RAJKOT

(Re- Accredited Grade B by NAAC CGPA 2.93)

Faculty of Business Management
Syllabus
For
Post Graduate Diploma in Business Administration (PGDBA)

Choice Based Credit System
Effective From
JULY - 2016
ADMISSION REQUIREMENTS & PROCEDURE:-

- The total number of participants to be admitted to the Evening Post Graduate Diploma in Business Administration programme will be 60. The fees of the course will be decided every year in the beginning of academic year by the co-ordinator of course and university.

Ordinance & Regulations

O. EPGDBA 01. Admission:
- Candidates should be graduated from a recognized university.
- Reservation of seats for different categories shall be as per the policy of the Government.
- Admission in the course will be given on the basis of merit of graduation result.

O. EPGBA 02. Duration and span of the Course and course structure:
The course will be of one-academic year duration divided into two semesters and for Specific purpose The span of course will be of four academic Years.

COURSE STRUCTURE OF PGDBA

SEMESTER - I

<table>
<thead>
<tr>
<th>Types of Course</th>
<th>Sub. Code</th>
<th>Name of Subject</th>
<th>EXT</th>
<th>INT</th>
<th>MP</th>
<th>C</th>
<th>TM</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Core</td>
<td>161100050101</td>
<td>Principles and Practice of Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>2 Core</td>
<td>161100050102</td>
<td>Business Environment</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>3 Core</td>
<td>161100050103</td>
<td>Marketing Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>4 Core</td>
<td>161100050104</td>
<td>Accounting For Business</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>5 Core</td>
<td>161100050105</td>
<td>Computer Applications in Business</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>6 SS</td>
<td>161100050106</td>
<td>Contemporary Issues in Management</td>
<td>100</td>
<td>-</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
</tbody>
</table>

| Total           |               |                                               | 450 | 150 | 240| 18 | 600|
### SEMESTER – II

<table>
<thead>
<tr>
<th>Types of Course</th>
<th>Sub. Code</th>
<th>Name of Subject</th>
<th>EX</th>
<th>INT</th>
<th>MP</th>
<th>C</th>
<th>TM</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Core</td>
<td>16110050201</td>
<td>Financial Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>2 Core</td>
<td>16110050202</td>
<td>Human Resource Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>3 Core</td>
<td>16110050203</td>
<td>Operations Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>4 Core</td>
<td>16110050204</td>
<td>Business Strategy</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>5 Core</td>
<td>16110050205</td>
<td>Business Research Methods</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
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<tr>
<td>6 Project</td>
<td>16110050206</td>
<td>Comprehensive Project</td>
<td>200</td>
<td>-</td>
<td>80</td>
<td>6</td>
<td>200</td>
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<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>550</td>
<td>150</td>
<td>280</td>
<td>21</td>
<td>700</td>
</tr>
</tbody>
</table>

Abbreviations:

- O = Ordinance
- EXT = External Examination
- MP = Minimum Passing Marks
- C = Credit per week
- TM = Total Marks
- SS = Self Study

**R. EPGDBA 1**

The CBCS is student centric not only in the teaching-learning processes but also in their evaluation process. In CBCS, the evaluation process is divided into two parts under the CBCS. The first part consists of Comprehensive Continuous Assessment (CCA) and the second part consists of the Semester end examination. In the CBCS, the evaluation process shall follow the norm that the faculty, who teaches the course, shall conduct the Comprehensive Continuous Assessment (CCA) and the Semester end examination (SEE). The concerned faculty shall be accountable for transparency and reliability of the entire evaluation of the student in the concerned Course.

**The framework for Comprehensive Continuous Assessment:**

Although assessment and evaluation process in CBCS is in continuous mode, for the purpose of finally letting the candidate know his/her progress periodically, an assessment is divided into four discrete components for reporting the scores to the student as earned by him or her.

The Continuous Assessment of students will be carried out as per Saurashtra University circular issued from time to time.

- In case a student fails to secure 12 out of 30 in the CCA (all three components taken together), he/she shall not be allowed to appear for the Semester end
examination. If candidate is not appearing in internal examination, he / she will be allowed one more chance to appear for retest and his/her passing marks (Actual marks obtained in retest or passing marks which ever is less) will be consider for grade only.

R. EPGDBA 2

Semester End Examination (SEE)

- The duration of the semester-end examination shall be 3 hours per course. A question paper for semester-end examination shall not expect the student to reproduce the answers by memorizing the topics, but it shall rather examine the candidate’s creativity, comprehension, problem solving ability, interpretation and awareness capabilities.

- Minimum passing mark in external examination is 28 marks out of 70 marks.

R. EPGDBA 3

Contemporary Issues in Management and Comprehensive Project work:

- Contemporary Issues in Management and Comprehensive Projection Preparation students will be allotted among the faculties on random basis. Respective faculty members will provide the guidance and accordingly students will prepare his/her written report on Contemporary Issues in Management and Comprehensive Project Reports.

- Contemporary Issues in Management: 05 Students Guidance will equal to 20 hours of teaching.

- Contemporary Issues in Management in the beginning of the semester various contemporary topics related to field of management will be announced in the class room. Each student will be allotted one topic. During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty. At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce. This will be evaluated for 100 marks.

- Comprehensive Project: 05 Students Projects Guidance will equal to 20 hours of teaching.

- Comprehensive project will be commenced in the beginning on the second semester. Students have to select appropriate organization for the purpose. The paper is equivalent to two papers (200 marks). The written part of the project shall account for 100 marks and the viva voce shall account for 100 marks. Evaluation will be done by the Board of Examiners duly appointed by the university.
R. EPGDBA 4

Promotion, Re-Admission Rules & Maximum Time for Completion of Course

- From semester I to semester II, if a student undergoes a regular course of study of the semester I and fulfills the required criterion of attendance and secures minimum 12 (out of 30) marks in the internal assessment component.

- The two semesters (one year) Programme shall be completed by a student within double the duration of the normal Programme period (i.e. 2 years).

R. EPGDBA 5

PROCEDURE FOR AWARDING THE GRADES

The computation for the Grade Point Average (SGPA) and cumulative grade point average (CGPA) shall be as follows:

Grading System and conversion Formula

Semester Grade Point Average (SGPA):

\[
SGPA = \frac{\sum (Credit \times Grade Point)}{Total \ Credits}
\]

Each Letter Grade has a Corresponding Grade Point assigned as follows:

<table>
<thead>
<tr>
<th>Marks out of 100</th>
<th>Grade Points</th>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>090.00 – 100.00</td>
<td>09.00 – 10.00</td>
<td>O+</td>
<td>Outstanding</td>
</tr>
<tr>
<td>080.00 – 089.99</td>
<td>08.00 – 08.99</td>
<td>O</td>
<td>Excellent</td>
</tr>
<tr>
<td>070.00 – 079.99</td>
<td>07.00 – 07.99</td>
<td>A</td>
<td>Very Good</td>
</tr>
<tr>
<td>060.00 – 069.99</td>
<td>06.00 – 06.99</td>
<td>B</td>
<td>Good</td>
</tr>
<tr>
<td>050.00 – 059.99</td>
<td>05.00 – 05.99</td>
<td>C</td>
<td>Fair</td>
</tr>
<tr>
<td>040.00 – 049.99</td>
<td>04.00 – 04.99</td>
<td>D</td>
<td>Average</td>
</tr>
<tr>
<td>030.00 – 039.99</td>
<td>03.00 – 03.99</td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>020.00 – 029.99</td>
<td>02.00 – 02.99</td>
<td>F</td>
<td></td>
</tr>
<tr>
<td>010.00 – 019.99</td>
<td>01.00 – 01.99</td>
<td>G</td>
<td></td>
</tr>
<tr>
<td>000.00 – 009.99</td>
<td>00.00 – 00.99</td>
<td>H</td>
<td></td>
</tr>
</tbody>
</table>

- Equivalent percentage based on SGPA
  Equivalent Percentage = SGPA * 10

- Cumulative Grade Point Average (CGPA):
For e.g. -> Total Number of Semester = 2  
CGPA = \{SGPA(sem-1)+SGPA(Sem-2)\}  
\quad \text{(No of Semesters)}  

For e.g. -> Total Number of Semesters = 4  
CGPA = \{SGPA(Sem-1)+SGPA(Sem-2)+SGPA(Sem-3)+SGPA(Sem-4)\}  
\quad \text{(No of Semesters)}  

For e.g. -> Total Number of Semester = 6  
CGPA = \{SGPA(Sem-1) +SGPA(Sem-2) +SGPA(Sem-3) +SGPA(Sem-4) + \  \quad \text{(No of Semesters)}  

- Equivalent Percentage :  
  Equivalent Percentage = CGPA * 10  
- Award of Class based on CGPA :
**COURSE OBJECTIVES**

The objectives of this paper are to familiarize the student with basic management concepts and processes in the organization.

**COURSE CONTENT**

- **Unit - 1**
  - **Introduction to Management:**
    Meaning, Nature, Purpose, Functions, Managerial Process
  - **Planning:**
    Nature & Purpose of Planning – Objectives - Strategies, Policies & Planning Premises - Decision-making

- **Unit – 2**
  - **Organizing:**
    Nature & Purpose of Organizing, Basic Departmentation, Line / Staff Authority, Centralization & Decentralization

- **Unit - 3**
  - **Overview of Staffing**
  - **Communication**
    Meaning – Objectives – importance – Types – Barriers

- **Unit – 4**
• **Directing:**
  Human factors in Managing, McGregor’s X & Y Theory, Creativity & Innovation

• **Motivation:**
  Meaning, Purpose of Motivation, Motivational Theories – (Hierarchy of Needs by Maslow, Herzberg’s Two-Factor theory, McClelland’s need theory of motivation), Motivational Techniques – Monetary & Non-monetary, Concept of Job enrichment

• **Leadership:**
  Meaning, Ingredients of leadership, leadership behaviour & styles (leadership based on the use of authority & the managerial grid), conceptual awareness about situational / contingency approach

Unit – 5

• **Controlling:**
  Basic Control Process, Conceptual knowledge of Control Techniques – (Budget, Traditional non-budgetary control devices) Preventive Control & Direct Control

**REFERENCE BOOKS**

• Essentials of Management by Koontz & Weihrich, TMH
• Principles of Management by L.M.Prasad, Sultan Chand & Sons, New Delhi
• Principles of Management by C.B. Gupta, Sultan Chand & Sons, New Delhi
• Principles of Management by Sherlekar & Sherlekar, Himalaya Publishing House, New Delhi

**BUSINESS ENVIRONMENT**

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semest er</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Intern al Marks</th>
<th>Extern al Marks</th>
<th>Extern al Exam Time</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGDBA</td>
<td>I</td>
<td>Core</td>
<td>161100050102</td>
<td>Business Environment</td>
<td>3</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
<td></td>
</tr>
</tbody>
</table>
## COURSE OBJECTIVES

The objective of this course is to acquaint the participants with Indian Business Environment. Emphasis is given to changes in the nature of business firms in the context of globalization.

## COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit - 1</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Theoretical Framework of Business Environment:</strong></td>
<td></td>
</tr>
<tr>
<td>Concept, significant and nature of business environment; - Types of environment – environmental analysis and strategic management.</td>
<td></td>
</tr>
<tr>
<td><strong>Economic Environment</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit – 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Political and Government</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Demographic Environment</strong></td>
<td></td>
</tr>
<tr>
<td>Population size – Failing birth rate and changing age structure – migration and ethnic aspects.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit - 3</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural and Technological Environment</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit – 4</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Industrial Policy</strong></td>
<td></td>
</tr>
<tr>
<td>Industrial policy up to 1991 (Overview) – the new industrial policy – an evaluation of the new policy</td>
<td></td>
</tr>
<tr>
<td><strong>Monetary and Fiscal Policies</strong></td>
<td></td>
</tr>
</tbody>
</table>
Unit – 5

- **Financial Market Structure:**
  Credit Market, foreign exchange market, debt market, derivatives market, bancassurance.
- **Money and Capital Market:**
- **Stock Exchange:**
  Meaning – Importance – Functions – Organization – OTCEI, NSE

**REFERENCE BOOKS**

- Feransis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi, 2010
- Feransis Cherunilam, International Business Environment, Himalaya Publishing House, New Delhi, 2010
- Misra & Puri, Indian Economy, Himalaya Publishing House, New Delhi, 2010

**MARKETING MANAGEMENT**

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semeste r</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Interna l Marks</th>
<th>Externa l Marks</th>
<th>External Exam Time Duration</th>
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<tbody>
<tr>
<td>PGDBA</td>
<td>1</td>
<td>Core</td>
<td>161100050103</td>
<td>Marketing Management</td>
<td>3</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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</tbody>
</table>

**COURSE OBJECTIVES**

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.
<table>
<thead>
<tr>
<th>COURSE CONTENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unit - 1</strong></td>
</tr>
</tbody>
</table>
| • Introduction to Marketing: Meaning, Elements of marketing, Company orientations towards the marketplace, Demand management  
• The Marketing environment, Concept of Marketing information system and Marketing research |
| **Unit – 2**  |
| • Understanding consumer behaviour and Industrial buyers  
• Market segmentation, Targeting and positioning |
| **Unit - 3**  |
| • Product decisions - product mix, product life cycle, new product development  
• Pricing methods and strategies |
| **Unit – 4**  |
| • Promotion decisions - promotion mix - advertising, sales promotion, publicity and personal selling  
• Channel management - selection, co-operation and conflict management  
• Marketing control and audit |
| **Unit – 5**  |
| • Rural marketing in India – origin & present scenario  
• Service Marketing – meaning, characteristics, marketing mix |

<table>
<thead>
<tr>
<th>REFERENCE BOOKS</th>
</tr>
</thead>
</table>
• Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control. New Delhi, Mac Mill  
• Stanton, William, J. Fundamentals of Marketing  
• Saxena Rajan, Marketing Management  
• Gandhi J.C., Marketing Management  
• Pride, William and Ferrel, Marketing Management |
ACCOUNTING FOR BUSINESS

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<tbody>
<tr>
<td>PGDBA</td>
<td>I</td>
<td>Core</td>
<td>161100050103</td>
<td>Accounting for Business</td>
<td>3</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
</tr>
</tbody>
</table>

COURSE OBJECTIVES

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning decision-making and control.

COURSE CONTENT

Unit - 1
- **Accounting As An Information System**
  - Concept – Users – Assumption – GAAP – Accounting Equation
- **Recording Business Transactions**
  - Accounts – Classification – The Double Entry System – Recording Transaction – Trial Balance

Unit – 2
- **Measuring Business Income**
  - Income Measurement – Adjustment Process – Preparation of Financial Statements with Adjustments – Accounting Cycle
- **Accounting Postulates, Concepts, Principles and Standards**

Unit - 3
- **Accounting For Merchandising Transactions**

Unit – 4
**Unit – 5**

- **Financial Statement Analysis**
  - Objectives – Standards of Comparison – Sources of Information – Quality of Earnings – Techniques of Financial Statements Analysis

- **Statement Of Cash Flows**
  - Concepts – Uses – Limitations
  - Preparation of Cash Flow Statement as Per AS- 3

- **Marginal Costing and Cost Volume Profit Analysis**
  - Meaning of Marginal Cost and Marginal Costing – Distinction between Absorption and Marginal Costing – CVP analysis and Break Even Analysis – Margin of Safety – Key Factors – Managerial Application of Marginal Costing – Advantages & Limitations

**REFERENCE BOOKS**

- Chauhan P.L., Accounting for Managers, Saurashtra University, Rajkot, 2007
- Chauhan P.L. & Bhayani S.J., Managerial Accounting, Shanti Prakashan, Ahmedabad, 2008
- Maheshwari S.N., Financial Management, Sultan Chand & Sons, Delhi, 2010
- Narayan Swamy, Financial Accounting, Prentice Hall of India, New Delhi, 2011
- Bhattacharya Aashish, Financial Accounting, Prentice Hall of India, New Delhi, 2011

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**COMPUTER APPLICATION IN BUSINESS**

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGDBA</td>
<td>I</td>
<td>Core</td>
<td>161100050105</td>
<td>Computer Application in Business</td>
<td>3</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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</table>
### COURSE OBJECTIVES
The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations.

### COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit - 1</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Computers – An Introduction</td>
</tr>
<tr>
<td></td>
<td>o Role of computers in Business- features of computers</td>
</tr>
<tr>
<td></td>
<td>o Introduction to Information Technology (IT)</td>
</tr>
<tr>
<td></td>
<td>• Computer Hardware</td>
</tr>
<tr>
<td></td>
<td>o The significance of hardware - The CPU - Computer memory &amp; Computer Hierarchy - Input and output technologies - Strategic hardware Issues</td>
</tr>
<tr>
<td></td>
<td>• Computer software</td>
</tr>
<tr>
<td></td>
<td>o Systems software - Application Software - Software Issues - Programming languages and Enterprise software</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit – 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Application of Office packages</td>
</tr>
<tr>
<td></td>
<td>• Application of Text processing software</td>
</tr>
<tr>
<td></td>
<td>o Introduction to word-text formation features - Inserting the table and object - Mail Merge</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit - 3</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Application of Spread Sheet</td>
</tr>
<tr>
<td></td>
<td>o Features of spread sheet – Range, formulas and Functions - Applications of spread sheet</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit – 4</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Application of presentation package</td>
</tr>
<tr>
<td></td>
<td>o Slide presentation for business – it’s features and usage - Creating a presentation – adding various effects</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit – 5</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• The Internet &amp; Intranets</td>
</tr>
<tr>
<td></td>
<td>o Introduction to Internet - The operations of Internet - Services provided by the Internet - The world wide web - Internet Challenges</td>
</tr>
</tbody>
</table>

### REFERENCE BOOKS
CONTEMPORARY ISSUE IN MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
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<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>PGDBA</td>
<td>I</td>
<td>Self Study</td>
<td>161100050102</td>
<td>Contemporary Issues in Management</td>
<td>3</td>
<td>-</td>
<td>100 – Practical - Viva</td>
<td>-</td>
</tr>
</tbody>
</table>

COURSE OBJECTIVES

The objective of the course is to create awareness among the students towards the various contemporary issues in management and develop self learning skills.

COURSE CONTENT

GUIDELINES

- In the beginning of the semester various contemporary topics related to field of management will be announced in the class room.
- Each student will be allotted one topic.
- During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty.
- At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce.
- This will be evaluated for 100 marks.
## COURSE OBJECTIVES

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

## COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit</th>
<th></th>
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</thead>
</table>
• Investment Decision: Capital Budgeting Process-Basic Principles of Capital Expenditure Proposals-Various Appraisal Methods-Average Rate of Return-Pay- back Period-DCF Methods. \( NPV; \quad IRR \) and Profitability Index-Merits and Demerits of Appraisal Methods-Conflicts in Decision- making-Capital Rationing-Investment Appraisal Methods in Practice. |
| Unit - 3 |  |

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<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semeste r</th>
<th>Core/Elect ive/Allied/ Practical/P roject</th>
<th>Course/Pape r Code</th>
<th>Course/Pa per Title</th>
<th>Cre dit</th>
<th>Intern al Marks</th>
<th>Exter nal Marks</th>
<th>External Exam Time Duration</th>
</tr>
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<tbody>
<tr>
<td>PGDBA</td>
<td>II</td>
<td>Core</td>
<td>1611000502 01</td>
<td>Financial Manageme nt</td>
<td>3</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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</tbody>
</table>
- Financing Decision: Sources of Finance Debt. Preference and Equity Capitals Operating and Financial Leverage  

**Unit – 4**

- Dividend Decision-Dividend Theories. Modigliani Miller Hypothesis-Dividend Policies-Dividend Policy and Share Valuation-Corporate Dividend Practices in India

**Unit – 5**


**REFERENCE BOOKS**

## HUMAN RESOURCE MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
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<th>Course/Paper Code</th>
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<th>Credit</th>
<th>Internal Marks</th>
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<th>External Exam Time Duration</th>
</tr>
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<tr>
<td>PGDBA</td>
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<td>Core</td>
<td>161100050202</td>
<td>Human Resource Management</td>
<td>3</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
</tr>
</tbody>
</table>

### COURSE OBJECTIVES

In a complex world of industry and business, organisational efficiency is largely dependent on the contribution made by the members of the organisation. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

### COURSE CONTENT

**Unit - 1**
- Concepts and Perspectives on Human Resource Management;
- Human Resource Management in a Changing Environment;
- Corporate Objectives and Human Resource Planning;
  - Meaning and need for HRP - Process, importance and hindrances

**Unit – 2**
- Career and Succession Planning;
- Job Analysis and job Description

**Unit - 3**
- Methods of Manpower Search; Attracting and Selecting Human Resources;
- Induction and Socialisation;
- Manpower Training and Development;

**Unit – 4**
- Performance Appraisal and Potential Evaluation;
• Job Evaluation
• Employee Welfare;

Unit – 5

• Industrial Relations & Trade Unions;
• Dispute Resolution & Grievance Management;
• Employee Empowerment.

REFERENCE BOOKS

• Chauhan, Gohil & Tiwari, Human Resource Management, Shanti Prakashan, Ahmedabad.

OPERATIONS MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semeste r</th>
<th>Core/Elective/Allied/Practical/Project</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
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<th>Intern al Marks</th>
<th>Extern al Marks</th>
<th>Extern al Exam</th>
<th>Time Duration</th>
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</thead>
<tbody>
<tr>
<td>PGDBA</td>
<td>II</td>
<td>Core</td>
<td>161100050203</td>
<td>Operations Manageme nt</td>
<td>3</td>
<td>30</td>
<td>70</td>
<td></td>
<td>3 Hours</td>
</tr>
</tbody>
</table>

COURSE OBJECTIVES

The Course is designed to acquaint the students with decision making in: Planning, schedule and control of Production and Operation functions in both manufacturing and service organization.
## COURSE CONTENT

### Unit - 1

- **Introduction to Production And Operation Management**
  - Nature of Production – Production as a System
  - Production as an Organizational Function
  - Decision Making in Production
  - Importance of Production Function
  - Production Management and Operations Management
  - Characteristics of Modern Production and Operation Function
  - Organisation of Production Function
  - Recent Trends in Production/Operations Management

- **Strategic Operations Management**
  - Nature of Strategic Management
  - Strategic Management Process
  - Importance of Strategic Management
  - Role of Operations Management in Strategic Management
  - Building Production/Operation Strategy on Competitive Priorities
  - Elements of Production/Operations Strategy

### Unit – 2

- **Production Processes, Manufacturing and Service Operations**

- **Design of Production Systems**

### Unit - 3

- **Facility Location**

- **Facility Layout**
  - Introduction – Meaning, Definition and Scope - Factors Influencing facility Layout – Principles of Layout – Types of Layout – Service Facility Layout – Special arrangements for Particular Types of Plants – Arrangement of Other Facilities –
<table>
<thead>
<tr>
<th>Unit – 4</th>
<th>Location of Receiving and Shipping Departments – Importance of facility Layout – Revision of Layout.</th>
</tr>
</thead>
</table>
| | **Inventory Management**  
| Unit – 5 | **Quality Management**  
**Supply Chain Management**  

**REFERENCE BOOKS**

- Krajawski & Ritzman, Operations Management, Pearson Education, New Delhi, 2010
- Russel & Taylor, Operations Management, Pearson Education, New Delhi, 2010
- Chunawala & Patel, Production and Operation Management, Himalaya Publishing House, Mumbai, 2010
## BUSINESS RESEARCH METHODS

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Core/Elective/Allied/Practical/Project</th>
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<th>Course/Paper Title</th>
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</thead>
<tbody>
<tr>
<td>PGDBA</td>
<td>II</td>
<td>Core</td>
<td>161100050204</td>
<td>Business Research Methods</td>
<td>3</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
</tr>
</tbody>
</table>

### COURSE OBJECTIVES

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. The Course also helps to instill discrimination in using research appropriately and effectively.

### COURSE CONTENT

#### Unit - 1
- **Research – an introductory approach:**
  Meaning and definition of research, Characteristics of research, motivating for research, approaches of research.
- **Research Methods and Techniques:**
  Case survey, survey, experimental, field investigation, evaluation, laboratory, business game, focus group discussion.

#### Unit - 2
- **Formulation of research problem and proposal.**
- **Reviewing the literature.**
- **Research design:**
  Definition, characteristics, components, types of research design: descriptive, diagnostic, exploratory and experimental.

#### Unit - 3
- **Collection of data:**
  Primary and secondary data, methods of primary data collection, questionnaires, observations, interview, types of secondary data, advantages and disadvantages of secondary data.
- **Sampling:**
  Introduction, meaning and definition, characteristics, types of sampling: random, stratified random, systematic, cluster,
multistage sampling, probability and non-probability sampling. Scaling technique.

Unit – 4

- Process of data:
- Editing, Coding, classifications and tabulation.
- Analysis and interpretation of data and testing of hypothesis: Hypothesis formulation, level of signification, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test

Unit – 5

- Use of computer in Research
- Writing and presenting Research project report.

REFERENCE BOOKS

- C.R.Kotheri, Research Methodology, Methods & Techniques, Wishwa Prakashan, New Delhi.

BUSINESS STRATEGY

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semeste r</th>
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<tr>
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<td>II</td>
<td>Core</td>
<td>161100050205</td>
<td>Business Strategy</td>
<td>3</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
</tr>
</tbody>
</table>
**COURSE OBJECTIVES**

The objectives of this course are to develop a holistic perspective of enterprise, critical from point of view of the top executives.

**COURSE CONTENT**

<table>
<thead>
<tr>
<th>Unit - 1</th>
<th></th>
</tr>
</thead>
</table>
|  | • **Strategic Management – Introduction**  
  Nature and Value of Strategic Management  
  Strategic Management Process  
  • **Defining the Company’s Mission and Social Responsibility**  
  What is Company Mission  
  Formulation of Mission  
  Board of Directors  
  Agency Theory  
  The Stakeholders Approach to Social Responsibility  
  A Continuum of Social Responsibility  
  Management Ethics  |

<table>
<thead>
<tr>
<th>Unit – 2</th>
<th></th>
</tr>
</thead>
</table>
|  | • **The External Environment**  
  Remote Environment  
  Internal Environment  
  Industry Environment  
  How Competitive Forces Shape Strategy  
  Industry Analysis and Competitive Analysis  
  Operating Environment  
  Emphasis on Environmental Factors  
  • **The Global environment: Strategic Considerations for Multinational Firms**  
  Development of a Global Corporations  
  Globalization  
  Global Strategic Planning  
  Competitive Strategies for Firms in Foreign Markets  |

<table>
<thead>
<tr>
<th>Unit - 3</th>
<th></th>
</tr>
</thead>
</table>
|  | • **Internal Analysis**  
  Resource-Based View of the Firm  
  Value Chain Analysis  
  SWOT Analysis  
  Internal Analysis: Making Meaningful Comparisons  
  • **Formulating Long-Term Objectives and grand Strategies**  
  Long-term Objectives  
  Generic Strategies  |
## The Value Disciplines

### Grand Strategies

<table>
<thead>
<tr>
<th>Unit – 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strategic Analysis and Choice in Single-or- Dominant-Product Business: Building Sustainable Competitive Advantages</td>
</tr>
<tr>
<td>Evaluating and Choosing Business Strategies: Seeking Sustained Competitive Advantage</td>
</tr>
<tr>
<td>Selected Industry Environment and Business Strategy Choices</td>
</tr>
<tr>
<td>Dominant Product/ Service Business: Evaluating and Choosing to Diversify to Build Value</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit – 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implementing Strategy through Short-Term Objectives, Functional Tactics, Reward System, and Employee Empowerment</td>
</tr>
<tr>
<td>Short Term Objectives</td>
</tr>
<tr>
<td>Functional Tactics that Implements Business Strategies</td>
</tr>
<tr>
<td>Empowering Operating Personnel</td>
</tr>
<tr>
<td>Executive Bonus Compensation Plans</td>
</tr>
</tbody>
</table>

## REFERENCE BOOKS


## COMPREHENSIVE PROJECT STUDY

<table>
<thead>
<tr>
<th>Name of Course</th>
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<tr>
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<td>1611000502 06</td>
<td>Comprehensive Project Study</td>
<td>3</td>
<td>-</td>
<td>100 – Practical Viva</td>
<td>-</td>
</tr>
</tbody>
</table>

25
**GUIDELINES**

- Project study will be related to the major functional area of management. The student has to select any organization and he/she has to prepare a project report on the same. The project report will be prepared under the supervision of the faculty member assigned by the Director/Head for this purpose.
- Project report shall be submitted in triplicate duly typed and bound in the standard approved size for dissertations by the University. This should be submitted for evaluation to the Department through Head/Director before the commencement of the theory examinations.
- Evaluation of the project report and viva voce test will be done by expert appointed by the University.

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**FORMAT OF PROJECT REPORT**

1. **Student Declaration**
2. **Acknowledgment**
3. **Project Guide Certificate**
4. **Project Report Details**
   - Executive Summary
   - Industry Information in Detail with Data (History, Development, Players, Analysis)
   - Company Information (History, Current Position, Products, Market – Coverage)
   - Functional Area Information (Theory and Practical Application in Respective Organizations)
     - Production/Operations
     - Marketing
     - Finance/Accounting
     - Technology
     - Human Resource Management including Organization Structure
     - Research and Development
   - General Summary, and Findings
   - Bibliography

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**Font Style** : Times New Roman  
**Font Size** : 12  
**Line Spacing** : Normal  
**Paper Size** : A4  
**Bound** : Leather / Spiral  
**Printing Style** : Single Side  
**No. of Copies** : 2 Copies Hard & 1 in CD  
  1. Student (Self)  
  2. University  
  3. Guide (In CD)