

Saurashtra University

RAJKOT

(Accredited Grade A by NAAC)



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 coordinator 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. EPGDBA 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

	Types of Course	Sub. Code	Name of Subject	EXT	INT	MP	C	TM
1	Core	161100050101	Principles and Practice of Management	70	30	40	3	100
2	Core	161100050102	Business Environment	70	30	40	3	100
3	Core	161100050103	Marketing Management	70	30	40	3	100
4	Core	161100050104	Accounting For Business	70	30	40	3	100
5	Core	161100050105	Computer Applications in Business	70	30	40	3	100
6	SS	161100050106	Contemporary Issues in Management	100	-	40	3	100
Total				450	150	240	18	600

SEMESTER – II

	Types of Course	Sub. Code	Name of Subject	EX T	INT	MP	C	TM
1	Core	161100050201	Financial Management	70	30	40	3	100
2	Core	161100050202	Human Resource Management	70	30	40	3	100
3	Core	161100050203	Operations Management	70	30	40	3	100
4	Core	161100050204	Business Strategy	70	30	40	3	100
5	Core	161100050205	Business Research Methods	70	30	40	3	100
6	Project	161100050206	Comprehensive Project	200	-	80	6	200
Total				550	150	280	21	700

Abbreviations:

O = Ordinance

MP = Minimum Passing Marks

TM = Total Marks

EXT = External Examination

C = Credit per week

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):

$$\text{SGPA} = \frac{\sum (\text{Credit} * \text{Grade Point})}{\text{Total Credits}}$$

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

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

- Equivalent percentage based on SGPA
Equivalent Percentage = SGPA * 10
- Cumulative Grade Point Average (CGPA):

For e.g -> Total Number of Semester = 2

$$\text{CGPA} = \frac{\{\text{SGPA (sem-1)} + \text{SGPA (Sem-2)}\}}{\text{(No of Semesters)}}$$

For e.g. -> Total Number of Semesters = 4

$$\text{CGPA} = \frac{\{\text{SGPA (Sem-1)} + \text{SGPA (Sem-2)} + \text{SGPA (Sem-3)} + \text{SGPA (Sem-4)}\}}{\text{(No of Semesters)}}$$

For e. g -> Total Number of Semester = 6

$$\frac{\{SGPA(Sem-1) + SGPA(Sem-2) + SGPA(Sem-3) + SGPA(Sem-4) + SGPA(Sem-5) + SGPA(Sem-6)\}}{(No\ of\ Semesters)}$$

CGPA = -----
(No of Semesters)

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



PGDBA SEMESTER – I

PRINCIPLES AND PRACTICE OF MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	I	Core	161100050101	Principles and Practice of Management	3	30	70	3 Hours

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	<ul style="list-style-type: none"> • Introduction to Management: Meaning, Nature, Purpose, Functions, Managerial Process • Planning: Nature & Purpose of Planning – Objectives - Strategies, Policies & Planning Premises - Decision-making
Unit – 2	<ul style="list-style-type: none"> • Organizing: Nature & Purpose of Organizing, Basic Departmentation, Line / Staff Authority, Centralization & Decentralization
Unit - 3	<ul style="list-style-type: none"> • Overview of Staffing • Communication Meaning – Objectives – importance – Types – Barriers
Unit – 4	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	I	Core	161100050102	Business Environment	3	30	70	3 Hours

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

Unit - 1	<ul style="list-style-type: none"> • Theoretical Framework of Business Environment: Concept, significant and nature of business environment; - Types of environment – environmental analysis and strategic management. • Economic Environment Nature of Economy – Structure of Economy – Economic Policies – Economic Conditions
Unit – 2	<ul style="list-style-type: none"> • Political and Government Functions of State- Economic Role of Government – Legal Environment – Economic Roles of Government in India – The Constitutional Environment • Demographic Environment Population size – Falling birth rate and changing age structure – migration and ethnic aspects.
Unit - 3	<ul style="list-style-type: none"> • Natural and Technological Environment Natural environment – Technological Environment – Innovation – Technological Leadership and followership – Technology and competitive advantage – Sources of Technological dynamics – Time lags in Technology introduction/absorption – appropriate technology and technology adaptation – impact of technology on globalization – IT and marketing - transfer of technology.
Unit – 4	<ul style="list-style-type: none"> • Industrial Policy Industrial policy up to 1991 (Overview) – the new industrial policy – an evaluation of the new policy • Monetary and Fiscal Policies Monetary policy – measures of money stock – monetary policy and money supply – instruments of monetary policy – fiscal policy – the Union budget – state budgets – finances of the Union and States – the finance commission – importance of the budget.
Unit – 5	<ul style="list-style-type: none"> • Financial Market Structure: Credit Market, foreign exchange market, debt market, derivatives market, bancassurance. • Money and Capital Market: Meaning, Constituents – Functions – Instruments – Importance – Development of the 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

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	I	Core	161100050103	Marketing Management	3	30	70	3 Hours

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.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Understanding consumer behaviour and Industrial buyers Market segmentation, Targeting and positioning
Unit - 3	<ul style="list-style-type: none"> Product decisions -product mix, product life cycle, new product development Pricing methods and strategies
Unit – 4	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Rural marketing in India – origin & present scenario Service Marketing – meaning, characteristics, marketing mix

REFERENCE BOOKS

- Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control.
- 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

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	I	Core	161100050103	Accounting for Business	3	30	70	3 Hours

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Measuring Business Income Income Measurement – Adjustment Process – Preparation of Financial Statements with Adjustments – Accounting Cycle • Accounting Postulates, Concepts, Principles and Standards Postulates – Concepts & Principles – Defining the Term Accounting Standard – Benefits of Accounting Standards – Standard Setting in India – Scope of Accounting Standards – List of Accounting Standards
Unit - 3	<ul style="list-style-type: none"> • Accounting For Merchandising Transactions Income Measurement – Revenue from Sales – Cost of Goods Sold – Operating Expenses – Classified Financial Statements
Unit – 4	<ul style="list-style-type: none"> • Financial Statement Analysis Objectives – Standards of Comparison – Sources of Information – Quality of Earnings – Techniques of Financial Statements Analysis
Unit – 5	<ul style="list-style-type: none"> • 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

COMPUTER APPLICATION IN BUSINESS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	I	Core	161100050105	Computer Application in Business	3	30	70	3 Hours

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

Unit - 1	<ul style="list-style-type: none"> • Computers – An Introduction <ul style="list-style-type: none"> ○ Role of computers in Business- features of computers ○ Introduction to Information Technology (IT) • Computer Hardware <ul style="list-style-type: none"> ○ The significance of hardware - The CPU - Computer memory & Computer Hierarchy - Input and output technologies - Strategic hardware Issues • Computer software <ul style="list-style-type: none"> ○ Systems software - Application Software - Software Issues - Programming languages and Enterprise software
Unit – 2	<ul style="list-style-type: none"> • Application of Office packages • Application of Text processing software <ul style="list-style-type: none"> ○ Introduction to word-text formation features - Inserting the table and object - Mail Merge
Unit - 3	<ul style="list-style-type: none"> • Application of Spread Sheet <ul style="list-style-type: none"> ○ Features of spread sheet – Range, formulas and Functions - Applications of spread sheet
Unit – 4	<ul style="list-style-type: none"> • Application of presentation package <ul style="list-style-type: none"> ○ Slide presentation for business – it’s features and usage - Creating a presentation – adding various effects
Unit – 5	<ul style="list-style-type: none"> • The Internet & Intranets <ul style="list-style-type: none"> ○ Introduction to Internet - The operations of Internet - Services provided by the Internet - The world wide web - Internet Challenges

REFERENCE BOOKS

- Efraim Turban, R. Kelly Rainer Jr. & Richard E. Potter, “Introduction to Information Technology” John Wiley & Sons, Inc.,
- Bruch, John & Grudnitski Gary, Information System: Theory & practice 5th edition John Wiley, New York
- David, Van over, Foundation of business systems, fort worth, Dryden

CONTEMPORARY ISSUE IN MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	I	Self Study	161100050102	Contemporary Issues in Management	3	-	100 – Practical - Viva	-

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.

PGDBA SEMESTER – II

FINANCIAL MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	II	Core	161100050201	Financial Management	3	30	70	3 Hours

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

Unit - 1	<ul style="list-style-type: none"> Nature and Scope of Financial Management-Finance Function-Treasurer vs. Controller, Functions-Investment Decision-Financing Decision-Dividend Decision-Changing Role of Financial Management
Unit – 2	<ul style="list-style-type: none"> Cost of Capital: Cost of Debt. Preference and Equity Capital-Cost of Retained Earnings-Weighted Average Cost of Capital-Marginal Cost of Capital. Investment Decision: Capital Budgeting Process-Basic Principles of Capital Expenditure Proposals-Various Appraisal Methods-Average Rate of Return-Pay-back Period-DCF Methods. <i>NPV</i>; <i>IRR</i> and Profitability Index-Merits and Demerits of Appraisal Methods-Conflicts in Decision-making-Capital Rationing-Investment Appraisal Methods in Practice.
Unit - 3	<ul style="list-style-type: none"> Financing Decision: Sources of Finance Debt. Preference and Equity Capitals Operating and Financial Leverage Capital Structure Theories-Net Income and Net Operating Income Approaches-Optimal Capital Structure-Factors Affecting Capital Structure-<i>EBIT/EPS</i> and <i>ROI</i> & <i>ROCE</i> Analysis-Capital Structure Policies in Practice
Unit – 4	<ul style="list-style-type: none"> Dividend Decision-Dividend Theories. Modigliani Miller Hypothesis-Dividend Policies-Dividend Policy and Share Valuation-Corporate Dividend Practices in India
Unit – 5	<ul style="list-style-type: none"> Working Capital Policy-Overall Considerations-Importance of Working Capital Management-Components of Working Capital-Factors Influencing the Working Capital Requirements – Profitability/Liquidity Trade off, Estimating Working Capital Requirement – Operating Cycle Method – Percent of Sales Method – Finance Managers Role in Working Capital Management Inventory Management – Need for Inventory and importance of inventory management – technique of management of inventory – Order quantity – EOQ Model – Order Point – Safety Stock – Selective Inventory Controls – ABC Analysis – Brief Overview of Cash Management and Receivables Management.

REFERENCE BOOKS

- Chauhan P.L., Financial Management, Shanti Prakashan, Ahmedabad, 2010
- Maheshwari S.N. Financial Management, Sultan Chand & Sons, New Delhi, 2010.
- Khan & Jain, Financial Management, Tata McGraw Hill Publishing Co., New Delhi, 2011.
- Pandey I.M., Financial Management, Vikas Publishing House, New Delhi, 2010.
- Ravi Kishor, Financial Management, Taxmann's Allied Services Pvt. Ltd., New Delhi, 2010.

HUMAN RESOURCE MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	II	Core	161100050202	Human Resource Management	3	30	70	3 Hours

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	<ul style="list-style-type: none"> • Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment; • Corporate Objectives and Human Resource Planning; <ul style="list-style-type: none"> ○ Meaning and need for HRP - Process, importance and hindrances
Unit – 2	<ul style="list-style-type: none"> • Career and Succession Planning; • Job Analysis and job Description
Unit - 3	<ul style="list-style-type: none"> • Methods of Manpower Search; Attracting and Selecting Human Resources; • Induction and Socialisation; • Manpower Training and Development;
Unit – 4	<ul style="list-style-type: none"> • Performance Appraisal and Potential Evaluation; • Job Evaluation • Employee Welfare;
Unit – 5	<ul style="list-style-type: none"> • Industrial Relations & Trade Unions; • Dispute Resolution & Grievance Management; • Employee Empowerment.

REFERENCE BOOKS

- Aswathappa, K. Human Resource and Personnel Management Tata Mc Graw Hill, New Delhi, 2010
- De Cenzo, D A & Robbins S P. Human Resource Management. 5th ed., New York, John Wiley.
- Guy, V & Mattock J. The New International Manager. London, Kogan Page.
- Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Sage.
- Chauhan, Gohil & Tiwari, Human Resource Management, Shanti Prakashan, Ahmedabad.

OPERATIONS MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	II	Core	161100050203	Operations Management	3	30	70	3 Hours

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.

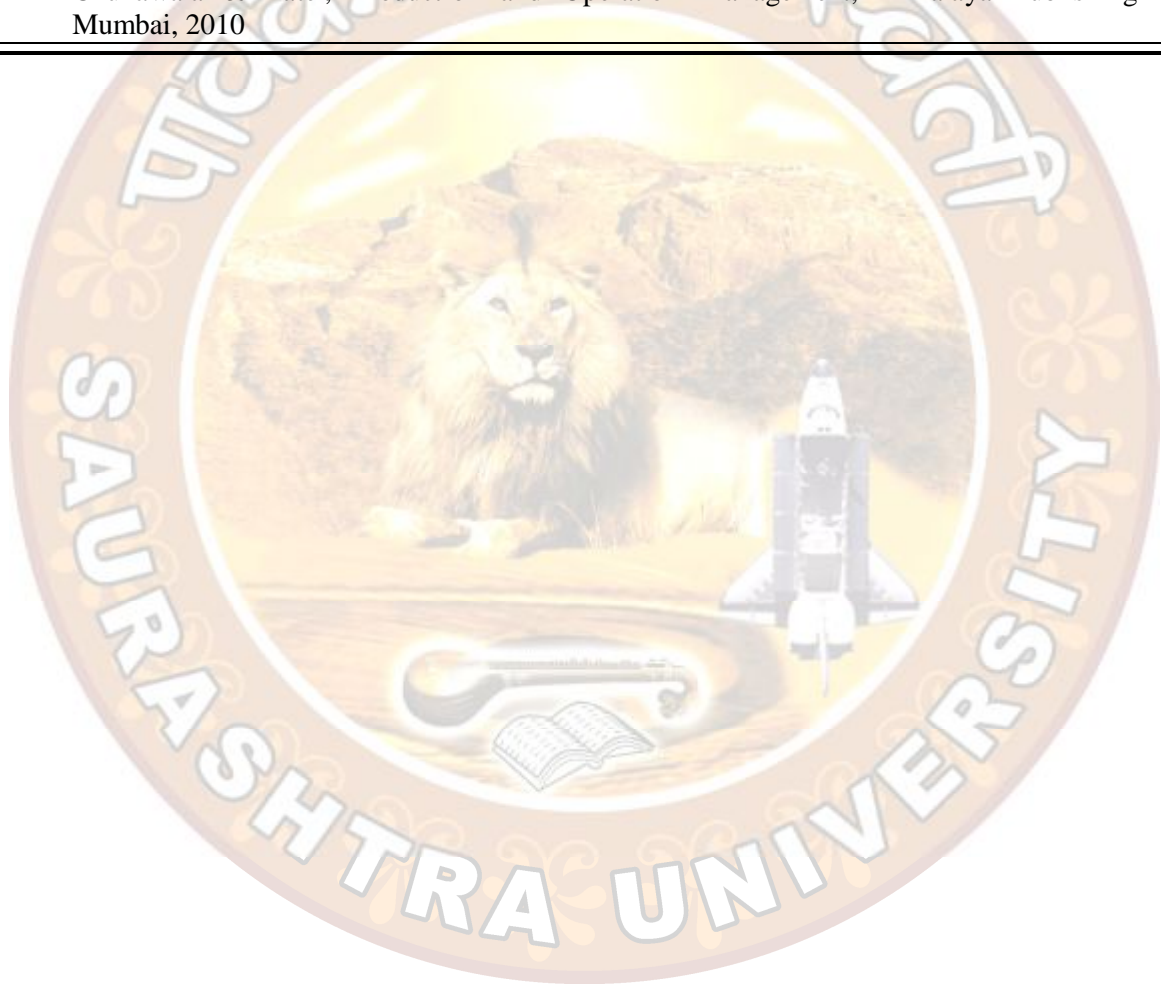
COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Production Processes, Manufacturing and Service Operations Production Processes – Manufacturing Operations and Service Operations – Selection of a Process – Non-Manufacturing or Service Operations – Differences between Manufacturing and Service Operations - Manufacturing Operations as Conversion Processes – Characteristics of Modern Manufacturing – Operations in the Service Sector – Production of Goods (Manufacturing) versus Service Operations – The Challenges Facing Operations Managers. • Design of Production Systems Product Design, Process Design and Production Design - Factors Influencing Product Design – Approaches to Product Design – Legal, Ethical and Environmental Issues in Product Design – Process Planning and Process Design – What is a Process? – Process Planning - Process Selection – Process Strategy – Process Management - Major Process Decisions.
Unit - 3	<ul style="list-style-type: none"> • Facility Location Introduction – Location Theories – Freedom of Location – Errors in Selection – Steps in Location - Relative importance of Location Factors - Location Models. • 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 – Location of Receiving and Shipping Departments – Importance of facility Layout – Revision of Layout.
Unit – 4	<ul style="list-style-type: none"> • Inventory Management Meaning and Definition – Objective of Inventories – Inventory Costs – Inventory Management and Control - Process of Inventory Management and Control – Fixed Order Quantity Systems or “Q” System – Fixed – Order Period System or “P” System – Inventory Control Techniques – ABC Analysis – Measurement of the Effectiveness of the Effectiveness of Inventory Management.

Unit – 5	<ul style="list-style-type: none"> • Quality Management Nature of Inspection – Quality Control – SQC – Types of Control Charts – Total Quality Management - Modern Quality Management – Process Management – BPR - Quality Movement in India – QC – Quality Certification. • Supply Chain Management Overview of Supply Chain Management – Warehousing – Supply Chain Strategies – Managing the Supply Chain – Benchmarking Supply Chain Management – Process Tools for Supply Chain Management – Supply Chain Dynamics – Coordination in the Supply Chain – Measuring Supply Chain Performance – Structural Improvement – Virtual Supply Chain.
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REFERENCE BOOKS

- Aswathappa K. & Bhatt S., Production and Operations Management, Himalaya Publishing House, Mumbai, 2010
- Krajawski & Ritzman, Operations Management, Pearson Education, New Delhi, 2010
- Russel & Taylor, Operations Management, Pearson Education, New Delhi, 2010
- Chase, Operations Management, Tata McGraw Hill, New Delhi, 2002.
- Gupta C.B., Operations Management & Control, Sultan Chand & Sons, New Delhi, 2010.
- Chunawala & Patel, Production and Operation Management, Himalaya Publishing House, Mumbai, 2010



BUSINESS RESEARCH METHODS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	II	Core	161100050204	Business Research Methods	3	30	70	3 Hours

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Use of computer in Research • Writing and presenting Research project report.

REFERENCE BOOKS

- Copper D.R. and Schindler P.S., Business Research Methods, Tata McGraw Hill, New Delhi, 2005.
- C.R.Kothari, Research Methodology, Methods & Techniques, Wishwa Prakashan, New Delhi.
- J.K.Sachdeva, Business Research Methodology, Himalaya Publishing House.
- David J. Luck and Ronald S.Rubin, Marketing Research, PHI Learning Private Limited, New Delhi, 2009.

BUSINESS STRATEGY

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	II	Core	161100050205	Business Strategy	3	30	70	3 Hours

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

Unit - 1	<ul style="list-style-type: none"> • 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
Unit – 2	<ul style="list-style-type: none"> • 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
Unit - 3	<ul style="list-style-type: none"> • 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
Unit – 4	<ul style="list-style-type: none"> • Strategic Analysis and Choice in Single-or- Dominant-Product Business: Building Sustainable Competitive Advantages Evaluating and Choosing Business Strategies: Seeking Sustained Competitive Advantage Selected Industry Environment and Business Strategy Choices Dominant Product/ Service Business: Evaluating and Choosing to Diversify to Build Value
Unit – 5	<ul style="list-style-type: none"> • Implementing Strategy through Short-Term Objectives, Functional Tactics, Reward System, and Employee Empowerment Short Term Objectives Functional Tactics that Implements Business Strategies Empowering Operating Personnel Executive Bonus Compensation Plans

REFERENCE BOOKS

- John A. Pearce II and Richard B. Robinson, Strategic Management, Tata McGraw Hill, New Delhi, Ninth Edition

COMPREHENSIVE PROJECT STUDY

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
PGDBA	I	Project	161100050206	Comprehensive Project Study	3	-	100 – Practical Viva	-

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.

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

Font Style : Calibri/Times New Roman
 Font Size : 11/12
 Line Spacing : Normal
 Paper Size : A4
 Bound : Leather / Spiral
 Printing Style : Both Side of Paper
 No. of Copies : 2 Copies Hard & 1 in CD

1. Student (Self)
2. University
3. Guide (In CD)