

SYALLABUS FOR PGDBA

(For Academic Session : 2009)

**DIRECTORATE OF DISTANCE EDUCATION
University of Kashmir.
Hazratbal, Srinagar-190006**

DIRECTORATE OF DISTANCE EDUCATION THE UNIVERSITY OF KASHMIR

POST GRADUAE DIPLOMA IN BUSINESS ADMINISTRATION Course Structure & Scheme of Examination (Effective from session 2005)

- 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
DBA-101	Marketing Management	80	20	100
DBA-102	Managerial Economics	80	20	100
DBA-103	Strategic Management	80	20	100
DBA-104	Management and Organizational Behaviour	80	20	100
DBA-105	Accounting for Managers	80	20	100
DBA-106	Information 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 for other programmes.

DBA-101: MARKETIGN 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 –Nature, scope and tasks; Marketing concepts; Customer Satisfaction and value; Marketing plan and planning ; Marketing Information System and Marketing Research, Marketing Environment analysis; Marketing Mix.

Unit-II

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

Unit-III

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

Unit-IV

Marketing Communication; Developing Effective Marketing Communications; Promotional Tools- Managing Advertising , Sales Promotions, Public Relations and Direct Marketing.

Unit-V

Organization of Marketing Department; Relations of Marketing Department with other Departments; Building a company wide Marketing Orientation, Evaluation and Control of Marketing efforts-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.

INSTRUCTINS 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.

DBA-102: MANAGERIAL ECONOMICS

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The Objective of this course are to help students to acquire knowledge of the basic concepts and techniques of Managerial economics and to enable them to apply this knowledge in business decisions.

Unit-I

Factors influencing managerial decisions, Theoretical concept; Managerial Economics and other disciplines: Managerial economics-Nature, scope and its role; Objectives of the firm.

Unit-II

Demand Analysis- Concept, Types and determents of Demand : Demand Function; Elasticity of Demand- Nature, Types and measurement; Demand Forecasting, Forecasting methods, accuracy of forecasts.

Unit-III

Theory of Production – content and importance; Factors of production, scale of Production; Law of returns, Managerial uses of production function; Cost concepts, determinants of cost, cost-output relationship in short run and long run.

Unit-IV

Market structure and its characteristic; economic of price determination under perfect Competition, Monopoly, Monopolistic competition, Oligopoly and duopoly; Price discrimination ; Transfer pricing; Pricing practices.

Unit-V

Concept of National income (GNP,NNP etc); Personal Income and Disposal Income; Theories of Employment –Classical and Modern Theories; Trade Cycle- Characteristics of trade cycle, Theories of trade cycle; Profit –concept and theories .

Suggested Readings

1. Mahasheveri, Y. “ Managerial Economics” Prentice Hall of India
2. Mukherjee, S. “Managerial Economics “ New Central book Agency Kolkatta
3. Paul G. Keats “Managerial Economics “ Prentice Hall of India
4. Dwiedi, D.N. “ Managerial Economics “ Vikas Publishing Houser
5. Dinker I.C. “Managerial Economics” Sultan Chand

INSTRUCTINS 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.

DBA-103: STRATEGIC MANGEMENT

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 – Nature, Scope and Process; Business strategy, Different forms of Strategy, strategy and policy , strategy and tactics; Dimensions of strategic decision, Corporate level and business level strategists and their role in strategic management.

Unit-II

External Analysis ; the general environment and the competitive environment; environment analysis process; The importance of internal analysis ; developing the company profile – functional approach and value chain approach; Methods for assessing internal strengths and weaknesses.

Unit-III

Corporate level strategies, Grand Strategies, stability strategies, growth strategies; Retrenchment strategies; Business- level strategies; Generic Business strategies; Strategic analysis and choice- 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; issues in strategy implementation; Change and its impact on 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 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.

INSTRUCTINS 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.

DBA-104: 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

Conceptual framework of Management, significance and functions of Management; Managerial Skills and Roles; Development 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; Control –Concept and areas, Stage in the control process.

Unit-III

Understanding and Managing individual behavior; Personality and its development, Personality determinants and traits: Perception-Nature and importance; factors influencing Perception; 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, McGregor's participation theory, Herzberg'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, Group theories, 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

INSTRUCTINS 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.

DBA-105: ACCOUNTING 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 for decision making and controlling of operations.

Unit-I

Financial accounting –Need, development and functions; Generally accepted accounting principles-Concepts & Conventions; 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

Cost accounting-concepts and elements of cost. Evolution of cost accounting, costing procedure; Preparation of cost sheet, tenders/ quotations; marginal costing and absorption costing. Determination of marginal cost, segregation of semi-variable costs. Managerial application marginal costing ; Break even analysis –Mathematical and graphical approach to break even, Margin of safety.

Unit V

Standard costing-budgets and standards, levels of standards, setting of standards; variance analysis-Uses and features of variance, types of variances, material, labour, overhead and sales variances; Inflation accounting –concept and issues, techniques of inflation accounting; Management reporting- concepts and types of reports.

Suggested Readings

1. Batacharya S.K. and DeardenJ. “ Accounting for Management- Text and Cases” Vikas Publishing House, New Delhi.
2. Heitger L.E. and Matulich S “ Financial Accounting” Tata McGraw Hills.
3. Gupta R.L. and Radhaswamy M. “Advanced Accountancy” Sultan Chand and Sons.
4. Anthony R.N. and Reece J.S. “ Accounting Principles “ Homewood illinois .
5. Nigam BML and Sharma G.L. “Cost Accounting –Principles and Applications” Himalya Publishing House.

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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.

DBA-106: INFORMATION MANAGEMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives;

The objective of this course are to acquire students with the basic concept and techniques information technology and to enable them to apply this knowledge in business decisions.

Unit-I

Nature and scope of statistical enquiry and business research, types and methods of research . Problems Selection and formulation, statement of research objectives; Hypothesis – Concept , types and source Problem in formulating hypothesis; Methods of Data collection-Primary and Secondary sources; Dat gathering instruments-observation, questionnaire, interviewing and other technique.

Unit-II

Census and sampling methods, theoretical basis of sampling, techniques-Probability and Non probability sampling; Sample Design and choice of sampling techniques,-Precision and confidence it determining sample size ; Measurement of variables-scales and measurement of variables. Processing of Data-Classification , tabulation and graphic presentations.

Unit-III

Statistical Analysis of Data-Correlation and Regression Analysis, Testing of Hypothesis-Chi-Square and testing ; Data interpretation and report writing .

Unit-IV

Introduction to computers; Components of computer system (Central Processing units, input/output devices, secondary storage devices) and their working; Classification, types and generation of computers; Introduction to computer software-Application software, system software and operating system.

Unit-V

Data Communication Networks-modes and medium of data communication; Network topologies, LAN, WAN and MAN, Internet, Intranet, Extranet; Batch processing, on-line system, Real-Time System, Multiprocessor system, Multiprogramming system, Concept s of information and data, extracting information form data; Transaction Processing system, office automation system, office automation system; management Information system.

Suggested Readings

1. Donald R. Cooper and Ramela S. Schindler, "" Business Research Methods" Tata McGraw Hills Publishing Company Ltd. New Delhi 2000.
2. Uma Sekaran, " Research Methods for Business John Wiley and Sons, New York 2000
3. Richar Levin's Rubin " Statistics for Management " PHI
4. BASandra "Computers Today" Galgotia Publishing.
5. Rajaraman " Fundamentals of Computers " Computer " Prentice-Hall of India New Del

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