



An Institution of National Importance Established by The BANARAS HINDU UNIVERSITY ACT XVI of 1915

SYLLABUS

Post Graduate Diploma in Business Administration

(Session 2010-11 onwards)

Offered by

**FACULTY OF MANAGEMENT STUDIES
BANARAS HINDU UNIVERSITY
Varanasi – 221005**

**BANARAS HINDU UNIVERSITY
FACULTY OF MANAGEMENT STUDIES**

COURSE STRUCTURE OF PGDBA PROGRAMME:

Candidates for the one-year PGDBA Examination shall be examined in the following subjects in accordance with the syllabi or course prescribed in the following Ordinances.

1. Course Structure

The PGDBA programme shall be of one year duration divided into two semesters. A student is required to offer compulsory courses of 40 credits in two semesters as per the details given below. Further, a student may also offer open electives of 4 credits each in 1st and 2nd Semester as optionals which will not be evaluated and maintenance of 80% attendance in the open electives will qualify the students to earn credits. While credits earned for open electives will be mentioned in the grade sheet, it shall not be accounted for CGPA/SGPA calculations. The various courses to be offered in these two semesters are given below.

Credit Scheme for the PGDBA Programme

PGDBA I-SEMESTER

Paper	Nature of the Course	Credit
A. Core Course		
PDA 111 Principles of Management & Ethos	Core Course (No Choice)	3
PDA 112 Accounting for Managers	Core Course (No Choice)	3
PDA 113 Quantitative Techniques	Core Course (No Choice)	3
PDA 114 Marketing	Core Course (No Choice)	3
PDA 115 Managerial Economics	Core Course (No Choice)	3
PDA 116 Viva -voice	Core Course (No Choice)	2
Total Credit		17
B. Open Choice (Audit Course)*		
BAC 001 Communication Skills	Open Choice (Audit Course)*	2
BAC 002 SPSS and its Research Applications	Open Choice (Audit Course)*	2

PGDBA II-SEMESTER

Paper	Nature of the Course	Credit
A. Core Course		
PDA 121 Organizational Behavior	Core Course (No Choice)	3
PDA 122 Financial Management	Core Course (No Choice)	3
PDA 123 Operations Management	Core Course (No Choice)	3
PDA 124 Human Resource Management	Core Course (No Choice)	3
PDA 125 Strategic management	Core Course (No Choice)	3
PDA 126 Project Report	Core Course (No Choice)	6
PDA 127 Comprehensive Viva-Voce	Core Course (No Choice)	2
Credit		23
B. Open Choice (Audit Course)*		
BAC-007 Cross Cultural Training	Open Choice (Audit Course)*	2
BAC-008 Organizational Skills and Team Building	Open Choice (Audit Course)*	2
Credit		4
Total Credit		23+4

Minimum credit requirements for the PGDBA programme = 40 credits.

Note: Examination in each paper shall have two components – End semester Theory Paper carrying a maximum of 70 marks and sessionals carrying a maximum of 30 marks. The pattern of end semester Theory examination in each paper is given after the detailed course contents of each paper.

I SEMESTER

PDA 111 : PRINCIPLES OF MANAGEMENT AND ETHOS

COURSE OBJECTIVE

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

COURSE STRUCTURE:

- **Concept of Management:** Its nature, scope and purpose. Managing Science or Art. Management Vs Administration, Skills of a Manager. Organisation and its pervasiveness. Reasons for organizations. Significance of Goals in Organisations.
- **Evolution of Management Thought:** Scientific Management. Frederick W.Taylor. Contributions and Limitations of Scientific Management Theory. Classical Organisation Theory. Contributions and Limitations of Classical Organisation Theory. Henry Fayol's Principles of Management, Human Relations Movement: The Hawthorne Experiments. Concept of System and Systems Approach. Organisations as Socio-technical systems. The contingency approach to Management.
- **Organisation Structure:** Formal and Informal organisations. Forms of formal organisation structures. Line and staff organisation. Functional Organisation. Product/Market Organisation. Project organisation and Matrix organisation. Benefits and Cost of Informal Organisations.
- **Decision-Making:** Phases of Decision-Making. Problem Discovery. Problem Definition. Goal Setting. Developing Alternatives, Evaluating alternative and Making choices, Nature of Managerial Decision-making. Certainty, Risk and Uncertainty. Rationality, Behavioural and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making. Group as Decision-maker. Individual Vs. Group Decision-making.
- **Management Process:** Plans and Decision Making. Basic Steps in Planning. Operational Plans. Single use Plans. (Policies, Strategies) and standing plans (Projects, Programmes, Budgets). Forecasting.
- **Organizing:** Division of work. Job Specialization. Span of Management Organisation Chart. Coordination. Approaches to achieving effective coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralisation. Concept and significance of delegation. Delegation, Authority, Accountability and Responsibility. Classical guidelines for delegation and its limitations. Effective Delegation. Factors influencing Decentralisation. Centralisation Vs. Decentralisation.
- **Communication:** Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication. Overcoming Barriers to interpersonal communication. Communication in Organisation. Factors influencing organisation communications. Communication network within the organizations: Vertical, horizontal, diagonal and informal. Overcoming organisational barriers to communication.
- **Controlling :** The meaning of control. Steps in Control Process. Importance of Control. Types of Control Methods. Sources of Control. Design of the Control Process. Characteristics of effective Control System.
- **Values in Management:** Transnational environment and perspectives of business. Quality of work life ("QWL). Japanese Management Techniques. Search for Excellence. Human Values In Management: Indian perspectives. Values for Managers. Ethical dilemma In Management. Self-development and lessons from Ancient Indian Traditions.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

REFERENCES:

1. James F.Stoner, et al. : Management
2. Harold Koontz : Management
3. V.S.P.Rao & P.S.Narayana : Organisations Theory
4. Katz & Kunn : Social Psychology of Organizations
5. Stephen L.Fink, R.Stephen Jenks & Robing D.Willits : Designing & Managing Organizations
6. Amitai Etzioni : Modern Organisations
7. Herbert G.Hicks : The Management of Organisations
8. Hugh J Arnold & Daniel E.Feldm : Organizational Behaviour

PDA 112 : ACCOUNTING FOR MANAGERS

COURSE OBJECTIVE:

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

COURSE STRUCTURE:

- **Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).
- **Financial Accounting:** Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality.
- **Valuation of Assets:** Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.
- **Financial Statement Analysis:** Financial Statements - Meaning, Nature and Limitations. Reconstruction of Income Statement and Position Statement. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical Vs. Horizontal Analysis. Internal Vs. External Analysis.
- **Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Classification of Accounting Ratio. Computation and interpretation of Liquidity Ratios. Leverage Ratios. Activity/ turnover Ratios and Profitability Ratios. Trend percentages and Common size statement. Funds Flow Statement - Meaning and Need. Preparation and Interpretation of schedule of working capital changes and Funds Flow Statement. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.
- **Price Level Changes and Accounting:** Problems created by changing price level. Introduction to approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.

PATTERN OF EXAMINATION

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

REFERENCES:

1. Guthman : Financial Statements Analysis
2. Myer : Financial Statements Analysis
3. Robert Anthony & Reece : Management Accounting - Text & Cases
4. Morton Backer : Modern Accounting Theory
5. Roy, A.Foulke : Financial Statement Analysis
6. Shukla & Grewal : Advanced Accounts
7. Mukherjee & Roy : Studies in Accounting Theory
8. Jain & Narang : Advanced Accounting
9. Khan & Jain : Management Accounting
10. Bhandari & Kulshrestha : Essays in Accounting
11. Roy G.D. : A Survey of Accounting Ideas
12. Sehgal A., Sehgal D. : Taxman's Financial Accounting
13. Bhattacharya S.K. & Dearden John : Accounting for Management

PDA 113: QUANTITATIVE TECHNIQUES

COURSE OBJECTIVE

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

Course Structure:

- **Statistics: An Overview**-Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics, especially in Business Management
- **Fundamentals of Probability**-Concept of probability, Definition of probability, Counting rules for determining the number of outcomes, Rules of probability and algebra of events. Probability tree diagram, The Bayes' Theorem
- **Probability Distributions**-Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions – Binomial and Poisson, Continuous probability distribution – Normal, Approximation of Binomial and Poisson distribution of Normal distribution
- **Measure of Central Tendency**-Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.
- **Measure of Dispersion**-Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures- range and interquartile range or deviation. Average deviation measures- mean absolute deviation, Variance and standard deviation. Coefficient of variation. Skewness,
- **Correlation and Regression Analysis:** Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.
- **Analysis of Time Series:** Components of a Time Series. Determination of secular Trend and Seasonal Variations in business data. Least Squares Method as a Tool for Forecasting.
- **Test of Significance and its Designing:** Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits.
- **Tests of Variables and Proportions:** Student's 't' test in small samples. Application of Chi-square test. Testing of coefficients of Correlation. Analysis of Variance. Latin Square Design
- **Importance of Index Numbers in business studies:** Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.

REFERENCE

1. Alan Bryman, Emma Bell : Business Research Methods, Oxford University Press
 2. Donald R, Cooper, Pamela S Schindler : Business Research Methods, Tata McGraw-Hill Education
 3. Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students, Pearson's Education India
 4. Levin R I & Rubin D.S.. : Statistics for Management, PHI, New Delhi
 5. Davis & Pecar : Business Statistics using Excel , Oxford University Press
 6. Sharma J.K. : Business Statistics, Pearson, New Delhi
 7. Beri : Statistics for Management, TMH, New Delhi
 8. Gupta S.P. & Gupta M.P. : Business Statistics, S Chand & Sons, New Delhi.
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PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

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PDA 114: MARKETING

COURSE OBJECTIVE

The objective of this course is to give the student an insight into one of the most important functions of an enterprise - MARKETING to make him/her acquainted with the major decision areas in the field of marketing.

COURSE STRUCTURE

- ↳ **An Overview of Marketing:** What is marketing? Marketing concepts and tools. Corporate orientations towards the market place. The Marketing process. Tasks of Marketing.
- ↳ **The Marketing Environment:** External and Internal Marketing Environment. Macro and Micro Environment.
- ↳ **Marketing Information Systems:** Gathering information for decision making. The information system in marketing and the role of MIS in decision making.
- ↳ **Segmenting and Targeting Markets (STP Strategy):** Rationale for Market Segmentation. Bases for segmenting markets. Steps in segmenting. Strategies for selecting target markets. Positioning.
- ↳ **Product Decisions:** Product mix. Product life cycle. New product development process. New product adoption process. Branding and packaging decisions.
- ↳ **Pricing Decisions:** Importance of Price. Pricing objectives. Determinants of price. Setting the right price.
- ↳ **Promotion Decisions:** The communication process. Barriers to marketing communications. The role of promotion in the marketing mix. The different elements of the promotion-mix. Factors that affect the promotion-mix. Developing the promotional plan.
- ↳ **Distribution Decisions:** Functions of marketing channels. Alternative channel arrangements. Marketing channel design decisions.
- ↳ **Managing Direct and On-line Marketing:** The Growth and benefits of direct marketing. Major channel for direct marketing. E-commerce.
- ↳ **Managing the Total Marketing Effort:** Formal vs informal control. How control works. Strategic control. Marketing audit.
- ↳ **New Issues in Marketing.**

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

REFERENCES:

1. Phillip Kotler : Marketing Management Analysis, Planning & Control
2. Rosenberg : Marketing.
3. Kotler & Kox : Marketing Management & Strategy
4. Craverns Hills Woodruff : Marketing Management
5. Kotter & Armstrong : Principles of Marketing
6. Stanton & Others : Fundamentals of Marketing
7. Namakumari & Ramaswamy : Marketing Management
8. Panswar J.S. : Marketing in the Era
9. Chhabia & Grover : Marketing Management

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PDA 115 : MANAGERIAL ECONOMICS

COURSE OBJECTIVE

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the firm level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

COURSE STRUCTURE:

- ↳ **Nature and Scope of Economics:** Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle.
- ↳ **Demand Analysis and Demand Forecasting:** Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting.
- ↳ **Indifference Curve Analysis:** Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis.
- ↳ **Cost Analysis:** Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run, Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.
- ↳ **Market Structure and Product Pricing:** Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under demand and supply forces. Equilibrium Price. Price behaviour and time element. Market Price and Normal Price. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices.
- ↳ **National Income:** Definition of national income. Product and money flows. Measurement of National Income – Net output or value method. Factor Income method. Expenditure method. Choice of Methods. Growth and composition of India's National Income.

PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

REFERENCES:

1. Peterson & Lewis : Managerial Economics
2. Haynes, Mote & Paul : Managerial Economics
3. Laidler : Introduction to Micro Economics
4. Warren Haynes : Managerial Economics
5. Joel Dean : Managerial Economics
6. Varshney R.L. & Maheshwari: Managerial Economics
7. Diwedi D.N. : Managerial Economics
8. Gupta G.S. : Managerial Economics
9. Gupta G.S. : Macro Economics – Theory and Applications

PDA 116 : VIVA-VOCE

B. Open Choice (Audit Course)*		
BAC 001 Communication Skills	Open Choice (Audit Course)*	2
BAC 002 SPSS and its Research Applications	Open Choice (Audit Course)*	2

II SEMESTER

PDA 121 : ORGANISATIONAL BEHAVIOUR

COURSE OBJECTIVE:

The course is intended to develop a basic understanding amongst the students about the ways in which behaviour and performance of individual organisation members influence the performance and effectiveness of the organisation as a whole and also about the ways organisations influence the thoughts, feelings and actions of their members. By understanding how organisations influence their members and how members in turn influence organisations, students may gain a valuable perspective on organisational events.

COURSE STRUCTURE:

- **Nature and Scope of Organisational Behaviour:** Concept of Organisation, Concept of Behaviour, Concept of Organisational Behaviour. The field of Organisational Behaviour. Individuals, Groups and Systems in Organisations. Manager's job.
- **Perception:** Perceptual Processes. The Role of object in Perception. The Role of Environment in Perception. The Role of Observer in Perception. Significance of Perception for Managers.
- **Learning:** Concept of Learning. Theories of Classical and Operant Conditioning. Learning Curves. Significance of Learning for Managers.
- **Attitudes:** Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.
- **Motivation:** Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. The Expectancy Model of Motivation. McClelland's Achievement Motives Worker's Job Maturity.
- **Transactional Analysis:** Transaction as Unit of Social Interaction, Three Ego States: Parent, Adult and Child. Four Life Positions.
- **Group in Organisations:** Concept of Group. Group Membership. Group Cohesiveness. Norms, Conformity, Deviance. Group Performance. Group Decision Making.
- **Intergroup and Organisational Conflict:** Concept of Conflict. Sources of Conflict. Changing views of Conflict: Functional and Dysfunctional. Dynamics of Organisational Conflict. Methods of Managing Conflict.
- **Creative Processes in Organisations:** Concepts of Creativity. Types of Creativity. Stimulating Creativity in Organisations. The Creative Climate/Culture.
- **Influence, Power and Authority:** Concept of Influence. Power and Authority, Sources of Power. The Basis of Formal Authority in Organisations.
- **Leadership:** Concept of Leadership. Trait Approach to Leadership. Behavioural Approach to Leadership. Situational Factors in Leadership. Path-Goal Theory. Leadership Styles. Successful Vs. Effective Leadership. Leadership Vs. Managership. Leadership Vs. Organisational Change.
- **Management of Job Stress:** The Nature of Job Stress. Sources of Job Stress. Consequences of Job Stress. Management Job Stress. Yoga & Stress. Lessons from Indian Scriptures for coping with stress.
- **International Dimensions of Organisational Behaviour:** Concept of Cross-Cultural Management. Variation in work Behaviour Across Cultures. Cross-cultural Communication Barriers. Managing Cultural Diversities.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

REFERENCE:

1. Ernest R. Hilgard : Introduction to Psychology
2. Blair J. Kolasa : Introduction to Behavioural Science for Business
3. H. Joseph Reitz : Behaviour in Organisations.
4. Hugh J. Arnold & Daniel C. Feldman : Organisational Behaviour.
5. Joe Kelly : Organisational Behaviour
6. V.S.P. Rao & P.S. Narayana : Organisational Theory & Behaviour.
7. James, A.F. Stoner & R. Edward Freeman: Management
8. R. Wayne Mondy, Arthur Sharplin & Edwin B. Flippo : Management : Concepts and Practices.
9. Paul Hersey & Kenneth H. Blanchard: Management of Organisational Behaviour- Utilizing Human Resources.

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PDA 122 : FINANCIAL MANAGEENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the basic principles, tools and techniques of financial management.

COURSE STRUCTURE:

- ↳ Concept and Dimensions of Financial Management: Objectives and Functions of Financial Management. Role of the finance manager.
- ↳ Forms of Business organizations and financial considerations underlying the choice of form of business organization.
- ↳ Capital Structure: Concept, Principles, Criteria of its determination, Trading Equity, Leverages, Operating and Financial, Indifference Point. (Capital Structure theories not included)
- ↳ Acquisition of funds: External and internal forms of corporate financing. External forms - Shares and Debentures. Internal forms - Ploughing Back of Profits. Forms of dividends, Factors affecting dividend policy, Dividend pay-out decision (Dividend theories not included).
- ↳ Financial Markets and Instruments: Nature and Significance of Money and Capital markets. Commercial Paper, Certificate of Deposit, Treasury Bills. Primary and Secondary Markets. Objectives, Functions and Indices of BSE and NSE. Concept of OCTEI.
- ↳ Concept of Futures and Options.
- ↳ Concept of Financial Institutions and their role in economic development: Indian Financial System. Financial Institutions – Types, Nature and Functions. Development Banks, Investment Banks. Investment Institutions and Commercial Banks. Challenges to Indian Financial Institutions and Banks in changing economic scenario.
- ↳ Working Capital Management: Meaning, Significance and Factors influencing the level of Working capital. Working capital management – Cash Receivables and Inventory Management.
- ↳ Concept of Cost of Capital and Capital Budgeting: Concept and significance of Cost of Capital and its computation. Concept and significance of Capital Budgeting appraisal Techniques for risk free projects.

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

REFERENCES

- | | |
|--------------------------------------|--------------------------------------|
| 1. J.Fred Weston & Eugene F. Brigham | : Managerial Finance |
| 2. Franklin R.Edwards & Cindy W.Ma | : Futures and Options |
| 3. James Van Horne | : Essentials of Financial Management |
| 4. Walker E.W. | : Essentials of Financial Management |
| 5. Srivastava, R.M. | : Financial Management |
| 6. Srivastava, R.M. | : Essentials of Business Finance |
| 7. Prasanna Chandra | : Financial Management |
| 8. Pandey, I.M. | : Financial Management |

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PDA 123 : OPERATIONS MANAGEMENT

COURSE OBJECTIVE:

The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation.

COURSE STRUCTURE:

- Nature and Scope of Operations Management: Operations Management and Production Management. Systems Approach and Operations Management. Production Management Vs. Project Management. Characteristic Features of Job, Batch and Flow Production. Automation & Mechanization. Duties and Responsibilities of Operations Manager.
- Factors governing the location of a Plant: Different Types of Plant Layout. Process Layout, Product Layout and Fixed Layout. Principles of Materials Handling. Materials handling Equipments and their uses.
- Productivity: Concept & definitions. Factors contributing to productivity improvement. Techniques for productivity improvement. Value Engineering.
- Work Study: Concept, Definition and Objectives. Definition & objective of Method Study. Procedure for conducting Method Study. Flow Process Chart (Man type & Material type). Two handed process chart. Multiple activity chart. Principles of motion economy. Work sampling – Concepts, Definition and uses. Procedure for conducting work sampling. Time study – Definition. Procedure for conducting time study.
- Arrow Diagramming and Network Analysis: PERT Model. Determination of critical path. Distribution of Project completion time. CPM Model. Time/Cost Relation. Crashing of a Project.. Resource Allocation through Resource leveling and resource smoothing.
- Operations Planning & Control: Aggregate production planning. Master production scheduling. Materials requirements planning (MRP). Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting. Line Balancing.
- Maintenance Management: Maintenance objectives. Concepts, advantages and limitations of Break down Maintenance & Preventive Maintenance. Maintenance costs and the problem of their Minimization. Total Productive Maintenance (TPM).
- Purchasing Management: Objectives and Functions of Purchasing. Purchasing cycle. Vendor Rating.
- Inventory Management: Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. P & Q Inventory Models. Inventory classification systems. ABC & VED Analysis. JIT System of Inventory Management.
- Statistical Quality Control: Concepts of quality. Objectives of SQC. Chance Causes and Assignable Causes. Process control Charts for Variables & Process Control Charts for Attributes Acceptance sampling for attributes. Operating Characteristic (OC) Curves.
- ISO 9000 standards, Total Quality Management (TQM).

PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

REFERENCES:

1. W.J. Stevenson : Production/Operations Management (Irwin Pub.) 2. K.N. Dervisiotis: Operations Management (Mc Graw Hill Int'al.) 3. E.J. Adam, Jr. & R.J. Ebert : Production and Operations Management (PHI) 4. E.S Buffa : Modern Production Management. (John Wiley) 5. J.L. Riggs : Production Systems - Planning, Analysis & Control. 6. Raymond Mayer: Production & Operations Management. 7. N Goither : Production & Operations Management. 8. R, Paneerselvam: Production and Operations Management (PHI)	9. N.G. Nair : Production & Operations Management. (TMH) 10. Chary S.N. : Production & Operations Management. (TMH) 11. K. Ashwathappa : Production & Operations Management. (HPH) 12. H.B. Maynard : Industrial Engineering Hand Book 13. P. Chandra : Projects (Planning, Analysis, Selection, Implementation Review) 14. O.P. Khanna : Industrial Engineering & Management. 15. P. Gopalakrishnan: Hand book of Materials Management. 16. Alan Muhlemann, John Oakland & Keith Lockyer : Production & Operations Management
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PDA 124 : HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE:

The basic objective of this course is to make the participants acquainted with the fundamental principles, concepts and problems and practices relating to different areas of Human Resource Management.

COURSE STRUCTURE:

- Human Resources Management:- Concept, Objectives, Nature and scope of the Human Resource Management. HR Functions, Role of HR Managers, Challenges ahead, HR Policy and Its formulation.
- Human Resource Planning :- Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job description and Job specification.
- Human Resource Acquisition: Meaning of Recruitment . Various sources. Methods of Recruitment. Definition of Selection and Selection Process. Placement, Induction, Socialization.
- Development of Human Resources: Training – Meaning and Importance. Assessment of Training Need. Methods and procedures of training. Management Development Programmes, Purposes and Methods.
- Performance Appraisal: Concept, Objectives and Importance of Performance Appraisal. Methods of Performance Appraisal. Problems of Performance Appraisal. New developments in Performance Appraisal.
- Employee Compensation: Elements of compensation. Factors affecting compensation. Incentive. Job-Evaluation – Meaning and Importance. Methods of Job Evaluation.
- Discipline and Grievance Management: Causes of indiscipline. Management of Discipline. Causes of employees' grievance. Grievance procedure. Management of Employees' Grievance.
- Human Resource Auditing: Meaning and Objectives of HR Audit. Need for HR Audit. Methods of HR Audit.

PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

REFERENCES:

1. E.B.Flippe : *Principles of Personnel Management*.
2. Arun Monappa & S.S.Mirza : *Personnel Management*.
3. Strause & Sayles : *Personnel: The Human Problems of Management*.
4. Blum & Naylor : *Social Foundation of Industrial Psychology*.
5. Tiffin & Mc.Cormic : *Industrial Psychology*
6. Dale Yoder : *Personnel Management & Industrial Relations*.
7. Aswathappa K.: *Human Resource and personal Management* (Tata Mc Graw Hill , New Delhi 1997)
8. De Cenzop, DA & Robbins SP: *Human Resource Management* (5th Ed. New York, John Wiley, 1994).
9. Guy V & Mattock J : *The New International Manager* (London, Kogon Page, 1993)
10. Holloway, J Ed. : *Performance Measurement and Evaluation* (New Delhi, Sage, 1995)
11. Monappa, A & Saiyadain M.: *Personal Management* (II Ed. New Delhi, Tata Mc-Graw Hill, 1996)
12. Stone, Lloyed and Leslie W Rue: *Human Resource and Personal Management* (Richard D. Irwin, Illinois, 1984)

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

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PDA 125 : STRATEGIC MANAGEMENT

COURSE OBJECTIVE: The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of these skills.

COURSE STRUCTURE:

- ↳ Introduction - Concept, Characteristics and Dimensions of Strategic Management. Emergence of Strategic Management, Concept in the Corporate World. Forces necessitating the adoption of Strategic Management Concept by foreign as well as Indian Companies. Corporate Strategy - Concept, Components and Functions. Formulating Corporate Strategy for a large enterprise - An overview.
- ↳ Nature, Components and Significance of Environmental Scanning.
- ↳ Analysing external environment opportunities and threats - Economic, Technological, Competitive, Political, Social and Cultural.
- ↳ Corporate Capability Analysis - Nature and Significance of Corporate capability analysis. Analysing corporate capability. Concept and Significance of Synergy. Analysing Synergy for strategy making.
- ↳ Core competence – Concept of core Competence and its cosmic features. Identifying core competence of a firm. Core Competence and leveraging. Significance of core competence concept in strategy making.
- ↳ Value Chain Analysis – Concept of Value Chain Analysis. Types of Value Activities. Value Chain Analysis and Linkages. Value System. Significance of Value Chain Analysis in strategy Making.
- ↳ Setting Corporate Objectives - Concept of Corporate vision, Purpose and Mission. Objectives and goal. Need for setting corporate Objectives. Process of setting corporate objectives. Forces interacting with corporate objectives - External and Internal.
- ↳ Identifying Strategic Alternatives - Stability strategy. Growth and Diversification Strategy, Mergers and Acquisitions and Retrenchment.
- ↳ Choice of corporate strategy – CIT, CASCADE and PORTFOLIO MODELS.
- ↳ Formulating Generic Competitive Strategies
- ↳ Implementing Corporate Strategy - Corporate Strategy and Corporate Legitimacy. Strategy and Structure

PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

REFERENCES:

1. Basil W. Fenning : Corporate Planning 2. Malville C.Branch : Corporate Planning 3. Barnard Taylor and John R.Sparket : Corporate Strategy & Planning 4. Andrews : Concept of Corporate Strategy 5. Russel and Ackoff : Concept of Corporate Planning 6. Glueck : Business Policy 7. Y.N.Chang & Filemon : Business Policy and Strategy 8. Newmann : Strategy, Policy and Central Management 9. David E.Hussey : Introduction to Corporate Planning. 10. R.M.Srivastava : Business Policy & Strategic Management	11. Newmann and Legman : Business Policy & Central Management 12. Mc Carthy and Others: Business Policy and Strategy 13. R.M.Srivastava and Divya Nigam: Corporate Strategic Management 14. Michael E.Porter : Competitive Advantage 15. Wright, Pringle and Kroll : Strategic Management 16. Rober J Allio & Malcolm W Pennington: Corporate Planning: Techniques and Applications. 17. Arthur A. Thompson Jr. & A.J. Strickland: Strategic Management 18. Michael Parter : Competitive Advantage 19. Ansoff, H. Ighor : Implanting Strategic Management 20. G. Hamel and C.K. Prahalad : Competing for the future
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PDA 126 : PROJECT REPORT

PDA 127 : COMPREHENSIVE VIVA-VOCE

B. Open Choice (Audit Course)*		
BAC-007 Cross Cultural Training	Open Choice (Audit Course)*	2
BAC-008 Organizational Skills and Team Building	Open Choice (Audit Course)*	2