

ORDINANCES AND SYLLABUS FOR
Diploma in Advertising, Sales Promotion and Sales Management (DASPSM)
Two Semesters (Full-time)

1. The Diploma programme shall be known as “Diploma in Advertising, Sales Promotion and Sales Management” (DASPSM). The maximum number of seats shall be 30.
2. The programme shall be open to those candidates who have passed the Intermediate Examination (or 10+2) in any discipline from the Board of High School and Intermediate Education, Uttarakhand, or of the Central Board of Secondary Education or ISCE or any other examination recognised by the University as equivalent there to, with a minimum of 45% marks in the aggregate. Those who are studying in higher classes (BA, B. Sc., B. Com., MA, M. Sc., M. Com., etc.) of HNBGU campus Srinagar Chauras shall also be considered eligible for the admission to the programme along with their other full-time course.
3. In order to select candidates from among the applicants for admission to the programme, the Department may conduct a written test-cum-interview. (80:20 distribution of marks, respectively).
4. The programme shall be divided into two semesters of six months each (July-Dec., Jan.–June).
5. The examination for the programme shall consist of twelve papers, including project, seminar and viva-voce. The maximum number of marks for each paper shall be 100 of which 30% marks shall be awarded internally (internal assessment) excluding project/viva voce.
6. The seminar shall be an individual presentation to be evaluated internally. The viva voce and Project Report shall be assessed by the External Examiner.
7. The candidates are expected to complete three week training in an advertising organisation after approval of the Department at the end of the 1st Semester, after which the candidate shall submit a training report in the form of project report which shall be assessed in the 2nd Semester.
8. Students are advised to carefully go through the Ordinances of the University relating to Choice Based Credit System. These Ordinances are available on the official website of the HNB Garhwal University, Srinagar Garhwal. (www.hnbggu.ac.in)

The scheme of the course (Semester wise) is as under:

***DIPLOMA IN ADVERTISING, SALES PROMOTION AND SALES MANAGEMENT
(DASPSM)***

One-year (Two-Semester) Programme

(Semester I)

<i>S.</i>	<i>Course Code</i>	<i>Course Title</i>	<i>Periods</i>			<i>Credits</i>
			<i>L</i>	<i>T</i>	<i>P</i>	
1	DASPSM-101	Principles of Marketing	3	0	0	3
2	DASPSM-102	Fundamentals of Advertising-I	3	0	0	3
3	DASPSM-103	Personal Selling and Salesmanship	3	0	0	3
4	DASPSM-104	Sales Promotion and Public Relations	3	0	0	3
5	DASPSM-105	Computer Applications in Business	3	0	0	3
6	DASPSM-106	Seminar and Viva Voce	0	0	0	3
			Total Credit			18

***DIPLOMA IN ADVERTISING, SALES PROMOTION AND SALES MANAGEMENT
(DASPSM)***

One-year (Two-Semester) Programme

(Semester II)

<i>S.</i>	<i>Course Code</i>	<i>Course Title</i>	<i>Periods</i>			<i>Credits</i>
			<i>L</i>	<i>T</i>	<i>P</i>	
1	DASPSM-201	Fundamentals of Advertising-II	3	0	0	3
2	DASPSM-202	Fundamentals of Marketing Research	3	0	0	3
3	DASPSM-203	Management of Sales Force	3	0	0	3
4	DASPSM-204	Marketing of Services	3	0	0	3
5	DASPSM-205	Project Report	0	0	0	3
6	DASPSM-206	Seminar and Viva Voce	0	0	0	3
			Total Credit			18

Course Code: DASPSM-101
Course Title: Principles of Marketing

L T P C
3 0 0 3

Course Objective: To impart knowledge about the basic concepts, principles, tools and techniques of marketing management.

UNIT I: Introduction

Nature and Scope of Marketing, Importance of Marketing, Marketing Concepts- Traditional and Modern, Selling vs. Marketing, Marketing Mix, Marketing Environment.

UNIT II: Consumer Behaviour and Market Segmentation

Consumer Buying Process, Factors influencing Consumer Buying Decisions. Market Segmentation-Concept, Importance and Bases, Target Market Selection, Positioning Concept, Importance and Bases, Product Differentiation vs. Market Segmentation.

UNIT III: Product

Meaning and Importance and Product Classifications, Concept of Product Mix, Branding, Packaging and Labelling, Product-support Services, Product Life-cycle, New Product Development Process.

UNIT IV

- (a) **Price:** Importance of Price in the Marketing Mix, Factors affecting Price of a Product/ Service: Discounts and Rebates, Pricing Policies and strategies.
- (b) **Distribution Channels and Physical Distribution:** Distribution Channel-Concept and Role: Types of Distribution Channels: Factors affecting choice of a Distribution Channel, Retailer and Wholesaler, Physical Distribution of Goods, Transportation, Warehousing, Inventory Control, Order Processing.

UNIT V

- (a) **Promotion:** Methods of Promotion, Optimum Promotion Mix, Advertising Media-their relative Merits and Limitations, Characteristics of an Effective Advertisement, Personal Selling, Selling as a Career, Characteristics of a Successful Sales Person: Functions of Salesman.
- (b) **Recent Developments in Marketing:** Online Marketing, Direct Marketing, Services Marketing, Green Marketing (An Overview)

Suggested Readings:

1. Kotler, Philip, Gary Armstrong. *Principles of Marketing*, Pearson Education.
2. Michael, J Etzel., Bruce J Walker, W. J. Stanton and Ajay Pandit, *Marketing*, McGraw-Hill.
3. McCarthy, E. Jerome., and Shaliam D. Perreault, *Basic Marketing*, Pearson Education.
4. Lamb, Charles W., Joseph F. Hair and Carl McDaniel, *Principles of Marketing*, Cengage Learning.

Course Code: DASPSM-102
Course Title: Fundamentals of Advertising-I

L T P C
3 0 0 3

Course Objective: To impart the basic knowledge about the concept and modern techniques of advertising.

UNIT I

Nature and Scope of Advertising, Importance of Advertising in Modern Marketing, Role of Advertising in the National Economy.

UNIT II

Types of Advertising: Commercial and Non-commercial Advertising, Primary Demand and Selective Demand Advertising, Classified and Display Advertising, Comparative Advertising, Institutional Advertising, Difference between Product Advertising and Institutional Advertising.

UNIT III

Setting of Advertising Objectives, Setting Advertising Budget, Factors affecting the Advertising Expenditure of a Company.

UNIT IV

Advertising Media, Types of Media, Print Media (News Paper and Magazine, Pamphlets, Posters and Brochures), Electronic Media (Radio, Television, Audio Visuals, Cassettes), other Media (Direct mail, Outdoor media), Their Characteristics, Merits and Limitations, Media scene in India, Problems of reaching Rural Audience and Markets, Exhibitions and Mela, Press Conference.

UNIT V

Media Planning-Selection of Media Category, Their Reach, Frequency and Impact, Cost and other Factors influencing the Choice of Media, Media Scheduling.

Suggested Readings:

1. Batra, Rajeev, Aaker, David, A., and Myers, John, G., *Advertising Management*, Prentice Hall.
2. Chunawalla, S. A., Kumar, K. J., Sethia, K. C., Suchak, V. G. and Subramanian, G. V., *Advertising-Theory and Practice*, JBA Publishers.
3. Belch, George, E., and Belch, Michael, A., *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw-Hill.
4. Larry Percy, Richard Rosenbaum-Elliott, *Strategic Advertising Management*, Oxford University Press.

Course Code: DASPSM-103

Course Title: Personal Selling & Salesmanship

L T P C

3 0 0 3

Course Objective: To familiarize the students with the different concepts of selling and salesmanship.

Unit I

Nature and Importance of Personal Selling, Door-to-door Selling, Situations where Personal Selling is more effective than Advertising, Cost of Advertising vs. Cost of Personal Selling.

Unit II

A model of Selling, Types of Selling Situations, Type of Sales Persons, Type of Markets: Consumer and Industrial Markets, Their characteristics and Implications for the Selling Function.

Unit III

Process of Effective Selling, Prospecting, Pre-approach, Presentation and Demonstration, Handling Objections, Closing the Sale, Post-sale Activities, Qualities of successful Sales Person, with particular reference to Consumer Services.

Unit IV

Selling as a career, Advantages and Difficulties, Measures for making selling an Attractive Career, Distribution Network Relationship.

Unit V

Reports and Documents, Sales Manual, Order-book, Cash Memo, Tour Diary, Daily and Periodical Reports, Special Problems in selling in Rural areas.

Suggested Readings:

1. Kotler, Philip and Armstrong, Gary, *principles of Marketing*, Prentice Hall.
2. Buskirk, *Selling: Principles and Practices*, McGraw-Hill.
3. Futrell, Charles, *Sales Management*, South-Western College.

Course Code: DASPSM- 104
Course Title: Sales Promotion and Public Relations

L T P C
3 0 0 3

Course Objective: To develop an understanding of the basic concept of sales promotion, its function and public relation.

Unit I

Nature and Importance of Sales Promotion, its role in Marketing, Forms of Sales Promotion: Consumer-Oriented Sales Promotion, Trade-Oriented Sales Promotion and Sales-force Oriented Sales Promotion.

Unit II

Major tools of Sales Promotion: Samples, Point-of-purchase sales Promotion, Displays and Demonstrations, Exhibitions and Fashion Shows, Sales Contests and Games of Chance or Skill, Lotteries, Gifts Offers, Premium and Free Goods, Price Packs, Rebates, Patronage Rewards.

Unit III

Conventions, Conferences and Trade shows, Specialties and Novelties, Developing a Sales Promotion Programme, Pre-testing, Implementing and Evaluating the Results and Making necessary Modifications.

Unit IV

Public Relations: Meaning Features, Growing importance, Role in Marketing, Major tools of public Relations: News, Speeches, Special Events, Handouts and Leaflets, Audio-Visuals, Public Service Activities, Miscellaneous Tools.

Unit V

Ethical and Legal aspects of Sales Promotion and Public Relations.

Suggested Readings:

1. Mckee, K. B., Richardson, Kathy, Hinton, Marcie and Lamb, Larry, F., *Applied Public Relations: Cases in Stakeholder Management (Routledge Communication Series)*, Routledge.
2. Mehta, D.S., *A Handbook of Public Relations in India*, Allied Publishers.
3. Kotler, Philip and Armstrong, Gary, *principles of Marketing*, Prentice Hall.
4. Etzel, Walker, Stanton, Pandit, Ajay, *Marketing*, McGraw-Hill

Course Code: DASPSM- 105
Course Title: Computer Application in Business

L T P C
3 0 0 3

Course Objective: To provide knowledge about basic components of a computer application in business and their significance, and hands on learning of applications various software.

UNIT I

Introduction to Computers: Definition, Generations, Memories and Classification of Computers, Hardware and Software Devices.

UNIT II

Introduction to MS Office: Special Emphasis on MS-Word and Power Point.
MS WORD: MS Word Basics, Typing and Editing, Formating Text, Page Design and Layout, Mail Merge and Document Management, Table.

UNIT III

Power Point: Introduction to PowerPoint, Presentation Graphics, Creating and Presentation and Customising the slide show.

UNIT IV

Excel: Tabulation Graphics, Photoshop and their use in Mass Communication.

UNIT V

Introduction to Internet: Definition, Various activities on Internet, Tools and Services on Internet, Search Engines, Browsing the Internet and E-Mail.

NOTE:

The students shall be required to exhibit their proficiency in the use of MS Word, PowerPoint, Excel.

Suggested Readings:

1. Bharihoke, Deepak, *Fundaments of Information Technology*, Excel Book.
2. Saxena, Sanjay, *A First Course in Computers*, Vikas Publishing House.
3. Fitzgerald and Dennis, *Business Data Communication and Networking*, Wiley.
4. Rajaraman, V., *Analysis and design of information Systems*, PHI Learning.
5. Sadagopan, S., *Management Information Systems*, Pearson Education.
6. Laudon, Kenneth C., and Jane P. Laudon, *Management Information Systems*, Pearson Education.

Course Code: DASPSM- 106

L T P C

Course Title: Seminar

0 0 0 3

The student shall give the seminar presentation on the various aspect of advertising, sales promotion and sales management.

Second Semester

Course Code: DASPSM- 201

L T P C

Course Title: Fundamentals of Advertising-II

3

0 0 3

Course Objective: To impart the basic knowledge about the concept and modern techniques of advertising.

UNIT I

Creative Strategy-Selling Proposition, Core Concept and Message of Advertisement, Creative Process, Copy writing for different Media of Advertising, Copy Research, Motivational Approaches and Appeals, Advertising through Internet

UNIT II

Introduction to Web Advertising, Elementary treatment of Computer Applications in Advertising, Evaluation of Advertising Effectiveness, Importance and Difficulties, Methods of Measuring Advertising Effectiveness, Pre-testing and Post-testing, Communication Effect, Sales Effect.

UNIT III

Advertising Agencies, Their role and Importance in Advertising, Their organisation Patterns. Functions, Selection of Advertising Agency, Agency Commission and Fee.

UNIT IV

Advertising Department, Its Functions and Organisation.

UNIT V

Regulation of Advertising in India, Misleading and Deceptive Advertising and False Claims.

Suggested Readings:

1. Batra, Rajeev, Aaker, David, A., and Myers, John, G., *Advertising Management*, Prentice Hall.
2. Chunawalla, S. A., Kumar, K. J., Sethia, K. C., Suchak, V. G. and Subramanian, G. V., *Advertising-Theory and Practice*, JBA Publishers.
3. Belch, George, E., and Belch, Michael, A., *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw-Hill.
4. Larry Percy, Richard Rosenbaum-Elliott, *Strategic Advertising Management*, Oxford University Press.
5. Mohan, *Advertising Management: Concepts and Cases*, McGraw-Hill.

Course Code: DASPSM- 202

L T P C

Course Title: Fundamentals of Marketing Research

3 0 0 3

Course Objective: To impart basic knowledge about the concept and process of marketing research and its application in business decision making.

UNIT I

Introduction: Nature, Scope, Role and Limitations of Marketing Research, Marketing Research Process.

UNIT II

Research Methods and Research Design: Preliminary, Exploratory, Descriptive and Experimental, Research Design: Meaning, Purpose, Types, Problem and Hypothesis Formulation.

UNIT III

Sampling Techniques, Probability and Non-probability Sampling, Simple Random Sampling, Systematic, Stratified, Multi-Stage and Clustered Sampling, Judgement Sampling, Convenience Sampling, Sampling Size and Bias.

UNIT IV

Data Collection: Methods-Primary and Secondary, Questionnaire Preparation and Scales, Scaling Techniques-Likert, Semantic Differential, Classification, Tabulation and Editing.

UNIT V

Interpretation and Analysis of Data: Measurements of Central Tendency and Dispersion, Correlation Techniques, Testing of Hypothesis: χ^2 , t-test, F-test. An overview of Regression, Cluster Analysis and Factor Analysis, Preparation of Research Report: Format, Contents, points to be considered in preparation of an Effective Report.

Suggested Reading:

1. Berry, G.C., *Marketing Research*, McGraw-Hill.
2. Sharma, K.R., *Research Methodology*, National Publisher.
3. Churchill, Gilbert, A., Brown, Tom, J. and Suter, Tracy, A., *Basic Marketing Research*, Cengage Learning.
4. Malhotra, Naresh, K. and Satyabhushan Dash, *Marketing Research: An Applied Orientation*, Pearson India.

Course Code: DASPSM- 203

L T P C

Course Title: Management of the Sales-Force

3 0 0 3

Course Objective: To familiarize the students with the conceptual techniques of sales force in management.

UNIT I

Sales Force: Importance of Sales-Force and its Management, Functions of Sales Manager.

UNIT II

Sales Force Planning: Recruitment and Selection, Training and Development, Motivation and Compensation, Performance Appraisal.

UNIT III

Sales Organisation and Forecasting: Organization of the Sales Department, Geographic, Product Wise, Market-based, Sales Planning and Control: Market Analysis and Sales Forecasting, Methods of Sales Forecasting.

UNIT IV

Sales budget: Importance, Process of Sales Budgeting, Uses of Sales Budget, Sales Territory: Considerations in allocation of Sales Territory, Sales Quota: Objectives, Principles of setting Sales Quota, Uses of Sales Quota.

UNIT V

Sales and Cost analysis: Methods and Uses.

Suggested Reading:

1. Spiro, Rosann, Stanton, William and Rich, Greg, Management of Sales Force, McGraw-Hill.
2. Cundiff, Steel and Giovanni, *Sales Management*, Prentice Hall.
3. Tosdal, Harry, R., Introduction to Sales Management, McGraw-Hill.

Course Code: DASPSM- 204

L T P C

Course Title: Marketing of Services

3 0 0 3

Course Objective: To impart knowledge of various techniques of service marketing and CRM principles.

Unit I

Introduction to Services Marketing: Services as a Marketing Concept, Factors for the growth of Service Sector, Characteristics of Services, Dimensions of Services, Classification of Services, Managing Customer Expectations: Level of Expectations, Zone of Tolerance, Segmentation, Targeting and Positioning of Service.

Unit II

Services Marketing Mix: (a) Product: Service Package, Core and Supplementary Services, Product Levels, Service Levels and Delivery, (b) Price: Pricing Concepts and Issues in Pricing, Pricing Policy, Pricing approaches, Price and Customer values,

Unit III

Promotion: Internal and External Communication, Issues in Services Promotion, Place: Service Distribution, Channel Options, Service Distribution Strategy.

Unit IV

Service Design: Essentials of a Service System, Components of Services, Designing the Service Package, Front office Interface, Back Office Interface, Operations System, Service Delivery System, Customer Satisfaction and Conflicts, Service Recovery System, Service Quality, Concept of Service Quality, Measuring Service Quality, SERVQUAL System, Emerging trends, Principal driving forces in Global Marketing of Services, Key decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

Unit V

Marketing of Financial and Hospitality Services: Application of the component of Marketing of Services in Marketing of Financial, Tourism, Travel and Transport Services.

Suggested Reading:

1. Zeithaml, Gremler, Bitner, and Pandit, Ajay, *Services Marketing*, McGraw-Hill.
2. Lovelock, *Services Marketing: People, Technology and Strategy*, Pearson Education.
3. Baron, S. and Harris, K., *Services Marketing: Text and Cases*, Palgrave.
4. Nargundkar, Rajendra, *Services Marketing: Text and Cases*, McGraw-Hill.
5. Verma, V., Harsh, *Services Marketing: Text and Cases*, Pearson Education.
6. Rao, Mohana, Rama, *Services Marketing*, Pearson Education.

Course Code: DASPSM- 205

L T P C

Course Title: Training and Project Work

0 0 0 2

Course Objective: To familiarize student with professional knowledge and practice of advertising, sales promotion and sales management.

The project should be an original work based on the training. Students shall be required to submit the project report at least 30 days before the commencement of the University examinations. The project report shall be assessed externally.

Course Code: DASPSM- 206

L T P C

Course Title: Viva voce

0 0 0 2

Viva voce shall be based on the course curriculum of the programme.

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)
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	PGDBA-101	Organisational Behaviour	4	0	0	4
2	PGDBA-102	Business Environment	4	0	0	4
3	PGDBA -103	Financial Management	4	0	0	4
4	PGDBA-104	Marketing Management	4	0	0	4
5	PGDBA-105	Human Resource Management	4	0	0	4
6	PGDBA-106	Statistical Analysis	4	0	0	4
Total Credits						24

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

(Semester II)

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

Semester First

Course Code: PGDBA-101

L T P C

Course Title: Organisational Behaviour

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
Course Title: Marketing Management

L T P C
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
Course Name: Human Resource Management

L T P C
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.
7. Dwivedi, R. S., *Managing Human Resources in Indian Enterprises*, Galgotia Publishing Co.

Course Code: PGDBA-106
Course Name: Statistical Analysis

L T P C
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, χ^2 , Test, Large and Small Sample Analysis, Test of significance Application of 't' 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

Course Name: Accounting for Management

L T P C
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
Course Name: Project Report

L T P C
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.
7. Khan, M.Y., *Indian Financial System*, 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.