

**5.1 PG DIPLOMA IN FINANCIAL MANAGEMENT**

**Syllabus**

**Paper-I**

**WORKING CAPITAL MANAGEMENT**

1. **APPROACHES & TECHNIQUE:** WCM Theories and Approaches, Ratio Analysis, Fund-Flow/Cash Flow Analysis & Cash Flow Forecasting and Budgeting.
2. **FINANCE WC NEEDS:** Money market, Bank Finance- the Framework, Bank Finance-Assessment and Appraisal & Non-Bank Finance.
3. **MANAGING COMPONENTS OF WORKING CAPITAL:** Receivables Management, Inventory Management & Payables Management.
4. **WORKING CAPITAL PLANNING MODE:** Short Term Integrated Fund Planning.

**Paper-II**

**CAPITAL INVESTMENT & FINANCIAL DECISIONS**

1. **ANOVERVIEW:** Nature of Long Term & Financial Decisions.
2. **LONG TERM FINANCING:** Financing Through Capital Market Public issue, Financing through Financial Institutions, Newer Modes of Financing.
3. **PRJECT EVALUTIN:** Project Evaluation under Risk and under Uncertainly, Analysis of Non-financial Aspects.
4. **CAPITAL STRUCTURE DECISION:** Capital Structure Theories Cost of Capital and Capital Structure, Dividend Decision.
5. **CASE STUDIES:** Atterveri Minor Irrigation Project, Reliance Industries Ltd.

**Paper-III**

**MANAGEMENT CONTROL SYSTEMS**

1. **BASIC CONCEPTS:** Management Control System – An Introduction, Responsibility Centers.
2. **MANAGEMENT CONTROL PROCESS:** Expense Centers, Profit Centers, Transfer Pricing, Investment Centers.
3. **MANAGING CONTROL PROCESS:** Programming and Budgeting, Analysis and Reporting, Performance Evaluation.
4. **SPECIAL APPLICATION:** Management Control in Multinational Companies, Management Control of Projects and Multi Projects Organizations, Management Non-profit Organizations.
5. **CASE STUDIES:** Broke Bond (India) Ltd. Bengal Ltd. Jalabhuroi National Programme, Thane District Cooperative Fisheries Project, Christian Medical College and Hospital, Vellore.

**Paper-IV**

1. **AN OVERVIEW:** Nature and Scope of Investment Decisions Components of Investment Risk, Valuation of Securities.
2. **SECURITIES MARKET IN INDIA:** Functioning and Organization, Regulation.
3. **ANALYSIS FOR EQUITY INVESTMENT:** Economy and Industry Analysis, Company Level Analysis, Technical Analysis, Efficient market Hypotheses.
4. **PORTFOLIO THEORY:** Portfolio Analysis, Portfolio Selection, Capital Market Theory, Portfolio Revision.
5. **INSTITUTIONAL AND MANAGED PORTFOLIO:** Performance Evaluation of Managed Portfolio, Investment Companies Mutual Fund.

**Paper-V**

**INTERNATIONAL FINANCIAL MANAGEMENT**

1. **INTERNATIONAL FINANCIAL ENVIRONMENT:** International Economic Issue and Dimensions, Financial Function in a Multi-National Firm, International Financial Flows. The Balance of Payment Framework, International Financial System and Institutions.
2. **FOREX RISK MANAGEMENT:** Forex Markets and Instrument, Exchange Rate Determination and Forecasting, Managing Accounting Enclosures, Managing Transaction Exposures.
3. **INTERNATIONAL WORKING CAPITAL MANAGEMENT:** Financing Foreign Trade, International Cash Management Accounting Receivables and Inventory Management.
4. **INTERNATIONAL FINANCIAL REGULATION AND STRATEGIES:** Forex Regulation and Control, International Financing Decision, International Investment Strategy.

**Paper-VI**

**MANAGEMENT OF FINANCIAL SERVICES**

1. **FINANCIAL SERVICES:** **AN OVERVIEW:** Financial Systems and Financial Markets, Participants in Financial Market, Financial Services: An Introduction; Management of Risk in Financial Services, Regulatory Framework for Financial Services.
2. **FINANCIAL MARKET OPERATION:** Stock Exchange Functions and Organization, Broking and Trading in Equity, Broking and Trading in Debt, Mutual Funds Appendix on Relevant Regulations.
3. **MERCHANT BANKING SERVICES:** Merchant Banking an Introduction, Issue Management, Corporate Restructuring and Mergers, Project Financing.
4. **ASSET FINANCIAL SERVICES:** Leasing and Hire Purchase, Debt Securitization, Housing Finance, Credit Rating.
5. **ALLIED FINANCIAL SERVICES:** Credit Cards, Financial Services by Banking & Insurance Companies, Venture Capital, Factoring, Forfeiting and Bill Discounting.

**\*Viva-Voce: 50 Marks**

**PG DIPLOMA IN MARKETING MANAGEMENT**

**Syllabus**

**Paper-I**

**CONSUMER BEHAVIOUR**

1. **CONSUMER BEHAVIOUR: ISSUE AND CONCEPTS:** Consumer Behaviour-Nature, Scope and Application, Consumer Behaviour and Life-style Marketing, Organizational Buring Behaviour.
2. **INDIVIDUAL INFLUENCES ON BUYING BEHAVIOUR:** Perceptions, Consumer Motivation and Involvement Attitude and Attitude Change, Learning and Memory, Personality and Self-concept.
3. **GROUP INFLUECES ON CONSUMER BEHAVIOUR:** Reference Group Influence & Group Dynamics, Family Buying Influence, Family Life-cycle and Buying Roles, Cultural and Sub-cultural influences.
4. **THE BUYING PROCESS:** Problem Recognition & Information Search Behaviour, Information Processing, Alternative Evaluation, Purchase Process & Post-purchase Behaviour.
5. **MODELING BUYER BEHAVIOUR:** Early Models, Howard Sheth Model, Recent Developments in Modeling Buyer Behaviour.

**Paper-II**

**SALES MANAGEMENT**

1. **SALES MANAGEMENT FUNCTIONS:** Introduction to Sales Management, Personal Selling, Sales Process, Computer Application in Sales Management.
2. **SELLING SKILLS:** Skills, Sales Presentation, Negotiation Skills, Retail Communication Sales Displays.
3. **SALES FORCE MANAGEMENT:** Job Analysis Recruitment and Selection, Training the Sales Force, Compensation and Motivation of Sales Force, Monitoring and Performance evaluation.
4. **PLANNING AND CONTROL OF THE SALES EFFORT:** Sales Planning, Sales Organization, Sales Forecasting and Sales Quotas, Sales5 Budgeting and Control.

**Paper-III**

**PRODUCT MANAGEMNT**

1. **PRODUCTION MANAGEMENT-** INTRODUCTION: The Product Management Concepts. The Product Management Process, the Product Planning System, Product Line Decision.
2. **MANAGING PRODUCTS:** Product Life Cycle Product Portfolio and Product Positioning, Competitive and Environment Analysis, Brand Equity.
3. **NEW PRODUCT DEVELOPMENT:** Generation Screening & Development of New Product Ideas, Economic Analysis, Concept Development & Testing, Physical Development & Testing of the Product**.**
4. **TESTING NEW PRODUCT:** Branding, Packing Decision, Pricing, Pre-test Marketing & Test Marketing.
5. **IMPLEMENT NEW PRODUCT DECISION:** Launching the Product, Product Failure, Organizing for Product Development.

**Paper-IV**

**INTERNATIONAL MARKETING**

1. **INTRODUCTIN TO INTERNATIONAL MARKETING:** Scope and Size & International markets, Conceptual Framework, Institutional Framework, Cultural and Social Environment, Legal and Political Environment, Trade, Monetary and Economic.
2. **POLICY FRAMEWORK AND PROCEDURAL ASPECTS:** Import-Export Policy, Import-Export Documentation.
3. **INTERNATIONAL MARKETING MIX:** Product Policy and Planning, Advertising and Promotional Management, International Pricing Policy, Distribution and Sales Policy.
4. **INTERNATIONAL MARKEING PLANNING:** International Market Selection and Segmentation, International Market Research, International Market Planning Coordination and Control.

**Paper-V**

**MARKETING OF SERVICES**

1. **MARKETING OF SERVICES – CONCEPTS AND ISSUES:** Marketing of Services Conceptual, Frame Work Services Marketing Basic Issues, Designing Services Strategy, and The Cases of disa King.
2. **MARKETING OF FINANCIAL SERVICES:** Marketing of Financial Services The Indian Scene, Binding and Advertising of Financial Services, Consumer Banking: The Citibank Experience, Launch of ABC Corporation Dollar Credit Card in India.
3. **MARKETING OF HOSPITALITY SERVICES – CONCEPTS AND ISSUES:** Marketing of Hospitality and Tourism Services, Management and Marketing of Tourism in India, Hospitality Marketing: A Special Case in Services Marketing.
4. **MARKETING OF HEALTH SERVICES:** Health Services The Indian Scene, Marketing of Family Planning at Parivar Seva Sanstha Marketing of Cardiac Care at EHIRC, Marketing of Health Service at Apollo Hospital.
5. **MARKETING OF EDUCATION AND PROFESSIONAL SERVICES:** Marketing of Educational Services, Professional Educational Marketing of Services, Marketing of Professional Support Services: Implication for Advertising Agencies, Landmark-The Trade Mark Research Group (A).
6. **MARKETING IN PUBLIC UTILITIES:** Marketing of Logistics, Marketing Approach in India, Is the Customer Always Right?

**Paper-VI**

**MARKETING RESEARCH**

1. **M R CONCEPTS AND DESIGN:**  M R, Meaning and Importance, Research Process, Organization of Marketing Research in India, Research Design.
2. **DATA COLLECTION:** Data Collection, Sampling Questionnaire Design and Development, Attitude Measurement and Scaling.
3. **DATA PROCESSING AND ANALYSIS:** Qualitative Research – Meaning-Scope and Methodologies, Data Processing – Coding, Tabulation, Data Presentation, Description and Influence from Sample Data, Analysis of Association.
4. **MULTI VARIATE ANALYSIS:** Regression Analysis, Discrimination Analysis and Factor Analysis, Conjoint Analysis, Cluster analysis and Multi-dimensional Scaling, Applications of Marketing Research in India-Some Case Studies.

**Paper-VII**

**MANAGEMENT OF MARKETING COMMUNICATION AND ADVERTISING**

1. **MARKETING COMMUNICATIN AND ADVERTISING – BASIC CONCEPTS:** Marketing Communication in Marketing, Communication – Key Concepts and Components, Media Scene and Media Habits.
2. **ADVERTISING COMPANGN PLANNING AND EXECUTIN:** Planning Communication Strategy, Advertising Campaign- strategic Consideration, Creative Consideration, Campaign Planning, Media Consideration, Advertising Research-Role and Trends, Measuring And Effectiveness- Tools and Techniques.
3. **MEDIA PLANNING CONCEPTS:** Media Characteristics – Concepts and Issues, Media Planning and Scheduling, Implementation of the Media Plan, Media Buyin9.
4. **STRATEGIES FOR ADVERTISING AGENCIES:** Function and Structure of Ad Agencies, Managing Client Agency Relationship, Strategies in Account Management, Legal and Ethical Issue in advertising.

**\* Viva-Voce: 50 Marks**

**`PG DIPLOMA IN OPERATIONS MANAGEMENT**

**Syllabus**

**Paper-I**

1. **Introduction to Operations Research-** An Overview of Probability and Statistics.
2. **Programming Techniques – Linear Programming –** Graphical Method, Simplex Method.
3. **Programming Techniques – Further Application –** Goal Programming, Integer Programming, Dynamic Programming, and Non-linear Programming.
4. **Inventory and Waiting Line Modes-** Inventory Control – Deterministic Models, Inventory Control - Probabilistic Models, Queuing Models.
5. **Game Theory and Simulations-** Cooperative Situations.

**Paper-II**

**PROJECT MANAGEMENT**

1. **Project Formulation and Appraisal-** Project Management – and Overview, Feasibility and Technical Analysis, Market and Demand Analysis, Economic and Financial Analysis.
2. **Project Planning and Scheduling-** Planning Time Scales- Network Analysis, Material and Equipment, Human Resources, Project Costing and financing, Project Organization.
3. **Implementation and Control-** Project Management Orientation System, Material and Equipment Human Resources, Financial Aspects.
4. **Project Completion and Evaluation-** Integrated Project Management Control system, Managing Transition from Project of operations, Project Review.

**Paper-III**

**PRODUCTION/OPERATINS MANAGEMENT**

1. **Issues in Production/Operational Management-** Production/Operations Management- and Overview, Production System Issues & Environment, Total Quality Management (TQM).
2. **Forecasting-** Need and Importance of Forecasting, Qualitative of Forecasting, Quantitative Method of Forecasting.
3. **Production System Design-** Capacity Planning, Facilities Planning, Work System Design, Managing Information for Production System.
4. **Production Planning and Scheduling-** Aggregate Production Planning, Just in – Time (JIM), Scheduling and Sequencing.
5. **Materials Planning-** Issues in Material Management, Independent Demand System, Dependent Demand System.
6. **Emerging Issues in Planning Operations Management-** Total Productive Maintenance, Advanced Manufacturing System, Computers In Planning/Operations Management.

**Paper-IV**

**MANAGEMENT OF INFORMATION SYSTEM**

1. **Information for Decision Making-** Decision Making, Conceptual Foundations of Information Systems, Information Resources Management.
2. **System Development-** Overview of system Analysis & Design, System Development, Life cycle, Designing On Line & Distribute Environment – Design considerations, Implementation and Control Projects.
3. **Computer Networks & Data Communications-** Trends in Information Technology Hardwar, Software, Data Communications Concept, Computer Networks.
4. **Managing Corporate Data Resources-** Organizing Data, Relational Data Base Management Systems, Query Languages Including DSS, Applications and Illustrations.
5. **Socio-Legal Aspects of Computerization-** Social Dimensions of Computerization, Computer Viruses, Legal Dimensions of Computerization.
6. **Case Studies-** A Case study of Computer Applications, Aspects of Information Technology and Policy Making and Caribbean Community, Computerization at IFFCO.

**Paper-V**

**MANAGEMENT OF R & D INNOVATION**

1. **Technological Innovation and Creativity-** Nature, Process and Importance of Technological Innovation, R & D and Economic Development, Product Design, Marketing and Consumer, Innovation and Creativity.
2. **Strategic Considerations-** R & D as Corporate Function, R & D Resources, Partnership in Innovation.
3. **Organization for R & D And Innovation-** HRM Issues in Innovations and R & D, Leadership and R & D Management, Organization Design and Structure for R & D, R & D Project Management, Measurement, Evaluation and Assessment of R & D.
4. **Micro Considerations-** National R & D Infrastructure and Institutional Framework: Fiscal & Other Incentives and Promotional/Support Measures, Industry, Institutions and Government Cooperation.
5. **Other Important Issues in R & D Management-** Commercialization of R & D Management of Intellectual Property Rights, Financing of R & D Projects, Role of Consultation in R & D.

**\* Viva-Voce: 50 Marks**