Faculty of Business Management
Syllabus
For
Post Graduate Diploma in Business Administration (PGDBA)

Choice Based Credit System
Effective From
JULY - 2011
ADMISSION REQUIREMENTS & PROCEDURE:-

- The total number of participants to be admitted to the Evening Post Graduate Diploma in Business Administration programme will be 60. The fees of the course will be decided every year in the beginning of academic year by the co-ordinator of course and university.

Ordinance & Regulations

O. EPGDBA 01. Admission:

- Candidates should be graduated from a recognized university.
- Reservation of seats for different categories shall be as per the policy of the Government.
- Admission in the course will be given on the basis of merit of graduation result.

O. EPGBA 02. Duration and span of the Course and course structure:

The course will be of one-academic year duration divided into two semesters and for Specific purpose The span of course will be of four academic Years.

COURSE STRUCTURE OF PGDBA

**SEMESTER - I**

<table>
<thead>
<tr>
<th>Types of Course</th>
<th>Sub. Code</th>
<th>Name of Subject</th>
<th>EXT</th>
<th>INT</th>
<th>MP</th>
<th>C</th>
<th>TM</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Core</td>
<td>PGDBA 11101</td>
<td>Principles and Practice of Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>2 Core</td>
<td>PGDBA 11102</td>
<td>Business Environment</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>3 Core</td>
<td>PGDBA 11103</td>
<td>Marketing Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>4 Core</td>
<td>PGDBA 11104</td>
<td>Accounting For Business</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>5 Core</td>
<td>PGDBA 11105</td>
<td>Computer Applications in Business</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>6 SS</td>
<td>PGDBA 11106</td>
<td>Contemporary Issues in Management</td>
<td>100</td>
<td>-</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>450</td>
<td>150</td>
<td>240</td>
<td>18</td>
<td>600</td>
</tr>
</tbody>
</table>

**SEMESTER - II**

<table>
<thead>
<tr>
<th>Types of Course</th>
<th>Sub. Code</th>
<th>Name of Subject</th>
<th>EXT</th>
<th>INT</th>
<th>MP</th>
<th>C</th>
<th>TM</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Core</td>
<td>PGDBA 11201</td>
<td>Financial Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>2 Core</td>
<td>PGDBA 11202</td>
<td>Human Resource Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>3 Core</td>
<td>PGDBA 11203</td>
<td>Operations Management</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>4 Core</td>
<td>PGDBA 11204</td>
<td>Business Strategy</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>5 Core</td>
<td>PGDBA 11205</td>
<td>Business Research Methods</td>
<td>70</td>
<td>30</td>
<td>40</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>6 Project</td>
<td>PGDBA 11205</td>
<td>Comprehensive Project</td>
<td>200</td>
<td>-</td>
<td>80</td>
<td>6</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>550</td>
<td>150</td>
<td>280</td>
<td>21</td>
<td>700</td>
</tr>
</tbody>
</table>
Abbreviations:

O = Ordinance                    EXT = External Examination
MP = Minimum Passing Marks      C = Credit per week
TM = Total Marks                SS = Self Study

R. EPGDBA 1

The CBCS is student centric not only in the teaching-learning processes but also in their evaluation process. In CBCS, the evaluation process is divided into two parts under the CBCS. The first part-consists of Comprehensive Continuous Assessment (CCA) and the second part consists of the Semester end examination. In the CBCS, the evaluation process shall follow the norm that the faculty, who teaches the course, shall conduct the Comprehensive Continuous Assessment (CCA) and the Semester end examination (SEE). The concerned faculty shall be accountable for transparency and reliability of the entire evaluation of the student in the concerned Course.

The framework for Comprehensive Continuous Assessment:

Although assessment and evaluation process in CBCS is in continuous mode, for the purpose of finally letting the candidate know his/her progress periodically, an assessment is divided into four discrete components for reporting the scores to the student as earned by him or her.

The details of the Continuous Assessment are summarized in the Table below:

<table>
<thead>
<tr>
<th>Component</th>
<th>Units covered In a course</th>
<th>Mode of Evaluation</th>
<th>Weightage</th>
<th>Period of Continuous assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1st 30%</td>
<td>Assignments</td>
<td>10%</td>
<td>First part of the semester. To be completed by 5th week</td>
</tr>
<tr>
<td>2</td>
<td>2nd 30%</td>
<td>MCQ Test</td>
<td>10%</td>
<td>Second part of the semester. To be completed by 10th week</td>
</tr>
<tr>
<td>3</td>
<td>Remaining-40%</td>
<td>Seminar Presentation</td>
<td>10%</td>
<td>Third part of the semester. To be completed by 15th week</td>
</tr>
<tr>
<td>4</td>
<td>100%</td>
<td>Semester end Examination</td>
<td>70%</td>
<td>To be completed between 18th and 20th week</td>
</tr>
</tbody>
</table>

- In case a student fails to secure 12 out of 30 in the CCA (all three components taken together), he/she shall not be allowed to appear for the Semester end examination. If candidate is not appearing in internal examination, he / she will be allowed one more chance to appear for retest and his/her passing marks (Actual
marks obtained in retest or passing marks which ever is less) will be consider for grade only.

R. EPGDBA 2

Semester End Examination (SEE)

- During the 18th to 20th week of the Semester, a semester-end examination shall be conducted.

- The duration of the semester-end examination shall be 3 hours per course. A question paper for semester-end –examination shall not expect the student to reproduce the answers by memorizing the topics, but it shall rather examine the candidate’s creativity, comprehension, problem solving ability, interpretation and awareness capabilities.

- Minimum passing mark in external examination is 28 marks out of 70 marks.

R. EPGDBA 3

Contemporary Issues in Management and Comprehensive Project work:

- Contemporary Issues in Management and Comprehensive Projection Preparation students will be allotted among the faculties on random basis. Respective faculty members will provide the guidance and accordingly students will prepare his/her written report on Contemporary Issues in Management and Comprehensive Project Reports.

- Contemporary Issues in Management: 05 Students Guidance will equal to 20 hours of teaching.

- Contemporary Issues in Management in the beginning of the semester various contemporary topics related to field of management will be announced in the class room. Each student will be allotted one topic. During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty. At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce. This will be evaluated for 100 marks.

- Comprehensive Project: 05 Students Projects Guidance will equal to 20 hours of teaching.

- Comprehensive project will be commenced in the beginning on the second semester. Students have to select appropriate organization for the purpose. The paper is equivalent to two papers (200 marks). The written part of the project shall account for 100 marks and the viva voce shall account for 100 marks. Evaluation will be done by the Board of Examiners duly appointed by the university.
R. EPGDBA 4
Promotion, Re-Admission Rules & Maximum Time for Completion of Course

- From semester I to semester II, if a student undergoes a regular course of study of the semester I and fulfills the required criterion of attendance and secures minimum 12 (out of 30) marks in the internal assessment component.

- The two semesters (one year) Programme shall be completed by a student within double the duration of the normal Programme period (i.e. 2 years).

R. EPGDBA 5
Award of Grades, SGPA, CGPA

Credits, Grade Letter Grade Points, Credit Points

7.1 **Credit** means the unit by which the course work is measured. In these Regulations one credit means one hour of teaching work or two hours of practical work per week.

7.2 **Grade Letter** is an index to indicate the performance of a student in a particular course (Paper). It is the transformation of actual marks secured by a student in a course/paper. It is indicated by a Grade letter O,A,B,C,D,E,F. There is a range of marks for each Grade Letter.

7.3 **Grade Point** is weightage allotted to each grade letter depending on the marks awarded in a course/paper

<table>
<thead>
<tr>
<th>Grade Point(G)</th>
<th>Lower limit (A)</th>
<th>Upper limit (B)</th>
<th>For deciding the grade point, ranges</th>
<th>Grade Letters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Lowest: 4</td>
<td>30</td>
<td>39</td>
<td>30&lt;=P&lt;40</td>
<td>F</td>
</tr>
<tr>
<td>5</td>
<td>40</td>
<td>49</td>
<td>40&lt;=P&lt;50</td>
<td>E</td>
</tr>
<tr>
<td>6</td>
<td>50</td>
<td>59</td>
<td>50&lt;=P&lt;60</td>
<td>D</td>
</tr>
<tr>
<td>7</td>
<td>60</td>
<td>69</td>
<td>60&lt;=P&lt;70</td>
<td>C</td>
</tr>
<tr>
<td>8</td>
<td>70</td>
<td>79</td>
<td>70&lt;=P&lt;80</td>
<td>B</td>
</tr>
<tr>
<td>9</td>
<td>80</td>
<td>89</td>
<td>80&lt;=P&lt;90</td>
<td>A</td>
</tr>
<tr>
<td>Highest: 10</td>
<td>90</td>
<td>99</td>
<td>90&lt;=P&lt;=100</td>
<td>O</td>
</tr>
</tbody>
</table>

The semester-end Grade Point Average (SGPA) and the Course-end Cumulative Grade Point Average (CGPA) are computed as follows:
Credit Points = Credit of the course (Cr) x Grade secured in the course (G)

Sum of all Credit Points secured by the student in the semester

SGPA = 

Sum of Credits assigned to the Courses in the Semester

Sum of all Credit Points of the entire Programme

CGPA = 

Sum of Credits up to the end of the Programme

The CGPA shall be expressed to an accuracy of three decimal digits.

The percentage equivalence shall be obtained by multiplying CGPA with 10.

The descriptive gradation shall be based on the scale given in the following table.

<table>
<thead>
<tr>
<th>CGPA</th>
<th>% Equivalence (if required)</th>
<th>Description gradation (if required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.5&lt;=CGPA &lt;=10</td>
<td>CGPA x 10</td>
<td>DISTINCTION</td>
</tr>
<tr>
<td>6&lt;=CGPA&lt; 7.5</td>
<td>CGPA x 10</td>
<td>FIRST CLASS</td>
</tr>
<tr>
<td>5&lt;=CGPA &lt; 6</td>
<td>CGPA x 10</td>
<td>SECOND CLASS</td>
</tr>
<tr>
<td>4&lt;=CGPA &lt;5</td>
<td>CGPA x 10</td>
<td>PASS CLASS</td>
</tr>
</tbody>
</table>
PGDBA SEMESTER - I
PGDBA 11101: PRINCIPLES AND PRACTICE OF MANAGEMENT

Objectives:

The objectives of this paper are to familiarize the student with basic management concepts and processes in the organization.

Course Contents

UNIT - I
- Introduction to Management: Meaning, Nature, Purpose, Functions, Managerial Process
- Planning:
  - Nature & Purpose of Planning – Objectives - Strategies, Policies & Planning Premises - Decision-making

UNIT - II
- Organizing: Nature & Purpose of Organizing, Basic Departmentation, Line / Staff Authority, Centralization & Decentralization

UNIT - III
- Overview of Staffing
- Communication
  - Meaning – Objectives – importance – Types – Barriers

UNIT - IV
- Directing:
  - Human factors in Managing, McGregor’s X & Y Theory, Creativity & Innovation
  - Motivation: Meaning, Purpose of Motivation, Motivational Theories – (Hierarchy of Needs by Maslow, Herzberg’s Two-Factor theory, McClelland’s need theory of motivation), Motivational Techniques – Monetary & Non-monetary, Concept of Job enrichment
  - Leadership: Meaning, Ingredients of leadership, leadership behaviour & styles (leadership based on the use of authority & the managerial grid), conceptual awareness about situational / contingency approach

UNIT - V
- Controlling: Basic Control Process, Conceptual knowledge of Control Techniques – (Budget, Traditional non-budgetary control devices) Preventive Control & Direct Control

Reference Books
- Essentials of Management by Koontz & Weihrich, TMH
- Principles of Management by L.M.Prasad, Sultan Chand & Sons, New Delhi
- Principles of Management by C.B. Gupta, Sultan Chand & Sons, New Delhi
- Principles of Management by Sherlekar & Sherlekar, Himalaya Publishing House, New Delhi
Objective:
The objective of this course is to acquaint the participants with Indian Business Environment. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents
UNIT - I
- Theoretical Framework of Business Environment:
  Concept, significant and nature of business environment; Types of environment – environmental analysis and strategic management.
- Economic Environment

UNIT - II
- Political and Government
- Demographic Environment
  Population size – Failing birth rate and changing age structure – migration and ethnic aspects.

UNIT - III
- Natural and Technological Environment

UNIT - IV
- Industrial Policy
  Industrial policy up to 1991 (Overview) – the new industrial policy – an evaluation of the new policy
- Monetary and Fiscal Policies

UNIT - V
- Financial Market Structure: Credit Market, foreign exchange market, debt market, derivatives market, bancassurance.
- Stock Exchange: Meaning – Importance – Functions – Organization – OTCEI, NSE
Reference Books
- Feransis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi, 2010
- Feransis Cherunilam, International Business Environment, Himalaya Publishing House, New Delhi, 2010
- Misra & Puri, Indian Economy, Himalaya Publishing House, New Delhi, 2010

PGDBA 11103: MARKETING MANAGEMENT

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

Course Contents
UNIT - I
- Introduction to Marketing: Meaning, Elements of marketing, Company orientations towards the marketplace, Demand management
- The Marketing environment, Concept of Marketing information system and Marketing research

UNIT - II
- Understanding consumer behaviour and Industrial buyers
- Market segmentation, Targeting and positioning

UNIT - III
- Product decisions -product mix, product life cycle, new product development
- Pricing methods and strategies

UNIT - IV
- Promotion decisions - promotion mix - advertising, sales promotion, publicity and personal selling
- Channel management -selection, co-operation and conflict management
- Marketing control and audit

UNIT - V
- Rural marketing in India – origin & present scenario
- Service Marketing – meaning, characteristics, marketing mix

Reference Books
- Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control. New Delhi, Mac Mill
- Stanton, William, J. Fundamentals of Marketing
- Saxena Rajan, Marketing Management
- Gandhi J.C., Marketing Management
- Pride, William and Ferrel, Marketing Management
PGDBA 11104 ACCOUNTING FOR BUSINESS

Objectives
The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning decision-making and control.

Course Contents:
UNIT - I
- Accounting As An Information System
  - Concept – Users – Assumption – GAAP – Accounting Equation
- Recording Business Transactions
  - Accounts – Classification – The Double Entry System – Recording Transaction – Trial Balance

UNIT - II
- Measuring Business Income
  - Income Measurement – Adjustment Process – Preparation of Financial Statements with Adjustments – Accounting Cycle
- Accounting Postulates, Concepts, Principles and Standards

UNIT - III
- Accounting For Merchandising Transactions

UNIT - IV
- Financial Statement Analysis
  - Objectives – Standards of Comparison – Sources of Information – Quality of Earnings – Techniques of Financial Statements Analysis

UNIT - V
- Statement Of Cash Flows
  - Concepts – Uses – Limitations
  - Preparation of Cash Flow Statement as Per AS- 3
- Marginal Costing and Cost Volume Profit Analysis
  - Meaning of Marginal Cost and Marginal Costing – Distinction between Absorption and Marginal Costing – CVP analysis and Break Even Analysis – Margin of Safety – Key Factors – Managerial Application of Marginal Costing – Advantages & Limitations
Reference Books

- Chauhan P.L., Accounting for Managers, Saurashtra University, Rajkot, 2007
- Chauhan P.L. & Bhayani S.J., Managerial Accounting, Shanti Prakashan, Ahmedabad, 2008
- Maheshwari S.N., Financial Management, Sultan Chand & Sons, Delhi, 2010
- Narayan Swamy, Financial Accounting, Prentice Hall of India, New Delhi, 2011
- Bhattacharya Aashish, Financial Accounting, Prentice Hall of India, New Delhi, 2011

PGDBA 11105 COMPUTER APPLICATION IN BUSINESS

Objectives

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations.

Course Contents

UNIT - I

- Computers – An Introduction
  - Role of computers in Business- features of computers
  - Introduction to Information Technology (IT)
- Computer Hardware
  - The significance of hardware - The CPU - Computer memory & Computer Hierarchy - Input and output technologies - Strategic hardware Issues
- Computer software
  - Systems software - Application Software - Software Issues - Programming languages and Enterprise software

UNIT - II

- Application of Office packages
- Application of Text processing software
  - Introduction to word-text formation features - Inserting the table and object - Mail Merge

UNIT - III

- Application of Spread Sheet
  - Features of spread sheet – Range, formulas and Functions - Applications of spread sheet

UNIT - IV

- Application of presentation package
  - Slide presentation for business – it’s features and usage - Creating a presentation – adding various effects

UNIT - V

- The Internet & Intranets
  - Introduction to Internet - The operations of Internet - Services provided by the Internet - The world wide web - Internet Challenges
Reference Books:
- Efraim Turban, R. Kelly Rainer Jr. & Richard E. Potter, “Introduction to Information Technology” John Wiley & Sons, Inc.,
- David, Van over, Foundation of business systems, fort worth, Dryden

PGDBA -11106 CONTEMPORARY ISSUES IN MANAGEMENT

Objectives:
The objective of the course is to create awareness among the students towards the various contemporary issues in management and develop self learning skills.

Guidelines:
- In the beginning of the semester various contemporary topics related to field of management will be announced in the class room.
- Each student will be allotted one topic.
- During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty.
- At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce.
- This will be evaluated for 100 marks.
PGDBA SEMESTER - II
PGDBA 11201: FINANCIAL MANAGEMENT

Objectives
The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

Course Contents
UNIT - I

UNIT - II

UNIT - III
- Financing Decision: Sources of Finance Debt. Preference and Equity Capitals Operating and Financial Leverage

UNIT - IV
- Dividend Decision-Dividend Theories. Modigliani Miller Hypothesis-Dividend Policies-Dividend Policy and Share Valuation-Corporate Dividend Practices in India

UNIT - V
Reference Books


PGDBA 11202: HUMAN RESOURCE MANAGEMENT

Objectives
In a complex world of industry and business, organisational efficiency is largely dependent on the contribution made by the members of the organisation. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents

UNIT - I
- Corporate Objectives and Human Resource Planning;
  - Meaning and need for HRP - Process, importance and hindrances

UNIT - II
- Career and Succession Planning;
- Job Analysis and job Description

UNIT - III
- Methods of Manpower Search; Attracting and Selecting Human Resources;
- Induction and Socialisation;
- Manpower Training and Development;

UNIT - IV
- Performance Appraisal and Potential Evaluation;
- Job Evaluation
- Employee Welfare;
UNIT - V
- Industrial Relations & Trade Unions;
- Dispute Resolution & Grievance Management;
- Employee Empowerment.

Reference Books

PGDBA 11203 OPERATIONS MANAGEMENT

Objectives
The Course is designed to acquaint the students with decision making in: Planning, schedule and control of Production and Operation functions in both manufacturing and service organization.

Course Contents:
UNIT – I
Introduction to Production And Operation Management

Strategic Operations Management

UNIT - II
Production Processes, Manufacturing and Service Operations

**Design of Production Systems**

**UNIT - III**

**Facility Location**

**Facility Layout**

**UNIT - IV**

**Inventory Management**
Meaning and Definition – Objective of Inventories – Inventory Costs – Inventory Management and Control - Process of Inventory Managament and Control – Fixed Order Quantity Systems or “Q” System – Fixed – Order Period System or “P” System – Inventory Control Techniques – ABC Analysis – Measurement of the Effectiveness of the Effectiveness of Inventory Management.

**UNIT - V**

**Quality Management**

**Supply Chain Management**
Chain Dynamics – Coordination in the Supply Chain – Measuring Supply Chain Performance – Structural Improvement – Virtual Supply Chain.

Reference Books

- Krajawski & Ritzman, Operations Management, Pearson Education, New Delhi, 2010
- Russel & Taylor, Operations Management, Pearson Education, New Delhi, 2010
- Chunawala & Patel, Production and Operation Management, Himalaya Publishing House, Mumbai, 2010

PGDBA 11204: BUSINESS RESEARCH METHODS

Objectives:
To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. The Course also helps to instill discrimination in using research appropriately and effectively.

Course Contents:

Unit I:
Research – an introductory approach:
Meaning and definition of research, Characteristics of research, motivating for research, approaches of research.
Research Methods and Techniques:
Case survey, survey, experimental, field investigation, evaluation, laboratory, business game, focus group discussion.

Unit II:
Formulation of research problem and proposal.
Reviewing the literature.
Research design:
- Definition, characteristics, components, types of research design: descriptive, diagnostic, exploratory and experimental.
Unit III:
Collection of data:
Primary and secondary data, methods of primary data collection, questionnaires, observations, interview, types of secondary data, advantages and disadvantages of secondary data.

Sampling:
Introduction, meaning and definition, characteristics, types of sampling: random, stratified random, systematic, cluster, multistage sampling, probability and non-probability sampling. Scaling technique.

Unit IV:
Process of data:
Editing, Coding, classifications and tabulation.
Analysis and interpretation of data and testing of hypothesis:
Hypothesis formulation, level of signification, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test

Unit V:
Use of computer in Research
Writing and presenting Research project report.

Reference Books:
- C.R.Kotheri, Research Methodology, Methods & Techniques, Wishwa Prakashan, New Delhi.

PGDBA 11205 BUSINESS STRATEGY

Objectives
The objectives of this course are to develop a holistic perspective of enterprise, critical from point of view of the top executives.

Course Contents
UNIT - I

- **Strategic Management – Introduction**
  - Nature and Value of Strategic Management
  - Strategic Management Process
- **Defining the Company’s Mission and Social Responsibility**
  - What is Company Mission
  - Formulation of Mission
  - Board of Directors
  - Agency Theory
  - The Stakeholders Approach to Social Responsibility
  - A Continuum of Social Responsibility
UNIT - II

- Management Ethics
- The External Environment
  - Remote Environment
  - Internal Environment
  - Industry Environment
  - How Competitive Forces Shape Strategy
  - Industry Analysis and Competitive Analysis
  - Operating Environment
  - Emphasis on Environmental Factors

- The Global environment: Strategic Considerations for Multinational Firms
  - Development of a Global Corporations
  - Globalization
  - Global Strategic Planning
  - Competitive Strategies for Firms in Foreign Markets

UNIT - III

- Internal Analysis
  - Resource-Based View of the Firm
  - Value Chain Analysis
  - SWOT Analysis
  - Internal Analysis: Making Meaningful Comparisons

- Formulating Long-Term Objectives and grand Strategies
  - Long-term Objectives
  - Generic Strategies
  - The Value Disciplines
  - Grand Strategies

UNIT - IV

- Strategic Analysis and Choice in Single-or- Dominant-Product Business: Building Sustainable Competitive Advantages
  - Evaluating and Choosing Business Strategies: Seeking Sustained Competitive Advantage
  - Selected Industry Environment and Business Strategy Choices
  - Dominant Product/ Service Business: Evaluating and Choosing to Diversify to Build Value

UNIT - V

- Implementing Strategy through Short-Term Objectives, Functional Tactics, Reward System, and Employee Empowerment
  - Short Term Objectives
  - Functional Tactics that Implements Business Strategies
  - Empowering Operating Personnel
Executive Bonus Compensation Plans

References:

PGDBA 11206: COMPREHENSIVE PROJECT STUDY

- Project study will be related to the major functional area of management. The student has to select any organization and he/she has to prepare a project report on the same. The project report will be prepared under the supervision of the faculty member assigned by the Director/Head for this purpose.

- Project report shall be submitted in triplicate duly typed and bound in the standard approved size for dissertations by the University. This should be submitted for evaluation to the Department through Head/Director before the commencement of the theory examinations.

- Evaluation of the project report and viva voce test will be done by expert appointed by the University.
Format of Project Report

(1) Student Declaration
(2) Acknowledgment
(3) Project Guide Certificate
(4) Project Report Details
  - Executive Summary
  - Industry Information in Detail with Data (History, Development, Players, Analysis)
  - Company Information (History, Current Position, Products, Market – Coverage)
  - Functional Area Information (Theory and Practical Application in Respective Organizations)
    o Production/Operations
    o Marketing
    o Finance/Accounting
    o Technology
    o Human Resource Management including Organization Structure
    o Research and Development
  - General Summary, and Findings
  - Bibliography

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