

## **ORDINANCES AND SYLLABUS FOR POST GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDBA)**

### **ORDINANCES**

1. There shall be a one year full-time Post Graduate Diploma Course in Business Administration consisting of two semesters namely P.G. Diploma in Business Administration (PGDBA).
2. The course shall be open to those students who have passed Bachelors Degree in any discipline with a minimum of 40% in aggregate from any University established by law in India.
3. The candidate seeking admission to the course shall be selected on the basis of a written test cum interview conducted by the University.
4. The number of seats for the diploma course shall be 30 (Thirty).  
(Application from employed candidates shall not be entertained unless duly sponsored by industrial corporations, and allowed paid leave for one whole session).
5. The course shall be of the duration of one academic session consisting two semesters.
6. The maximum marks of each paper shall be 100 out of which 40 marks for internal assessment and 60 marks for End-Semester examination. Other rules and regulation shall be as laid down in the structure of Master's program. Students are requested to go through ordinances of University relating to choice based credit system in detail. These ordinances are available on the official website of H N B Garhwal University Srinagar Garhwal. ([www.hnbggu.ac.in](http://www.hnbggu.ac.in))
7. The scheme of the course is as under:

**POST GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDBA)  
One-year (Two-Semester) Programme**

**(Semester I)**

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	DGDBA-101	Organisational Behaviour	4	0	0	4
2	DGDBA-102	Business Environment	4	0	0	4
3	DGDBA-103	Financial Management	4	0	0	4
4	DGDBA-104	Marketing Management	4	0	0	4
5	DGDBA-105	Human Resource Management	4	0	0	4
6	DGDBA-106	Statistical Analysis	4	0	0	4
Total Credits						24

**POST GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDBA)  
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**(Semester II)**

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	DGDBA-201	Management Accounting	4	0	0	4
2	DGDBA-202	Corporate Governance and CSR	4	0	0	4
3	DGDBA-203	Fundamentals of Computer	4	0	0	4
4	DGDBA-204	Project Report	0	0	0	4
5	DGDBA-205	Financial Markets and Institutions	4	0	0	4
6	DGDBA-206	Seminar and comprehensive Viva voce	0	0	0	4
Total Credits						24

**Semester First**

**Course Code: PGDBA-101**

**Course Title: Organisational Behaviour**

**L T P C**

**4 0 0 4**

**Course Objective:** To enable students to understand the basic principle of management in organisational decision making.

**UNIT I**

Basic Principles of Management, Major contributors to Management Thought, Management Process, Organisation-Meaning, Structure and Process of Organisation, Types of Organisation, Dimensions of Organisational Behaviour.

**UNIT II**

Organisational Decision-making, Communication in Organisation.

**UNIT III**

Theories of Motivation, Theories of work-group behaviour-Transactional Analysis and Conflict.

**UNIT IV**

Leadership-Styles and Theories.

**UNIT V**

Organisational Change and Development.

**Suggested Readings:**

1. Robbins, S. P., Judge, T. A., Vohra, Niharika, *Organizational Behavior*, Pearson Education.
2. Luthans, Fred, *Organizational Behavior*, McGraw-Hill.
3. Pareek, Udai, *Understanding Organizational Behavior*, Oxford University Press.
4. Newstorm, John, *Human Behavior at Work*, McGraw-Hill.
5. McShane, Steven L., Mary, Von Glinow and Radha, R. Sharma, *Organizational Behavior*, McGraw-Hill.
6. Singh, Kavita, *Organization Behavior: Text and Cases*, Pearson Education.

**Course Code: PGDBA-102**  
**Course Title: Business Environment**

**L T P C**  
**4 0 0 4**

**Course Objective:** To develop an understanding about the basic business environment concepts in the country and at the global level.

### **Unit I**

Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment, Elements of Environment Micro and Macro, Techniques of Environmental Scanning and Monitoring.

### **Unit II**

Economic Environment of Business: Significance and Elements of Economic Environment, Economic System and Business Environment, Economic Planning in India, Government Policies, Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy.

### **Unit III**

New Economic Policy: Privatization, Liberalization and Globalization and their Implications for Indian Business, MNCs.

### **Unit IV**

Political and Legal Environment of Business: Critical elements of Political Environment, Government and Business, Competition Act 2002, FEMA and Consumer Protection Act.

### **Unit V**

Technological Environment: Factors Influencing Technological Environment, Role and Impact of Technology on Business, Transfer of Technology-Channels, Methods and Limitations.

### **Suggested Reading:**

1. Adhikary, M., *Economic Environment of Business*, S Chand.
2. Ashwathappa, K., *Legal Environment of Business*, Himalaya Publication.
3. Cherunilam, Francis, *Business Environment*, Himalaya Publishing House.
4. Palmer, Adrian and Hartley, Bob, *The Business Environment*, McGraw-Hill.
5. Dhingra, I. C., *Indian Economy: Environmental and Policy*, S Chand.
6. Mishra, S.K. and Puri, V. K., *Economic Environment of Business*, Pearson Education.

**Course Code: PGDBA-103**

**L T P C**

**Course Title: Financial Management**

**4 0 0 4**

**Course Objective:** To familiarize students with financial management concept and its accounting treatment.

### **UNIT I**

Financial Management: Nature, Objectives and Scope, Modern Concept of Finance, Financial Decision-Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision-making, Time value of money.

### **UNIT II**

Capital Budgeting: Nature of Investment Decisions, Investment Evaluation Criteria, Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index: NPV and IRR Comparison.

### **UNIT III**

Cost of Capital and Financing Decision: Sources of Long-term Financing Estimation of components of Cost of Capital, Methods for Calculating Cost of Equity Capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average Cost of Capital (WACC) and Marginal Cost of Capital. Capital Structure-Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach), Operating and Financial Leverage, Determinants of Capital Structure.

### **UNIT IV**

Dividend Decision-Theories for Relevance and Irrelevance of Dividend Decision for Corporate valuation, Cash and Stock Dividends and Dividend Policies in Practice.

### **UNIT V**

Working Capital Decisions: Concepts of Working Capital, The Risk-Return Trade-off, Sources of short-term Finance, Working Capital Estimation, Cash Management, Receivables Management, Inventory Management and Payables Management.

**Suggested Readings:**

1. James Van Horne and Wachowich, *Fundamentals of Financial Management*, Pearson Education
2. Joy, O.M., *Introduction to Financial Management*, Homewood-Irwin.
3. Khan and Jain, *Financial Management Text and Problems*, McGraw-Hill.
4. Pandey, I. M., *Financial Management*, Vikas Publications.

**Course Code: PGDBA-104**

**L T P C**

**Course Title: Marketing Management**

**4 0 0 4**

**Course Objective:** To develop understanding of the basic concept of marketing, its functions and its relevance for managers.

### **Unit I**

Marketing Concept: Marketing Management, Nature and Scope, Evolution of Marketing, Selling vs Marketing, CRM, Emerging role of Marketing, Marketing Mix, Marketing Environment: Concept, Need for study, Major elements and their impact on Marketing Decisions.

### **Unit II**

Consumer Behaviour: Consumer vs. Organizational/Industrial Buyer, Determinants of Consumer Behaviour, Theories of Consumer Behaviour, Various buying roles in Family, Types of Buying Behaviour, Consumer Decision-making process in Buying, Market Segmentation: Nature and Importance of Segmentation, Pre-requisites for effective Segmentation, Bases of Segmenting Consumer Markets, Market Selection Strategies, Positioning.

### **Unit III**

Product Decisions: Concept of Product, Classification of Products, Product Line and Product Mix, Branding, Packaging and Labelling, Customer Services, Development of New Product, Product Life Cycle, the New Product (Consumer), Adoption Process.

### **Unit IV**

Price Decisions: Pricing as a Marketing variable-its role and importance, Price vs. Non-price Competition, Factors Influencing Price Determination, Price setting in Practice, Price Policies and Strategies, Distribution Channels and Physical Distribution Decisions: Why are Marketing Intermediaries used? Marketing Channel Functions, Selecting Channels Distribution, Determining the Intensity of Distribution, Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen, Manufacturer- Distribution Relationship, Retailing and Wholesaling, Logistics of Distribution.

### **Unit V**

Promotion Decisions: Nature; Objectives and Importance of Promotion, Communication Process, Promotion Mix and Methods, Advertising, Personal Selling, Public Relations and

Sales Promotion, Legal, Ethical and Social Aspects of Marketing: Consumerism, Consumer Protection measure in India, Recent Developments in Consumer Protection in India.

**Suggested Reading:**

1. Kotler, Philip and Armstrong, Gray, *Principles of Marketing*, Prentice-Hall.
2. Kotler Philip, *Marketing Management: Analysis, Planning, Implementation and Control*, Prentice-Hall.
3. Ramaswami, V.S. and Namakumari, S, *Marketing Management*, MacMillan India.
4. Stanton, William J. and Charles Futrell, *Fundamentals of Marketing*, McGraw-Hill.
5. Etzel, Walker, Stanton and Ajay Pandit, *Marketing: Concepts and Cases*, McGraw-Hill.

**Course Code: PGDBA-105**

**L T P C**

**Course Name: Human Resource Management**

**4 0 0 4**

**Course Objective:** To familiarize the students with theories, techniques HRM and manpower planning.

**UNIT I**

Introduction: Nature, Scope and Significance of Human Resource Management.

**UNIT II**

Man-power Planning, Assessing the Need, Recruitment, Selection, Induction and Training.

**UNIT III**

Wage and Salary Administration-Methods of Wage Payment, Provisions of minimum wages Act, Incentive plans. Performance Appraisal: Job Description, Analysis and Evaluation, Transfer and Promotion.

**UNIT IV**

Employee Motivation and Morale, Job Rotation, Job Enlargement and Enrichment, Absenteeism and Labour Turnover.

**UNIT V**

Industrial Relations in India: Industrial Dispute and their Settlement, Collective Bargaining, Grievance Handling Machinery, Role of Trade Unions in the maintaining of Industrial Peace, Worker's Participation in Management in India.

**Suggested Readings:**

1. Dessier, Gary and Biju Varkkey, *Human Resource Management*, Pearson Education.
2. Gomez-Mejia, et al., *Managing Human Resources*, Pearson Education.
3. Ivancevich, *Human Resource Management*, McGraw-Hill.
4. Decenzo, David, S. and Robbins, Stephen P., *Personal/ Human Resource Management*, Prentice Hall.
5. Pattanayak, Biswajeet, *Managing Human Resources*, Prentice Hall.
6. Aswathappa, K., *Human Resource and Personnel Management*, McGraw-Hill.

**Course Code: PGDBA-106**

**L T P C**

**Course Name: Statistical Analysis**

**4 0 0 4**

**Course Objective:** To develop an understanding of statistics concept and its business application.

### **UNIT I**

Introduction: Nature, Scope, Importance and Limitations of Statistics, Misuse of Statistics. Statistical Investigation: Collection and Classification of Data, Planning a Statistical Investigation, Questionnaire, Methods of Collecting Primary and Secondary Data, Methods and Principle of Sampling, Methods of Classification and Tabulation.

### **UNIT II**

Measurement of Central Tendency (Mean, Mode and Median), Analysis of Time Series: Meaning and Components, Measurement of Trend.

### **UNIT III**

Correlation Analysis, Linear Regression and Regression Co-efficients.

### **UNIT IV**

Association of two Attributes: Coefficient of Association and Contingency,  $\chi^2$ , Test, Large and Small Sample Analysis, Test of significance Application of  $t$ -test and  $F$ -Tests.

### **UNIT V**

Analysis of Variance (ANOVA), Statistical Quality Control.

### **Suggested Readings:**

1. Beri, G.C., *Business Statistics*, McGraw-Hill.
2. Black, Ken, *Business Statistics, For Contemporary Decision Making*, John Wiley and Sons.

3. Siegel, Andrew F., *Practical Business Statistics*, McGraw-Hill.
4. Levin, Richard and Rubin, David S., *Statistics for Management*, Pearson Education.
5. Spiegel, M.D., *Theory and Problems of Statistics*, McGraw-Hill.

## **Semester Second**

**Course Code: PGDBA-201**

**L T P C**

**Course Name: Accounting for Management**

**4 0 0 4**

**Course Objective:** To give working knowledge of basic principle of management accounting and its treatment in maintaining company account.

### **UNIT I**

Management Accounting: Nature, Scope and Functions of Management Accounting, Role of Management Accounting in Decision-making, Management Accounting vs. Financial Accounting, Tools and Techniques of Management Accounting.

### **UNIT II**

Ratio Analysis: Classification, Advantages and Limitations of Ratios, Funds Flow Statement, Cash Flow Statement (as per revised AS)

### **UNIT III**

Absorption and Marginal Costing: Marginal and Differential Costing as a tool for Decision-making-Make or Buy, Change of Product Mix, Pricing, Exploring New Markets, Shutdown Decisions, Break-even Analysis (BEP).

### **UNIT IV**

Budgeting for Profit Planning and Control: Meaning of Budget and Budgetary Control, Objectives, Merits and Limitations, Types of Budgets, Cash Budget, Fixed and Flexible Budgeting, Zero Base Budgeting, Performance Budgeting, Capital Investment Decisions (Capital Budgeting) and Methods.

### **UNIT V**

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing: Advantages and Applications, Variance Analysis: Material, Labour and Overhead Variances, Responsibility Accounting.

### **Suggested Readings:**

1. Anthony, Robert N, Hawkins, David F, Merchant, Kenneth A. *Accounting; Text and Cases*, McGraw-Hill.
2. Jhamb, H. V., *Management Accounting*, ANE Books.
3. Rastogi, R.P., *Fundamentals of Management Accounting*, Taxmann Publication.
4. Lynch, Richard, M. and Shalliams, Robert, W., *Accounting and Management: Planning and Control*, McGraw-Hill.
5. Bhattacharya, D., *Management Accounting*, Pearson Education.

**Course Code: PGDBA-202**

**L T P C**

**Course Name: Corporate Governance and CSR**

**4 0 0 4**

**Course Objective:** To acquaint students with business ethics, corporate governance and corporate social responsibility.

### **UNIT I**

Business Ethics: Concepts of Business Ethics, Theories of Business Ethics, Utilitarian views on Business Ethics, Indian Ethos, Concept, Culture and Management.

### **UNIT II**

Ethics and Business: Impact of Ethics on Business, Ethical issues in Capitalism and Market Systems, Ethics and Social Responsibility, Ethics and Marketing, Ethics in Finance, Ethics and Human Resource, Ethics and Information Technology, Intellectual Property Rights, Designs, Patents, Trademarks, Copyrights.

### **UNIT III**

Corporate Governance: Issues and need of Corporate Governance Code, Principles of Corporate Governance, Major Corporate Governance Failures, Major Codes and Standards on Corporate Governance, Globalisation and CG.

### **UNIT IV**

Corporate Governance in India: Corporate Governance Framework in India, Corporate Governance and the role of board (BOD), Corporate Boards and its Powers, Responsibilities, Disqualifications, Board Committees and their Functions: Remuneration Committee, Nomination Committee, Compliance Committee, Shareholders Grievance Committee, Investors Relation Committee, Investment Committee, Risk Management Committee, and Audit Committee, Clause 49 of listing agreement, Corporate Governance in Public Sector Undertakings.

### **UNIT V**

Corporate Social Responsibility: Meaning, Corporate Philanthropy, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental aspect of CSR, CSR Models, Drivers of CSR, Global Reporting Initiatives, ISO 26000.

### **Suggested Readings:**

1. Velasquez, *Business Ethics-Concepts and Cases*, Prentice Hall.
2. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press.
3. Hartman, Laura, P. and Chatterjee, Abha, *Business Ethics*, McGraw-Hill.
4. Frenando, A.C., *Business Ethics and Corporate Governance*, Pearson Education.
5. Gupta, L. C., *Corporate Board and Nominee Directors*, Oxford University Press.

**Course Code: PGDBA-203**

**L T P C**

**Course Name: Fundamentals of Computers**

**4 0 0 4**

**Course Objective:** To familiarize students with the concept of database system and fundamentals of computer.

### **UNIT I**

Basic Concepts: Characteristics of a Computer, Advantages of Computers, Limitation of Computers, Types of Computers, Applications of Computers and Data Representation.

### **UNIT II**

Essential Components of Computers: Hardware, Firmware, Live-ware and Software. Operating system, Translators, Interpreter, Compiler and Assemblers, Overview of Operating System, Function of Operating System.

### **UNIT III**

Information Systems: Meaning, Need of an efficient Information System, Type of Information System, Information requirement for Planning, Coordination, and Control for various levels in Business.

### **UNIT IV**

Database System: Traditional File Environment, Identification of Relevant Data, Evolution of Database Technology and Databases: The Modern Approach.

### **UNIT V**

Networks: Introduction to Networking, Importance of Networking, Communication Devices such as Modem and Introduction to Internet.

**Suggested Readings:**

1. Bhariog, Deepak, *Fundamentals of Information Technology*, Excel Book.
2. Saxena, Sanjay, *A First Course in Computers*, Vikas Publishing House.
3. FitzGerald, Jerry and Dennis, *Business Data Communication and Networking*, Wiley.
4. Rajaraman, V., *Analysis and design of information Systems*, PHI.
5. Sadagopan, S., *Management Information Systems*, PHI.
6. Laudon, Kenneth C. and Laudon, Jane P, *Management Information System: Managing the Digital Firm*, Prentice-Hall.

**Course Code: PGDBA-204**

**L T P C**

**Course Name: Project Report**

**0 4 0 4**

**Course Objective:** To provide adequate knowledge to the students for formulating and handling of project report.

The purpose of this course is to enable a student to apply the knowledge obtained in various subject to specific business problems both in the Public and Private sectors. The concern areas of study include: Management and organisation, Internal Management teams and controls, Marketing and Distribution, Financial Management, Human Resource Management, International Business and Public Policy, etc.

**Course Code: PGDBA-205**

**L T P C**

**Course Name: Financial Market and Institution**

**4 0 0 4**

**Course Objective:** To familiarize students with concepts, tools and techniques of financial market which are useful to a manager in management of financial institution.

### **Unit I**

Financial Markets: Nature, Functions and Efficiency, Financial System and Economic Development, An Overview of Indian Financial System, Money Market: Organization, Instruments, Functioning and its Regulations and Recent Developments, RBI, Capital Market: Structure of Capital Market in India-Primary and Secondary Markets, NSC, OTCEI, SEBI and its Role as Regulator.

### **Unit II**

Financial Institutions: Functions and Working of IDBI, IFCI, ICICI, NABARD, SIDBI and SFCs.

### **Unit III**

Management of Banking and Other Institutions: Depository Institutions: Commercial Banks and Industrial Finance, Bank Credit, Performance of Indian Banking, Regulatory aspect of Banking. Non Depository Institutions: Mutual Funds, Measuring Performance of Mutual Funds, Functioning and Regulatory aspects, Working and Regulatory Framework of UTI, LIC and GIC.

### **Unit IV**

Financial Instruments: Equity Shares, New Issue Market and Secondary Market-The allocative and Operational Efficiency, Preference Shares, Private Placement-Channels,

Debentures and Other Fixed Income Securities, Engineered Financial and Monetary Instruments.

### **Unit V**

Foreign Capital: Foreign Capital as a Source of Finance, Place of Foreign Capital in the Overall Framework of Indian Financial System, The Regulatory Framework and NRI Investments.

### **Suggested Reading:**

1. Kohn, Meir, *Financial Institutions and Markets*, Oxford University Press.
2. Madura, Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
3. Mishkin, Fredrick, S. and Stanley, G. Eakins, *Financial Markets Institutions*, Pearson Education.
4. Reserve Bank of India. *Report on Currency & Finance*.
5. Bhole, L. M., *Financial Institutions and Markets*, McGraw-Hill.
6. Khan, M.Y, *Financial Services*, McGraw-Hill.

**Course Code: PGDBA-206**

**L T P C**

**Course Name: Seminar and Comprehensive Viva voce**

**0 0 0 4**

The student shall give the seminar presentation on the various aspects of Management, HR, Finance, Marketing and International Business.

Comprehensive Viva voce shall be conducted by external examiner.

