



BANARAS HINDU UNIVERSITY

ORDINANCES GOVERNING

**POST GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION
(PGDBA)
(Session 2010-11 onwards)**

Offered by

FACULTY OF MANAGEMENT STUDIES



❧ CONTENTS ❧

	Pages
<u>Part A</u> Ordinances Governing PGDBA Programme	3-12
I General Provisions	1 – 4
A Eligibility	
B Intake and Reservations	
C Programme Fee	
D Supernumerary Admissions	
II Admission Procedures	4-5
III Conduct of the Course	5-6
IV Attendance Rules	6
V Course Structure and Scheme of examination of PGDBA Programme	6-12
<u>Part B</u> Course Syllabi of PGDBA	

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PART - 1

Ordinances Governing

Post Graduate Diploma in Business Administration

ORDINANCES GOVERNING

POST GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDBA)

(TWO SEMESTER PART-TIME) (PGDBA) DIPLOMA PROGRAMME (Effective from 2010-11)

Under the powers conferred by Section 4A of the Banaras Hindu University Act 1915, as amended, and under the provision of Section 18 of this Act, the University hereby institutes the two semester programme for the Postgraduate Diploma in Business Administration (PGDBA) and makes the following ordinances governing admission, course of study, examinations and other matters relating to this Degree under the Faculty of Management Studies of the Banaras Hindu University.

I. General Provisions

1. The programme of study leading to PGDBA of Banaras Hindu University shall be of one year (Two semesters) duration and shall be basically for working executives / entrepreneurs including BHU Teachers and Officers. The programme shall have the status of special courses of study.
2. The intake to PGDBA Programme shall be 45. The reservation in admission shall be as per rules.
3. The Programme of study leading to PGDBA of the Banaras Hindu University shall be conducted in the Department of Management Studies under the Faculty of Management Studies in the evening hours or during any such duration which would be appropriate.
4. The admission to PGDBA programme shall be dealt with by the Dean, Faculty of Management studies. The last date for the receipt of the application form shall be fixed by the Dean of the Faculty.
5. The candidate seeking admission will have to apply on a prescribed format available from the University on payment of prescribed fee.
6. Candidates called for GD/PI shall be required to pay Rs.1000/- as processing fee. No Application Form shall be considered for admission unless it is complete in all respects including attested copies of the photographs of the candidates containing his/her signature thereon and all necessary documents are attached thereto, such as:
 - a) Attested copies of mark-sheets of all the examinations passed;
 - b) Certificate showing required experience / own entrepreneurial venture.
 - c) Certificate from an appropriate authority certifying that the candidate belongs to Scheduled Caste/Scheduled Tribe/OBC or that the candidate is Physically Challenged.
7. The provisional admission to the Programme shall be made in order of merit based on the candidate's performance in GD/PI, the academic record and the work experience.
8. The completed Application Forms for registration at FMS, BHU along with documents required under ordinance at above *point 6* shall be sent to the Controller of Examinations.

9. Provisional admission cannot be claimed by any applicant as a matter of right. The provisional admission or readmission of an applicant shall be entirely at the discretion of the Admission Committee, which may refuse to admit any candidate without assigning any reason thereof.
10. Provisional admission will be made strictly on combined merit and availability of seats on the date of admission and the mere fact that call letter has been issued shall not entitle a candidate to claim admission.
11. The candidate granted provisional admission shall deposit fee within the period prescribed by the Admission Committee failing which the admission shall stand cancelled.
12. Provisional admission of a candidate is liable to be cancelled at any time:
 - i) if it is detected that there is something against the candidate which would have prevented him/her from being admitted to the Programme.
 - ii) if the candidate is found at a later stage to have provided any false information, and /or
 - iii) if he/she has been punished for an act of gross misconduct, indiscipline or an act involving moral turpitude.
13. The candidates seeking admission to the programme are required to submit No Objection Certificate from the Employer OR Evidence indicating entrepreneurship of the candidate .
14. There shall be an Admission Committee for PGDBA admission, constituted under the provisions of Ordinances and consisting of the Dean or his nominee and two senior-most members of the teaching staff of the Faculty. Admission shall be made in accordance with these ordinances and the rules made thereunder.

A. Eligibility:

- i) The candidate seeking admission to PGDBA programme must have Graduate Degree from a recognized Indian University or Equivalent degree from Foreign University; and,
- ii) The candidate must have at least three years experience:
 - (a) at supervisory level in a business organization or is running own business; OR
 - (b) in service BHU Teachers/Officers

B. Intake & Reservations:

The intake to PGDBA Programme shall be 45. The reservation in admission shall be as per rules.

Reservations:

SC Candidates	15 % of the intake
ST Candidates	7.5% of the intake
PC Candidates	3% of the intake (<i>on horizontal reservation basis</i>)
OBC Candidates	27% of the intake

- (a) The candidates seeking admission under the above categories must fulfill the minimum eligibility conditions and qualifying requirements.
- (b) The SC/ ST/OBC candidates must enclose attested copy of the caste certificate along with their Application Form stating that the candidate belongs to SC/ST/OBC Category.

The following are empowered to issue SC/ST/OBC Certificates:

- (I) District magistrate/ Additional District Magistrate/ Collector/ Deputy Commissioner/ Addl. Deputy Commissioner/Deputy Collector /1st Class Stipendiary Magistrate/City Magistrate/Sub Divisional magistrate/ Taluka Magistrate/ Executive Magistrate /Extra Assistant Commissioner.
 - (ii) Chief Presidency Magistrate/ Addl. Chief Presidency Magistrate/ Presidency Magistrate.
 - (iii) Revenue Officer not below the rank of Tehsildar.
 - (iv) Sub-Divisional Officer of the area where the candidate and/or his family normally resides.
 - (v) Administrator/Secretary to the Administrator/ Development Officer (Lakshadweep Islands).
 - (vi) Candidate must note that certificate from any other person/authority shall not be accepted in any case.
- (c) 3% seats on horizontal reservation basis, shall be reserved for Physically Challenged Candidates (i) 1% for Visually Impaired (ii) 1% for Hearing Impaired (iii) 1% for Orthopaedically Handicapped. In case no candidate is available in any of the above three sub-categories, the unfilled seats shall be filled by the candidates belonging to the remaining sub-categories.

A candidate applying under PC category must attach a certificate by CMO, District Hospital. However, he/she will be considered under PC category only after verification from the University Medical Board. Admit cards for admission shall be issued to such candidates only on production of the above-mentioned verification certificates from the Medical Board constituted by the University for the purpose.

- (d) Separate final merit list will be prepared for the candidates under each of the above categories.
- (e) Vacant seats reserved for SC/ST/OBC candidates, if any, may be filled up as per rules.

C. Programme Fee

- a) The Programme will run as a Special Courses of Study.
- b) The special course fee per semester shall be Rs. 35000/-. As such the course fee for the entire programme shall be Rs. 70,000/- which may be deposited in two equal installments each of Rs. 35,000/-. In addition, the students shall be required to pay usual fees prescribed by the University.
- c) The candidate will have to deposit Rs. 35000/- at the time of provisional admission as first installment .The fee is to be paid through demand draft in favour of, **“The Registrar, Banaras Hindu University”** payable at Varanasi.
- d) The second installment of fee (Rs. 35,000/-) is to be paid before the commencement of second semester classes, failing which the students will not be registered in second semester.

D. Supernumerary Admissions

Admission of Foreign Nationals

Applications of foreign nationals nominated by the Government of India under scholarship schemes and self-financing Foreign Nationals shall be entertained for the aforesaid programme. They shall not be subject to the Entrance Test provided they have passed the equivalent qualifying examination and satisfy the minimum eligibility requirements with relaxation in maximum age for admission.

Reservation to the extent of 15% of the quota of seats in the programme, on supernumerary basis, for Foreign Nationals shall be made for admission provided the applications are routed through the office of International Students Advisor, BHU.

The International Students Advisor shall get examined the eligibility etc. of each applicant and shall issue the eligibility letter to the concerned foreign national, if found eligible. Further details of the process etc. shall be available from the office of the International Students Advisor, BHU, Varanasi, India.

Fee for the Foreign Nationals

Fee structure for all the candidates of Foreign Nationals will be as per the University directives.

II. ADMISSION PROCEDURE

1. Admission to PGDBA programme shall be made in order of merit based on composite score of the past academic record, experience and the performance in GD/PI.
2. Candidates fulfilling the minimum eligibility shall be called for GD /PI to be conducted by a board constituted for the purpose by the Admission Committee of the Deptt./Faculty of Management Studies. Normally, four-times the number of seats in each category shall be called for GD/PI. The basis of determining the candidates to be called for GD/PI shall be the academic record of the candidates.
3. The GD/PI shall carry 50 marks (GD-30 marks; PI-20 Marks) and the work experience and the past academic record together shall carry 50 marks.
4. The calculation of marks for work experience and past academic records shall be as follows:

Work Experience (Maximum Marks 10)	Experience of 10 years or more will fetch full 10 marks and below 10 years experience will get as many marks as the years of work experience		
Past Academic Record			
Course	60% and above	45% and above but less than 60%	Less than 45%
Post Graduate/Any other specialized course	10	06	02
Graduate	10	06	02
Intermediate	10	06	02
High School	10	06	02

5. The admission process may be reviewed as per need.

Notes:

1. Non-appearance of the candidate in any of Group Discussion and Interview on the scheduled date and time shall disqualify him/her for admission.
2. Mere appearance in the Group Discussion and Interview will not entitle a candidate to be considered for admission to the Programme unless he/she fulfils the eligibility conditions. Applicants must fully satisfy themselves about their eligibility before filling the application forms for the programme.
3. Provisional admission will be offered to the candidates in order of combined merit as mentioned above he/she secured, including reserved category seats as per their position in the Merit List, and the availability of seat in the programme on the date of admission.
4. In case there are more than one candidate securing equal ranks as obtained by the last candidate in order of merit in the list of candidates to be called for admission, the following inter-se ranking rules of the University will be applicable.
“In case the candidates have equal ranks then:
 - (i) the candidate having secured higher marks in the qualifying examination is eligible;
 - (ii) In case the marks in the qualifying examination is also equal then the candidate senior in age shall be given preference”
5. In case any provisionally selected candidate fails to deposit the fee by the last date prescribed, his/her provisional admission shall be cancelled and the seat thus falling vacant shall be offered to the next candidate in order of merit under the specified category.
6. Waitlisted candidate will be offered admissions strictly on the basis of ranking provided there is a vacancy in the Programme.

III. CONDUCT OF THE PROGRAMME

1. A candidate admitted to the PGDBA Programme shall be permitted to appear at University Examinations only when he/she has been enrolled as a student of the Banaras Hindu University and has submitted the migration certificate and paid the Enrolment Fee prescribed hereinafter by the Ordinances. Such enrolled students shall be entitled to limited privileges as may be decided by the University
2. To qualify for the PGDBA Programme, the candidate must earn the prescribed number of credit as contained in the Course structure / syllabus detailed herein after.
3. A student of the PGDBA Programme shall not be permitted to seek admission concurrently to any other equivalent or higher degree or diploma examination in the University.
4. The maximum period allowed to complete the course will be normally four years. .
5. Inter-University Ordinances
 - i) Notwithstanding anything contained in these Ordinances a student who is qualified under the foregoing Ordinances for admission to the University, and who is a member of some other Indian University, shall not be admitted to the University or any constituent College/Faculty thereof without the production of:

- a) A leaving or transfer certificate signed by the Principal of the last college attended and certifying to the satisfactory conduct of the student mentioning the highest examination he/she has passed, and
 - b) A certified copy of all the entries against his/her name in the Enrolment Register of the University if such a copy is obtainable.
- ii) A student of some other Indian University shall in any case be admitted only at the beginning of the particular course which he/she proposes to take in the University.

IV. ATTENDANCE RULES

- (a)** A student is required to have full, i.e., 100%, attendance and condonation upto 30% can be considered for specific cogent reasons. Out of this 30%, only 10% condonation will be permitted without taking any application from the student. Rest 20% condonation may be given by the Dean. Further, a student shall be deemed to have minimum percentage of attendance only if, apart from the above, he/she has attended at least 50% of the classes in each subject also. The cogent reasons for condonation are given below:
- (i) Participation in NCC/NSC/NSS Camps duly supported by certificate.
 - (ii) Participation in University or College Team Games or Interstate or Inter-University tournaments, duly supported by certificate from the Secretary of the University Sports Board or President of the College Athletic Association concerned.
 - (iii) Participation in Educational Excursions, which form a part of teaching in any subject conducted on working days duly certified by the Dean.
 - (iv) University Deputation for Youth Festival duly certified by the Dean.
 - (v) Prolonged illness duly certified by the Medical Officer or the Superintendent, S.S. Hospital, Banaras Hindu University or any other Registered Medical Practitioner, provided such certificate is submitted to the Dean, Faculty of Management Studies in time.
 - (vi) **No relaxation beyond 30% shall be considered in any case.**
- (b)** The attendance of a newly admitted candidate shall be counted from the date of his/her admission, or date of beginning of classes which ever is later, while in the case of promoted candidates, attendance shall be counted from the date on which respective class begins. However in case of promotion after declaration of results of supplementary examination (if any), the attendance will be counted from the date of admission in the respective case.
- (c)** There shall be an Attendance Monitoring Committee in the Faculty under the Chairmanship of the Dean.

V. COURSE STRUCTURE AND SCHEME OF EXAMINATION 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.

2 Open Choice (Audit Courses)

Open choice courses are meant for adding further value to the student's academic profile. Audit courses under this category are the courses which a student may opt under open choice category. It will be open to the students of the Faculty and also to the students from across the Faculty, University wide. No examination shall be conducted for Audit courses however these courses shall be mentioned in the grade sheet only when the student attends atleast 80% classes in the course. Accordingly, these will not be counted in the calculation of SGPA and CGPA.

In addition to the open choice / Audit Courses indicated above, the following issues/ areas have been identified by the Faculty wherein a teaching of 12-14 hours spanning over 3-6 days by an eminent person either from academic or corporate world will be held. These courses shall be treated equivalent to one credit and shall have the status of open choice (Audit courses). These courses shall not be run on regular basis, but shall be run as per convenience of the Faculty and availability of the resource persons. The schedule of these courses shall be usually announced well in advance.

- ↳ Total Quality Management
- ↳ Enterprise Resource Planning
- ↳ Customer Relationship Management
- ↳ Micro and Small Enterprises
- ↳ Entrepreneurship Development
- ↳ Micro Finance
- ↳ Export Procedure and Documentations
- ↳ NGO Management/ Social Enterprise Development
- ↳ Health Care Management Or any other area which the Faculty deems fit in interest of the students.

3. Examination System:

Each theory/ practical/ seminar/ field work/project/ dissertation course shall be of 100 marks. For evaluation, the overall structure of the distribution of marks in a course shall be such that 30 marks are allotted to various assessments during the semester, while 70 marks shall be allotted for the end semester examinations.

A. Sessionals:

- i) The assessment (sessionals) in theory courses will comprise of class test/test(s) and semester reports/assignments and regularity in each of the courses offered by them.
- ii) Such class tests, semester reports and/or assignments in each paper shall carry 30 marks, of which 20 marks will be for class tests and quizzes and 10 marks for semester report(s) and/or assignment(s) and regularity. (The marks of 2 best class tests/quizzes be considered out of 3 class tests/quizzes)
- iii) The semester report(s) and/or assignment(s) shall be submitted by the students to the teachers concerned, by a date fixed by the Head of the Department of Management Studies. After valuation of the semester report(s) and/or assignment(s), the teacher concerned shall submit the result to the Head of the Department of Management Studies who shall forward the same to the Controller of Examinations.
- iv) The marks obtained in semester report(s) and/or assignment(s) will be displayed on the notice board.
- v) Where candidate fails to take examination in any one or more papers or having taken the examination, has but failed to secure the minimum pass marks in any one or more papers or in the aggregate, his marks in the class tests, semester reports and/or assignments will be carried forward to the subsequent examination.

B. End Semester Examination and evaluation (for 70 marks):

- (i) The question papers shall be set and the answer-scripts shall be evaluated by the teachers of the concerned courses. If there are more than one teacher teaching the course, the question paper shall ordinarily be set and evaluated by a teacher of the group, appointed by the Board of Examiners.
- (ii) The End Semester examination answer-scripts shall be shown to the students after evaluation by the concerned teachers within 7 days of the last examination for the semester. Thereafter, within a week, all the answer books along with the statement of marks shall be sent to the Office of the Controller of Examinations for declaration of the results.
- (iii) In case of any objection by a student in the evaluation, the same shall be looked after by a panel of two senior faculty members, to be nominated by the Dean, whose decision shall be final.

- (iv) Once evaluated answer books are submitted to the Controller of Examination there will be no reevaluation/re-totaling thereafter.
- (v) Audit courses shall not be evaluated and also not accounted for SGPA/CGPA calculation. However, the prescribed minimum attendance in these courses shall be necessary.

4. Project Report and Viva-voce:

- i) Every PGDBA student will also be required to prepare a Project report on preferably in his/her area of specialization under the supervision of a teacher of the Faculty. The topic of the Project and the name of the supervisor earmarked will be approved by a 'Project Committee' formed for this purpose by the Head/Dean of the Faculty. This Project will be equivalent to 6 credits and constitute a part of the PGDBA II Semester Examination and will carry 100 marks.
- ii) Each student may be asked to present Research Methodology of the Project before the members of the Faculty for consideration and finalization.
- iii) The Project Report shall be submitted to the Controller of Examination in duplicate on or before a specific date fixed for the purpose by the Head/Dean of the Faculty of Management Studies.
- iv) The Project Report shall be examined by two external examiners, who shall evaluate it independently out of 100 marks each. The average of these marks shall be credited to the marks obtained by the student. If the difference in percentage of marks between the two examiners is 30% or more, the Project report shall be sent to a third examiner. The marks given by the third examiner shall be final.
- v) The *Viva-voce* examination of the PGDBA students shall be conducted at the end of the last semester having 2 credits and shall carry 100 marks. This comprehensive *Viva voce* examination shall cover the entire programme. It shall be conducted by a board consisting of the Head of the Department, two senior most teachers of the Faculty and one external member of the rank of a Professor.

5. Script and Duration of Examinations

- (i) Except when otherwise directed by the Ordinances or by the examiner in the examination paper, every candidate shall answer question in English language in the examination in all the subjects.
- (ii) Each individual paper shall be of three hour duration and practicals, if any, shall also be of three hour duration.

6. Evaluation Pattern:

(A) Point Scale for Grading

Award of Grades Based on Absolute Marks

Marks Range (Out of 100)	Grade	Grade Point
90 -100	S	10
80 - 89	A	9
70 - 79	B	8
60 - 69	C	7
50 - 59	D	6
40 - 49	E	5
Passed with Grace	P	4
00 - 39	F	0
Non-appearance in examination (Incomplete)	I	-
Audit Course	X	-

Explanation:

Latter grades **S, A, B, C, D, E and P** in a course mean that the candidate has passed that course.

The F grade denotes poor performance, i.e., failing in the course. A student has to appear at subsequent examination(s), if provided under the ordinances in all courses in which he/she obtains "F" grade, until a passing grade is obtained.

The I Grade: The "I" Grade is awarded, when a student does not appear in the examination of course/courses. This shall be treated as "F" Grade.

The X Grade: The "X" Grade is awarded, when a student successfully attends the audit course with minimum attendance requirement of 80%.

Grace Rule: Tabulators shall award grace marks as per the following guidelines:

- (1) A student who fails in not more than 3 theory courses by total marks of not more than $\frac{1}{2}$ the number of total theory courses of the semester (any fraction is rounded off to the next higher number), shall be awarded grade "P" (in place of grade "F") of Grade Point 4 in the concerned courses.
- (2) Grace mark will not be awarded for making up shortfall in minimum SGPA/CGPA or improving the grade.

(B) Measurement of the student's performance in the programme:

The performance of a student in a semester or upto a semester will be measured by SGPA (Semester Grade Point Average) and CGPA (Cumulative Grade Point Average), respectively, which will be calculated as given below:

$$(i) \quad SGPA = \frac{\sum_{i=1}^n C_i \cdot P_i}{\sum_{i=1}^n C_i}$$

where, C_i = Number of credits assigned for the i^{th} course of a semester for which SGPA is to be calculated .

P_i = Grade point earned in the i^{th} course.

$i = 1, \dots, n$, represent the number of courses in which a student is registered in the concerned semester.

$$(ii) \quad CGPA = \frac{\sum_{j=1}^m C_j \cdot P_j}{\sum_{j=1}^m C_j}$$

where, C_j = Number of credits assigned for the j^{th} course of a semester for which SGPA is to be calculated.

P_j = Grade point earned in the j^{th} course.

$j = 1, \dots, m$, represent the number of courses in which a student is registered from the first semester to the semester for which CGPA is to be calculated.

Notes: Audit courses shall not be evaluated and also not accounted for SGPA/CGPA calculation. However, the prescribed minimum attendance in these courses shall be necessary.

7. Promotion to II Semester

The candidates who have taken admission in PGDBA programme I-Semester in a session can be put in the following two categories on the basis of their attendance in the Semester:

- I. (i) Those who have put in the required minimum percentage of attendance for appearing in the I-Semester Examination and filled up the examination form in time for appearing at the I-Semester Examination.
- (ii) Those who did not put in the required minimum percentage of attendance for appearing at the I-Semester Examination or did not fill up examination form in time for appearing at the I-Semester Examination.

Candidates under Category I(i) are eligible for appearing at the examination of I-Semester, while **candidates under Category. I(ii)** are not allowed to appear at the examination of the I-Semester. This implies that **no readmission is permissible to those who do not put in the required percentage of attendance for taking the examination or did not submit the examination form in time.** However they will have to seek fresh admission in the Programme as per prescribed procedure.

II. After appearing at the Examination of the I-Semester the candidates can be put in the following categories in the context of declaration of the results of the I-Semester Examination:

- (i) **Passed**, i.e., those who have passed in all courses of the examination of the Semester.
- (ii) **Promoted**, i.e., those who have not passed in all the courses of the Semester.
- (iii) **Minimum passing grade** shall be Grade 'E' for each course. However, candidates with grade 'P' in a course shall also be considered as passed in that course.
- (iv) **Promotion to Second Semester:** All students who have put in the minimum percentage of attendance in I-Semester and filled up the examination form in time shall be promoted to the II-Semester.

Declaration of Division:

A candidate who has passed in all the papers/ courses of I & II Semesters of the 1-year PGDBA programme taken together shall be declared as '**Passed**'. Such passed candidates may be awarded with the division according to the following criteria:

- (i) First Division with distinction : CGPA 8.5 and above
- (ii) First Division : CGPA 6.5 and above, but below 8.5
- (iii) Second Division : CGPA 5.0 and above, but below 6.5

Note: The SGPA and CGPA shall be computed upto 2 places of decimals (truncated at the second place).

The conversion formula for converting CGPA to the corresponding Percentage of Marks will be as follow:

$$X = 10 Y - 4.5$$

where, X = Percentage of Marks

Y = CGPA

Further Clarifications:

- (a) A student has to clear the whole PGDBA programme in NOT MORE THAN FOUR YEARS from the latest admission to the I-Semester of the programme. Even after that if a student fails, he/she shall have to leave the programme.
- (b) A student who is promoted to a higher semester or readmitted to a semester due to shortage of attendance shall be required to study the same syllabus as being taught in that year.

Ranking to the candidates

Ranking shall be given to only those candidates who pass all the courses of the programme in one attempt.

Notwithstanding any provision in the ordinances to the contrary, the following category of examinee is also eligible for ranking:

The student who, having been duly admitted to a regular examination of the course, was unable to take that examination in full or in part due to some disruption of examination, and took the next following examination of that course and passed the course.

The marks obtained by him/her at the examination shall be considered as the basis for the University Ranking, Scholarships and other distinctions.

In order to get the benefit of this provision, the student should claim that he/she is eligible for this benefit and get a decision in writing after proving his/her eligibility there for.

8. Admit Card (for End Semester Examination):

A candidate may not be admitted into examination room unless he/she produces his/her admit card to the officer conducting the examination or satisfies such officer that it shall be subsequently produced.

The Controller of Examinations may, if satisfied that an examinee's admit card has been lost or destroyed, grant duplicate admit card on payment of a further fee of Rs. 10/-

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, Prearsons 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.

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

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

- (i) **An Overview of Marketing:** What is marketing? Marketing concepts and tools. Corporate orientations towards the market place. The Marketing process. Tasks of Marketing.
- (ii) **The Marketing Environment:** External and Internal Marketing Environment. Macro and Micro Environment.
- (iii) **Marketing Information Systems:** Gathering information for decision making. The information system in marketing and the role of MIS in decision making.
- (iv) **Segmenting and Targeting Markets (STP Strategy):** Rationale for Market Segmentation. Bases for segmenting markets. Steps in segmenting. Strategies for selecting target markets. Positioning.
- (v) **Product Decisions:** Product mix. Product life cycle. New product development process. New product adoption process. Branding and packaging decisions.
- (vi) **Pricing Decisions:** Importance of Price. Pricing objectives. Determinants of price. Setting the right price.
- (vii) **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.
- (viii) **Distribution Decisions:** Functions of marketing channels. Alternative channel arrangements. Marketing channel design decisions.
- (ix) **Managing Direct and On-line Marketing:** The Growth and benefits of direct marketing. Major channel for direct marketing. E-commerce.
- (x) **Managing the Total Marketing Effort:** Formal vs informal control. How control works. Strategic control. Marketing audit.
- (xi) **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:

<ol style="list-style-type: none"> 1. W.J. Stevenson : Production/Operations Management (Irwin Pub.) 2. K.N. Dervitsiotis: Operations Management (Mc Graw Hill Int'al.) 3. E.J. Adam, Jr. & R.J. Ebert : Production & 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) 	<ol style="list-style-type: none"> 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 :

	<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:

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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