

**DEPARTMENT OF MANAGEMENT STUDIES
UNIVERSITY OF KASHMIR**

**Syllabus for
Post Graduate Diploma in Business Administration
(PGDBA)**

(From Academic Session 2018)



DIRECTORATE OF DISTANCE EDUCATION

POST GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDBA)

(Distance mode through Directorate of Distance Education)
University of Kashmir

Course Structure & Scheme of Examination (Effective from session 2018)

- I. The following shall be the course structure for one year Post Graduate Diploma in Business Administration:

Course No.	Title of the Course	Distribution of Marks		
		Semester Examination	Internal Assessment	Total
PGDBA-18101	Management and Organizational Behaviour	80	20	100
PGDBA-18102	Marketing Management	80	20	100
PGDBA-18103	Human Resources Management	80	20	100
PGDBA-18104	Accounting & Finance for Managers	80	20	100
PGDBA-18105	Production and Operations Management	80	20	100
PGDBA-18106	Strategic Management	80	20	100

- II. Each paper shall contain 100 marks with the following break up:

- Theory 80 Marks
- Internal Assessment 20 Marks

- III. Each paper shall contain 5 units. The question paper shall contain 10 questions, two from each unit. Students shall be required to attempt 05 questions selecting one from each unit within a period of 3 hours.
- IV. The internal assessment marks shall be awarded by the counselor(s) of the respective courses on the basis of performance of the candidate in the test / assignments / case studies, etc.
- V. The examination shall be conducted after the completion of one academic year by the Controller of examinations.
- VI. The programme administration shall be as per the procedure / guidelines adopted by Directorate of Distance Education.

PGDBA-18101: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The objective of this course is to enable the students to understand contrasting perspectives on the structure, operation and management of organizations and interaction among people who work in them.

Unit-I

Management-basic concepts, significance and functions of Management; Managerial Skills and Roles; Evolution of Management thought –Scientific Management and Fayol’s Administration theory, Hawthorne studies; Systems and Contingency approach.

Unit-II

Planning –Nature, importance, process and types; Organizing –importance and steps, Organizational structure and design, types of structures, formal and informal organizations;

Unit-III

Understanding and Managing individual behaviour; Personality and its development, Personality determinants and traits: Perception, factors influencing Perception; perceptual process, Learning – Components of learning process, theoretical process of learning; Attitude –Nature and Dimensions, Components and functions of Attitude..

Unit-IV

Motivation- Concept and Process, theories of motivation-Maslows Need Hierarchy theory, Mc Gregor’s participation theory , Herzenberg’s two factor theory; Leadership and influence process- Concept, Characteristics of leadership, leadership styles and skills; Theories of Leadership –Trait theory, Situational theory and path-Goal theory.

Unit-V

Foundations of group behaviour-the nature of groups, types of groups, formal and informal groups; Stages of group development; Group Structure-group processes, group tasks, group decision making; Communication- Concept and process, and types Channel of Communication, Barriers of Communication, Communication effectiveness.

Suggested Readings

1. L.J Mullins; Management and Organizational Behaviour “ F.T. Pitman Publishing
2. S.P. Robbins: Organizational Behaviour “Pearson Education New Delhi
3. Hersey P. Balanchard/ Johnson Management of Organizational Behaviour “Pearson Education, New Delhi.
4. Stoner/ Freeman: Management / “Prentice Hall of India.
5. Luthans, F. Organizational / Behaviour / “ Tata McGraw Hill

INSTRUCTIONS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration

PGDBA-18102: MARKETING MANAGEMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The purpose of this course is to develop understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Unit-I

Marketing –Introduction-marketing tasks; Marketing concepts; Marketing management: Marketing mix, Customer Satisfaction and value; Marketing plan and strategies; Marketing Environment analysis; Marketing Information System and Marketing Research.

Unit-II

Consumer Buying Behaviour; Market segmentation, Targeting and positioning; New Product planning and development; Product Mix, product line, Strategies; Product life cycle.

Unit-III

Pricing objectives, Factors affecting pricing Decisions, Pricing objectives, Pricing Methods and process; Setting the Final price; Branding –concept and Decisions; Designing and managing Marketing Channels and physical distribution.

Unit-IV

Marketing Communication; Developing integrated Marketing Communications; Promotion mix; Tools-Managing Advertising , Sales Promotions, personal selling, Public Relations and Direct Marketing.

Unit-V

Organization of Marketing Department; Marketing Department in relation to other Departments; Internal Marketing Orientation, Marketing control and evaluation-Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control.

Suggested Reading

1. Kotler, Phillip and Armstrong, G. Principles of Marketing , New Delhi, Prentice Hall of India.
2. Kotler, Phillip, Marketing Management; Prentice Hall of India.
3. Ramaswamy, V.S. and Namakumari , S. Marketing Management Planning , control .. New Delhi, Macmillan
4. Stanton, William, J. Fundamentals of Marketing New York, Mc Graw Hill.
5. Neelamegham, S. Marketing in India; Cases and Reading . New Delhi, Vikas.

INSTRUCTIONS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.

PGDBA-18103: HUMAN RESOURCES MANAGEMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The Objective of this course is to acquaint the students with the basic concept of management of human resource in an organisation, its dynamic and indispensable role in the evolution of an organisation and career progression of an employee.

Unit I

Concepts, elements, scope and functions of Human Resource Management; organization of personnel office; Role of HR Manager; position of HR Department in organization ; Challenges of HRM in India.

Unit II

Human Resource Planning- Concept, objectives and process; Recruitment –Nature and sources; job Analysis and job description; Techniques of job analysis; Selection process. Placement and induction; Job evaluation – concept and techniques.

Unit III

Training and development-concept, objectives and methods; Assessment of training needs; career planning ; performance appraisal system-concept and methods; Human errors of PAS.

Unit IV

Wage and Salary administration –concept and objectives; system of wages payment; Fringe Benefits – objectives and type ; Security , Safety, health, financial and physical security; Employee benefits and service –indirect compensation.

Unit V

Industrial relations: Concept and Significance, Conditions for good industrial relations, Industrial Disputes- meaning, causes and settlement Grievance handling; collective bargaining –meaning, benefits and procedure of collective bargaining in India; Participative management- meaning, objectives and workers participation in management in India.

Suggested Readings

1. Dessler Gary: A Framework for Human Resource Management, Pearson Publication.
2. Chhabra, T.N: Essentials of Human Resource Management, Sun India publication.
3. Robert L. Mathis and John H. Jackson: Human Resource Management, Cengage Learning.
4. Rao V.S.P: Human Resource Management, Excel Books.
5. Rao Subba, P: Essential of Human Resource Management and Industrial Relations, Himalaya Publishers.

INSTRUCTIONS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.

PGDBA-18104: ACCOUNTING AND FINANCE FOR MANAGERS

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The objective of the course is to acquaint the students with the principles and techniques of accounting and finance for decision making and controlling of operations.

Unit-I

Financial accounting, development and functions; generally accepted accounting principles- Concepts & Conventions; accounting cycle, Journalizing Transactions-Rules of debit and Credit; Ledger Accounts-Ledger Posting from Journal Proper & Subsidiary books.

Unit-II

Trail Balance-Preparation, features and objectives; Depreciation, Provisions and reserves; Measurement of income-preparation of Trading, Profit and Loss account & Profit and Loss Appropriation Account; Balance sheet.

Unit-III

Financial statement analysis –Comparative financial statements, common size statement and trend analysis; Ratio Analysis –analysis of liquidity, leverage, profitability and activity; Fund flow analysis-uses and construction of Funds flow statement; Cash flow analysis-Uses and preparation of cash flow statement.

Unit-IV

Financial Management– Nature and scope of finance; Financial Goal- Profit vs Wealth maximization; Finance Functions – financing, investment and dividend decisions. Time value of money; Capital Structure and sources of finance. Leverage analysis and indifference level; Cost of capital and its computation.

Unit V

Working Capital Management - Concept and Objectives; Factors affecting Working Capital requirements; Estimating Working Capital requirements; Management of Cash, Inventory and Receivables.

Suggested Readings

1. Batacharya S.K. and DeardenJ. “Accounting for Management- Text and Cases” Vikas Publishing House, New Delhi.
2. Sahaf M.A. Management Accounting: Principles and Practices- Vikas publishing House, New Delhi
3. Gupta R.L. and Radhaswamy M. “Advanced Accountancy” Sultan Chand and Sons.
4. Pandey I.M., “Financial Management”, Vikas Publishing, New Delhi.
5. Chandra P, “Financial Management – Theory and Practice”, Tata McGraw Hill, New Delhi.

INSTRUCTIONS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.

PGDBA-18105: PRODUCTION AND OPERATIONS MANAGEMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives;

The objective of this course is to acquaint the students with decision making in Planning, scheduling and control of Production and Operations function, productivity improvement in operations through layout engineering and quality management etc.; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Unit-I

Production and Operations Management- an overview; Nature and scope of Production/ Operations Management; Historical perspective of Operations Management; Operations as a System:- Continuous and Intermittent production system, flow, batch and job type of production; Operations strategy and elements of operations strategy; Facility location: Factors affecting plant location, Brown and Gibson Model of plant location

Unit-II

Manufacturing systems and layouts: Product, Process and cellular layouts, layout planning and Analysis; Production Process Planning and Design: factors affecting process design; Concept of Line Balancing; Capacity management: concept and issues; Demand forecasting: concept and techniques.

Unit-III

Production Planning and Control – An overview; types of Production Planning and Control; Aggregate planning:- Concept, strategies and costs; Master Production Scheduling (MPS): objectives and procedure for developing master production schedule; Production Scheduling: concept and techniques.

Unit-IV

Materials Management: An overview; Basic concepts of Material Handling; Material Planning and Inventory Control; Inventory Control: Costs and objectives; Inventory control techniques; ABC Analysis: Just in Time (JIT); Materials Requirement Planning (MRP); Economic Order Quantity Model (E.O.Q with deterministic Demand) and practical problems on EOQ.

Unit-V

Quality Management and Quality Assurance: Statistical process control–Control Charts for Attributes and Variables; Acceptance sampling: - Concept and significance; Total Quality Management (TQM) ; ISO-9000- Concept and Significance; Value Engineering:- Basic Concepts; Maintenance Management – Preventive and Breakdown Maintenance.

Suggested Readings

1. Adam, E.E. & Ebert, R.J: Production and Operations Management. Prentice Hall of India.
2. Amrine Harold T: Manufacturing Organizations and Management. Englewood Cliffs, Prentice Hall Inc..
3. Buffa, E.S: Modern Production Management, John Wiley.
4. Chary, S.N: Production and Operations Management, Tata McGraw Hill.
5. Dobler, Donald W and Lee, Lamar: Purchasing and Materials Management, McGraw Hill.

INSTRUCTIONS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.

PGDBA-18106: STRATEGIC MANAGEMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The objectives of this course are to integrate the skills and knowledge students have acquired in functional areas and develop in students a holistic perspective of enterprise, critical from the point of view of the top executives.

Unit-I

Strategic Management – Introduction; Business strategy, Strategy forms and types, strategy and policy, strategy and tactics; Dimensions of strategic decision, corporate level and business level strategists

Unit-II

Environmental Analysis ; External, general and competitive environment; environment analysis process of general and competitive environment; internal analysis ; company profile development – functional approach and value chain approach; Methods for assessing internal strengths and weaknesses.

Unit-III

Corporate level strategies, Growth strategies, stability strategies; Retrenchment strategies; Business- level strategies; Generic Business strategies; Strategic analysis and choice-strategic analysis at the corporate level-BCG Matrix; Grand Strategy selection at the business level-SWOT analysis.

Unit-IV

Strategy implementation; strategy implementation issues; Change and Strategy implementation, Organizational learning and strategy implementation; Organizational structure and strategy fit, Leadership and strategy Implementation.

Unit-V

Strategy, Importance of Corporate Culture; Social Responsibility, ethics and Strategic management; Strategic evaluation and control; strategic control, operational control, Techniques of Strategic evaluation and control.

Suggested Readings

1. Ansoll, H. Igor, *Implanting Strategic Management*. Englewood Cliffs, New jersey, Prentice Hall Inc. 1984.
2. Dess and Miller, "Strategic Management" Tata McGraw Hill , New Delhi.
3. Kazmi, A. "Business Policy and Strategic Management "Tata McGraw Hill , New Delhi.
4. Thompson and Strickland, "Strategic Management "McGraw Hill International Edition 1999).
5. Glueck, William F. *Strategic Management and Business Policy*. 3rd ed New York, McGraw Hill, 1988.

INSTRUCTIONS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.