

SARDAR PATEL UNIVERSITY
Postgraduate Department of Business Management
Certificate Course (2 Credits)

Course Co-ordinator- Yogesh C. Joshi

Name of the Proposed Course: Certificate Course – International Trade and Management

Purpose of the Course:

The purpose of this certificate course is to enable students understand Indian international trade concepts, trends, procedure and documentation requirements. This enables participants to engage in international trade activities to boost Indian business.

Course Objectives:

1. To learn trends in Indian international trade.
2. To learn interface of international trade and global institutions like WTO, BIS and others.
3. To gain knowledge of BOP trends and FOREX market.
4. To understand related procedure and documentation.

Learning Outcomes:

1. Students will have basic understanding of international trade in terms of direction and composition.
2. Students will learn to engage in international trade activities.
3. Students will learn about functioning and activities of global institutions.
4. Students will learn BOP trends, FOREX market and their impact on business.
5. Students will be able to provide consultancy or become entrepreneur based on learning.

Course Intake-30 participants

Course Content

The course will cover the following topics over 30 hours:

Sr. No.	Topics to be covered	No. of Hours
1	Importance of International Trade in Economic Development	1
2	Theories of International Trade	2
3	Trends in Indian International Trade	2
4	Trends in Global Trade – major nations and composition -goods and services	2
5	EXIM policy	1
6	BOP and Role of RBI	2
7	Capital flows and Impact	1
8	Major contributors of Indian Exports and Imports	2
9	New possibilities for Exports from India	2
10	International Trade and WTO, BIS	3
11	India, Economic Groupings and Benefits	2
12	Export promotion schemes and incentives	2
13	Trade Finance in India	1
14	Export- Import procedure	2
15	Export – Import Documentation	2
16	Project Assignment	3
	Total Hours (Includes Practice and Home Assignments)	30

Semester I

Post Graduate Diploma in Management
POSTGRADUATE DEPARTMENT OF BUSINESS MANAGEMENT

FUNDAMENTALS OF MANAGEMENT

Course Code		Title of the Course	Fundamentals of Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To familiarize the students with the basic concepts, principles and functions of management.• To develop an understanding of management concepts and theories and their application.
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Course Content- 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to Management - Managing & Managers, Mintzberg's Managerial Roles, Managerial Skills, Management v/s Administration, Management Functions, Evolution of Management, Historical Background of Management, Scientific Management School, Classical approach, behavioural approach, management science approach, systems approach, a contemporary school of management	25
2.	Planning V/s Strategy Management, Types of Plans, Planning Process, Strategic Management, Types of Organizational Strategies, Corporate Portfolio Approach, Decision-Making Process, Decision-Making Conditions – Certainty, Risk, Uncertainty, Common Decision-Making Errors and Biases	25
3.	Organization design V/s Organization structure, division of work, the span of control, Managing Organizational Change and Innovation, Planned Change, designing organizations to manage change & Innovation, organizational development, Leading - Leadership Style, Characteristics of Leadership Execution, Managers Vs Leaders, The Trait approach to leadership, The Behavioural Approach Contingency Approach, Transformational or Charismatic Leadership, Organization culture, factors influencing organizational communication	25
4.	Designing and managing operation system, Controlling, Steps in the	25

	Control Process, Designing Control Systems, Financial Control, Responsibility Center, Management of Quality, Technology and people, managing change with information technology	
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Teaching-Learning Methodology	Class session, Assignments, Presentations, Discussion, Case Studies, Quiz, assignments and projects
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End – Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Conceptualize different aspects of general management
2.	Differentiate between various schools of management , approach s and perspectives
3.	Apply the application of principles of management in different organizations
4.	Exhibit managerial skills such as decision making, leadership, coordination, time management etc.
5.	Enhance employability.

Suggested References:

Sr. No.	References
1.	Stoner, Freeman and Gilbert Jr. (2009), Management, Pearson Education, New Delhi.
2.	Koontz, H. (2010). Essentials of management. Tata McGraw-Hill Education.

Online Resources

Online Resources including Journals and Magazines in Management, Harvard Business Review, Strategist (Business Strategy Supplements of Business Standard)

Digital Library resources from
http://www.spuvvn.edu/administration/service_centres/library/digital_library.php

Free Journals:
http://www.spuvvn.edu/administration/service_centres/library/open_sources/free_ejournals.php
Journal of Business Ethics and Organizational Studies, Business and Organization Ethics Network available from (<http://ejbo.jyu.fi/virhe/403.html>)

Journal of Business in the Developing nation available from <https://ewp.rpi.edu/jbnd/>

All such journals are available from
http://www.spuvvn.edu/administration/service_centres/library/open_sources/free_ejournals.

Books from Union Catalog of Inflibnet: <https://indcat.inflibnet.ac.in/>

Semester I

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INDIAN ETHOS AND ORGANIZATIONAL BEHAVIOUR

Course Code		Title of the Course	Indian Ethos and Organizational Behaviour
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none"> • To provide knowledge about how people act within organizations. • To describe the role of organizational systems, structures, and processes in shaping behaviour and explain how organizations work. • To help the students understand how employees learn and get trained towards various activities with respect to the various personality traits. • To explain the theories of motivation, team dynamics, and change management. • To explain the implications of group formations on performance.
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Course Content- 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to Organizational Behaviour: Concept of Organizational Behaviour (OB)- Importance of Organizational Behaviour2- Key Elements of Organizational Behavior, Role of Managers, Contributing Discipliners to Organizational Behavior, Challenges and Opportunities for OB and Learning, Principles of Learning, Theories of Learning	25
2.	Definition and Meaning of Personality - Personality, its impact on Behaviour, Importance of Personality, Determinants of Personality, Theories of Personality, Personality Traits Influencing OB. Motivation: Definition and Meaning, Theories of Motivation, Application of theories in Organizational Scenario	25
3	Introduction to Emotions: Nature and Meaning of Emotions -	25

	Characteristics of Emotions, Theories of Emotion Introduction to Organizational Change, Forces and Process for change, Resistance to Change, Overcome and Managing Successful Organizational Change.	
4	Introduction to Groups and Teams: Meaning and Importance of Groups, Reasons for Group Formation, Types of Groups, Stages of Group Development, Meaning and Importance of Teams. Definition and Meaning, Sources of Stress, Types of Stress, Impact of Stress on Organizations, Stress Management Techniques, Meaning and Nature of Organization Culture Types of Cultures, Conflicts and Types of Conflicts	25

Teaching-Learning Methodology	Lectures, Presentations, Relevant topic- Case Studies, Quiz.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-Semester Examination	30%
2.	Internal Continuous Assessment in the form of Presentations, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Contribute to the improvement in the behaviour of employees.
2.	Implement various OB related traits and perspectives for the benefit of employees and organization.
3.	Analyze how the principles of OB help the employee learn better towards organizational situations.
4.	Motivate others and encourage team work.
5.	Play a useful role in organizational change and overcome stress.

6.	Enhance employability.
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Suggested References:

Sr. No.	References
1	Robbins and Judge, Organizational Behaviour, Pearson education.
2.	Moorhead, G., & Griffin, R. W., Organizational behavior managing people and organizations. Dreamtech Press.
3.	Paul Harsey and K. Blanchard, Management of Organizational Behaviour, Prentice hall.

Online Resources

www.gbr.ppperdine.edu/ organizational behaviour

www.iudnote.com/organizational behaviour

www.smude.edu.in

www.psychology.iresearchnet.com/organizational behaviour

Semester I

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MANAGEMENT SKILLS DEVELOPMENT

Course Code		Title of the Course	Management of Skills Development
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ol style="list-style-type: none">1. To know the importance of communication and develop effective communication skills.2. To evaluate cases and develop analytical, problem solving and decision-making skills.3. To demonstrate discussion and presentation skills.4. To improve all the four components of communication, i.e. reading, writing, speaking and listening.
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Course Content- 30 sessions		
Unit	Description	Weightage (%)
1.	Basic Concepts of communication, Objectives, Characteristics & Process of communication, Barriers to Effective Communication, Role of verbal & non-verbal communication.	25
2.	Developing Case Analysis skills through analysis of cases, Decision making Skills Development, listening exercises	25
3.	Oral and Written Communication: Telephone, Public speaking, Introducing speakers, Evaluating a speaker, Impromptu speeches. Listening skills enhancement, Writing skills- Business letters, Memos, tone of writing, sales letters, application & resumes, business reports.	25
4.	Improving Presentation Skills, Group Discussion, Interviews, Meetings, Negotiation, Business Proposals, Business etiquettes, Strategies for removing stage fright. Video conferencing and social media etiquettes	25

Teaching-Learning Methodology	Lectures, Case Discussions, Role Plays, Management Games, Presentations, Assignments, Providing feedback based on video shooting of presentations, Reading and listening exercises
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Practice verbal, written and non-verbal forms of communication effectively.
2.	Demonstrate the writing, speaking, reading and listening skills, improving their confidence in communication.
3.	Develop the case analysis approach of learning and analyze cases/situations, thereby improving decision-making skills.
4.	Demonstrate the ability to prepare and deliver effective presentations to suit various business scenarios.
5.	Draft business letters, emails, notices, reports etc, with clarity and specificity.
6.	Enhance skills capability.

Suggested References:	
Sr. No.	References
1.	Lesikar, Petit & Flatley Basic Business Communication, Tata McGraw Hill, New Delhi.
2.	Monipally, M.M., The Craft of Business Letter Writing, Tata McGraw Hill, New Delhi.

3.	Boone, Kurtz, & Block, Contemporary Business Communication, Prentice-Hall, New Jersey, US.
4.	Thill, John & C.V. Bovee, Excellence in Business Communication, McGraw Hill Inc.

On-line Resources

https://www.udemy.com/topic/management-skills/

https://onlinecourses.nptel.ac.in/noc20_hs16/preview

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Managerial Accounting

Course Code		Title of the Course	Managerial Accounting
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To familiarize the students with the basic concepts, principles and functions of Accounting.• To acquaint the students with the basics of Accounting and develop the ability to evaluate and use accounting data to aid decision making.• To develop an understanding of Financial Accounting concepts and theories and its application.
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Course Content- 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to accounting, Accounting concepts – Balance Sheet, Accounting concepts- Income Statement; Generally Accepted Accounting Principles (GAAP), dividends and Retained Earnings, Accounting of Sole proprietorships and Partnerships, Three Measurement Conventions.	25
2.	Accounting Records and Systems, Revenue and Expense Recognition; Recordkeeping Fundamentals; the Ledger, The Chart of Accounts, Debit and Credit, The Accounting Process, Transaction Analysis, Adjusting and Closing Process; Adjusting Entries, Closing Entries, Statement Preparation.	25
3.	Depreciation Accounting and Company Accounts, Understanding and constructing corporate cash flow statement; Nature of Long-Lived Assets, Plant and Equipment Acquisition, Accounting for Depreciation, change in Depreciation Rates, partial-year Depreciation and Disclosure,	25

	Significance of Depreciation, Intangible Assets, goodwill, Patents and Copyrights, Research and Development Costs. Natural Resources, Depletion; Investing Activities, Financing Activities, Cash Flow from Operating Activities, Indirect Method Calculations.	
4.	Legal and Regulatory Framework of Accounting and Auditing, Financial Statement Analysis, Financial Shenanigans; Foreign Currency Accounting, Statement of Corporate Governance, Vertical/Horizontal Balance sheet and Income statement as per Company Act 1956; Indian Accounting Standard, Motivations for Financial Shenanigans, Opportunities for Financial Shenanigans, prevention of Financial Shenanigans.	25
Teaching-Learning Methodology	Lectures, Case study discussions, assignment submissions, Quiz	

Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End – Semester University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Get a holistic conceptual understanding of the different aspects of Financial Accounting and prepare an income statement and balance sheet of different types of organisations.
2.	Understand the case analysis approach and analyse practical life cases of accounting.

3.	Participate in the company's Annual Meeting and understand the company's balance sheet and income statement and can raise query if any.
4	Cultivate necessary accounting skills much needed for financial decision making,
5.	Enhance employability.

Sr. No.	References
1.	Anthony R N, Hawkins D F, Merchant K A, Accounting– Text and Cases, McGraw-Hill Companies; latest edition.
2.	Carls S. Warren, James M Reeve, Jonathan E. Duchac Financial Accounting: Concepts, Methods, and Applications, Cengage Learning, Latest edition.
3.	Paresh Shah, Basic Financial Accounting for Management, Oxford University Press.
4.	S. K. Bhattacharyya and John Dearden, Accounting for Management- Text & Cases
5.	R. Nayanawamy, Financial Accounting – A Managerial Perspective PHI.

Online Resources
https://www.edupristine.com/blog/costing-methods
Online Resources including Journals and Magazines in Management, Harvard Business Review, Strategist (Business Strategy Supplements of Business Standard)
http://www.spuvvn.edu/administration/service_centres/library/digital_library.php
Books from Union Catalog of Inlibnet: https://indcat.inlibnet.ac.in
http://www.spuvvn.edu/administration/service_centres/library/open_sources/free_ejournals.php

<https://icmai.in/upload/Students/Syllabus-2008/StudyMaterial/Cost>

<https://industrytoday.com/shifts-in-cost-accounting>

WWW.CMA

Semester I

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MANAGERIAL ECONOMICS

Course Code		Title of the Course	MANAGERIAL ECONOMICS
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• This course is designed to impart knowledge of economics concepts and principles, which govern a firm's functioning under different market conditions.• It aims to enhance participants' understanding of capabilities related to macro-economic principles and interrelationship of business with these.
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Course Content: 30 sessions		
Unit	Description /Topics	Weightage (%)
1	Introduction of Economics, Micro and Macro Economics, Demand Analysis, Product Analysis, Cost Analysis.	25%
2	Markets: Pricing Practices under different market conditions.	25%
3	Managerial Decision making, Uncertainty, Forecasting Models and Methods, Investment Analysis, National Income.	25%
4	Macro-Economic Theory and Policies, Money, Prices and Interest Rate, Fiscal Policy, Monetary Policy, Economic Planning.	25%

Teaching-Learning	Class Sessions and discussion, case studies, presentations and assignment submissions.
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Methodology	
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Projects, Quizzes, Presentations, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Develop an understanding of micro and macroeconomics concepts and their application in decision-making by a firm.
2.	Understand policy instruments, their functioning and implication of business activity.
3.	Understand the macro-economic variable and their relationship.
4.	Learn the impact of macroeconomic variables on various industries and take investment decisions.
5.	Enhance employability.

Suggested References	
Sr. No.	References
1.	Gupta G.S, Macroeconomics, Theory and Applications, Tata McGraw Hill.
2.	Ravindra H. Dholakia and Ajay N. Oza: Microeconomics for Management Studies, Oxford University Press.
3.	Managerial Economics in a Global Economy, II Ed. Dominick Salvatore, Thomson South, Western Pub.

4.	Rudiger Dornbusch, Stanley Fischer, Richard Startz, Macroeconomics, IX Ed. Tata McGraw Hill, N. Gregory Mankiw, Principles of Economics, II Ed. Thomson South-Western Pub.
5.	N. Gregory Mankiw, Principles of Economics, II Ed. Thomson South-Western Pub.

Online Resources:
1) Online books available on the internet.
2) Government website for policy and planning details.

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QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Course Code		Title of the Course	QUANTITATIVE TECHNIQUES FOR MANAGEMENT
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none"> • To develop Basic skills for quantitative application in business situations. • To familiarise students with statistical tools and their applications. • To enable students to use statistical software applications to solve business problems.
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Course Content- 30 sessions		
Unit	Description	Weightage (%)
1.	Mathematics: Elements of Calculus – Functions; concept of limit and continuity, Differentiation; Partial Differentiation; Maxima and Minima of a single variable, two variables and n-variables; Constrained maximization under inequality constraints –'Khun – Tucker' approach. Application of Calculus to management Problems.	25
2.	Matrix Algebra: Addition, subtraction, and multiplication of matrices; Concept of Determinants and Cramer's Rule; Transposed and Adjoint matrix; Inverse and Rank of a matrix; Application of Matrices to the solution of simultaneous equations and management situations. Algebra: Algebra of sets. Statistics: Measures of Central tendency and dispersions	25
3.	Introduction to Probability, Methods of assigning Probability, Structure of Probability, Marginal, Joint and Conditional Probabilities, Addition laws, Multiplication Laws, Probability distributions; Binomial, Poisson, Exponential and Normal Distributions. Correlation- concept, Karl Pearson's correlation coefficient and Spearman's rank correlation,	25

4.	Introduction to Simple linear regression analysis, determining the lines of regression, Multiple Linear Regression Analysis, Coefficient of determination. Assumptions of Multiple Linear Regression Analysis. Time-series Analysis – Introduction to forecasting, Smoothing techniques. Testing Hypothesis, One sample test, two-sample test, ANOVA, Non-Parametric tests. Statistical software applications	25
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Teaching-Learning Methodology	Class sessions, Lab sessions for a software demonstration, Assignments, Presentations, Discussion, Quiz
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%
Course Outcomes: Having completed this course, the learner will be able to		
1.	Apply basic mathematics for solving relevant business problems.	
2.	Select appropriate statistical techniques to summarize and analyse statistical data to solve practical business-related problems.	
3.	Interpret the relevance of statistical findings for decision making.	
4.	Communicate the results of statistical analysis in the context of a business problem.	
5.	Enhance employability.	

Suggested References:

Sr. No.	References
1.	Richard I. Levin and David S. Rubin, Statistics for Management, Pearson publications, latest edition.
2.	Ken Black, Business Statistics: Contemporary Decision Making, Wiley publications, latest edition.
3.	Naval Bajpai, Business Statistics, Pearson Publications, Latest Edition.
4.	Styne and Foster, Statistics for Business: Decision making and analysis Pearson Publications, latest edition.
5.	R.S Bhardwaj, Business Mathematics Excel Books. New Delhi, Latest Edition.
6.	Sancheti, D.C. and Kapoor, V.K., Business Mathematics S. Chand & Sons, the latest edition.

Online Resources			
NPTEL course on Business Statistics https://nptel.ac.in/courses/110/107/110107114/			
Business Statistics by Naval Bajpai, Online Student Resources https://www.pearsoned.co.in/prc/book/naval-bajpai-business-statistics-2e--2/9788131797006			
Digital	Library	resources	from http://www.spuvvn.edu/administration/service_centres/library/digital_library.php

Semester II

Post Graduate Diploma in Management
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SUMMER INTERNSHIP

Course Code		Title of the Course	Summer Internship
Total Credits of the Course	04	Duration	3 to 4 weeks

Course Objectives:	<ol style="list-style-type: none"> 1. To provide practical exposure to students of the industry and a company in particular. 2. To get training on a project under the guidance of a manager from the company and learn the functions of a department viz marketing, finance, human resource, production, supply chain etc.
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Course Content:

Unit	Description	Weightage (%)
1.	Students will be required to carry out a project under the guidance of a manager from an organization and submit the report along with certificate from the organization on successful completion of the project. The project has to be from any of the functional areas of management including research. All the faculty members will coordinate the summer internship activities for the students assigned to respective faculties and undertake review process on regular basis.	100

Teaching-Learning Methodology	Practical exposure by spending four weeks in an organization and working on an assigned project, Company Visit and discussions with managers of the organisation, collecting information and data, its assimilation, analysis and report writing, presentation and discussion.
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Evaluation Pattern:

Sr.	Details of the Evaluation	Weightage
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No.		
1.	Report Submission - Internal Evaluation	50%
2.	viva voce examination – External evaluation	50%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Work on real life project independently.
2.	Analyze the company information and recommend strategies.
3.	Collect and analyse secondary information related to the industry.
4.	Prepare and present professional research report.
5.	Enhance employability.

Suggested References:	
Sr. No.	References
1.	Published secondary sources including newspapers, magazines, journals, annual reports of companies and industry reports

On-line Resources
Company websites and websites of various research agencies such as CMIE, Capitaline, government portals, SEBI, Money control, BSE, NSE, etc.

Semester II

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FINANCIAL MANAGEMENT

Course Code		Title of the Course	FINANCIAL MANAGEMENT
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To develop conceptual clarity of the financial concepts and theories.• To develop problem-solving skills concerning the important financial decision making.• To analyze financial reports and develop the skill to identify business firms' strengths and weaknesses with time series data.• To learn integrating skills of connecting the business value with Financial Management Decisions.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to Financial Management Financial Management, Goal and Functions, Organization of Financial Management. Introduction to Indian Financial System. Analysis of Published Information: Ratios: Fund-Flow and Cash-Flow Statements, Preparation of an analytical report of a selected firm	25
2.	An Introduction to Working Capital Management, Management of Cash and Marketable Securities, Management of Accounts Receivable and Inventories, Management of Working Capital Finance (Estimation and Financing)	25
3.	Time Value of Money; the Financial Mathematics, Investment or Capital Budgeting Decision, Determination of Cash flows, Determination of Cost of Capital	25

4.	Financing Decisions; The Relevance of Leverage (Operating and Financial), Capital Structure Theories and Introduction of Long-term Financing Instruments, Dividend Decision.	25
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Teaching-Learning Methodology	Class session, Case Discussion, and Problem-solving exercise Assignments, Presentations, Discussion, Quiz, and projects
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Apply the concepts of finance in practical mode
2.	Assess and appreciate various financial management decision
3.	Interpret the published financial data pinpointing companies' strengths and weaknesses, thereby contributing to business units' value creation role.
4.	Acquire the competence and skill in financial planning and controlling
5.	Enhance employability.

Suggested References:

Sr. No.	References
1.	Pandey, I.M, Financial Management, Eleventh Edition, Vikas Publishers.
2.	Shah Paresh, Financial Management, Second Edition, Biztantra, New Delhi.
3.	Berk and DeMarzo, Financial Management (2010), Pearson Publication.
4.	Brigham & Ehrhardt, Financial Management, Theory and Practice, CENGAGE Learning, Latest Edition.
5.	Vanhorne, James and Wachowincz John. Fundamentals of Financial Management, Latest Edition
6.	Chandra Prasanna, Financial Management Theory and Practice, Tata McGraw-Hill Latest Edition.

Online Resources
NPTEL, MOOCS courses on Financial Management, IGNOU online material on Basic Financial Management
Internet http:// www.Emerald Insight.com http://www.sebi.gov.in , http://www.nseindia.com , http://www.bseindia.com , http://www.exinfm.com , http://www.investopedia.com , http://www.ccil.com ,

Semester II

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HUMAN RESOURCE MANAGEMENT

Course Code		Title of the Course	Human Resource Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To enable students to understand the functions, systems, policies and applications of Human Resource Management in organizations.• To help students apply HRM concepts at various levels in general and in different industries or organizations.• To enable the students to integrate various HR concepts and the domain concept to take correct business decisions.• To develop HR skills and assess the constraints and opportunities associated with managing employees in the different socio-economic and political context.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Scope of HRM, Human Resource Management in a changing environment; Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. HR Processes.	25
3.	Employee Selection and Development: Recruitment, Selection and Induction, Training and Development, Performance Appraisal.	25
4.	Compensation Planning: Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration.	25
5	Governance: Integration and Separation Employee Discipline, Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy, Labour Laws. New trends in HRM.	25

Teaching-Learning Methodology	Lectures, case studies, case judgments, role plays.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to:	
1.	Apply various HRM systems from manpower planning to termination.
2.	Play a useful role in the recruitment and selection of employees.
3.	Develop, implement, and evaluate employee orientation, training, and development programs.
4.	Design and administer performance management program.
5.	Design a compensation plan and help organizations gain a competitive advantage through the effective compensation plan.
6.	Understand the nuances of labour management relations and achieve a win-win situation for both.
7.	Understand the role of ethics in human resources and the various laws associated with HR functions.
8.	Play a useful role in managing international staff.
9.	Enhance employability.

Suggested References:

Sr. No.	References
1.	Gary Dessler & Biju Varrkey, Human Resource Management, Sixteenth Edition, Pearson education.
2.	Flippo, Edwin B., Personnel Management, Tata McGraw Hill Publishing Co, New Delhi.
3.	Gomez-Mejia Luis R., Balkin David B. and Cardy Robert L. Managing Human Resources, 6th Edition, Pearson education.

Online Resources

https://www.shrm.org/

https://alison.com/courses/human-resources

https://nptel.ac.in/courses/110/105/110105069/

Semester II

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POSTGRADUATE DEPARTMENT OF BUSINESS MANAGEMENT

INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT

Course Code		Title of the Course	INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none"> • To familiarize participants with various regions of the world economy. • To provide a conceptual framework to study the international business environment. • To learn concepts and principles related to international economics essential for business decisions. • To understand the challenges that managers face due to liberalized economic environment and globalization.
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Course Content: 30 sessions

Unit	Description	Weightage (%) / Sessions (Nos.)
1	Introduction to International Business environment, Forces of globalization, Constituents of Global Business Environment, FOREX regimes, market and risk, Theories of International Trade, International Economic Institutions, IMF and WTO.	25%
2	Global Business and Events, International Economic Integration and groupings, International Economic Principles, International Economic Events and Impact.	25%
3	Doing Global Business, The trading environment of international business – laws and institutions, The ethics and social responsibility environment of international business, Country risk and political risk, Cultural environment.	25%

4	Cases and Learning, Various global Economic Crisis and Impact on Business, Competitive Strategy and designing organizations for international environments-MNC cases, Project/Assignment Presentation.	25%
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Teaching-Learning Methodology	Question-answer, lectures and class discussion, case studies, project studies, presentations and assignment.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage %
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Distinguish between domestic and international firms and business.
2.	Understand the constituents of an international business environment.
3.	Take business and development decisions across various economic systems (regions) globally.
4.	Learn concepts of international economy and role of international economic organizations, treaties and bilateral and multilateral agreements on economy and business.
5.	Learn past global economic events and international firms' response to changing business needs globally.
6.	Enhance employability.

Suggested References:

Sr. No.	References
1.	Sundaram K. Anant and Black Stewart, "The International Business Environment, Text and Cases", Pearson.
2.	Adhikari, Manab, "Global Business Management", Macmillan Business Book Publication.
3.	Journal - Far Eastern Economy Review, The Economist, Economic and Political Weekly and other business magazines.
4	Business newspapers available in the library.

On-line Resources
Websites of international business institutions, journals and magazines.

Semester II

Post Graduate Diploma in Management
POSTGRADUATE DEPARTMENT OF BUSINESS MANAGEMENT

Marketing Management

Course Code		Title of the Course	Marketing Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To familiarize students with core concepts of marketing management.• To provide practical experience of skills required in Marketing Management.• To develop the capability to apply marketing strategies.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Understanding Marketing Management: Defining marketing new realities, core concepts of marketing and marketing management, 4Ps of Marketing Management, Marketing Environment, Marketing strategies and plan	25
2.	Capturing marketing insights, Marketing Information system, Demand Forecasting and measurement, marketing research, Analyzing consumer market and business market, tapping into the global market	25
3.	Identifying market segments and target, crafting brand positioning, creating brand equity, competitive strategies – Market leader, Challenger, Followers and niche players, Product strategy, product differentiation, designing and managing services, new market offering, pricing programs and strategies	25
4.	Integrated Marketing Communication, Sales Promotion, Distribution Planning and Management, Marketing Channel management, Managing Retailing, Wholesaling and Logistics, Supply Chain Management, Marketing Control Process	25

Teaching-Learning Methodology	Class sessions, case study discussions, Assignment submissions based on practical problems/opportunities
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Apply the basic principles and core concepts of marketing management.
2.	Apply marketing strategies for products and services in a competitive scenario.
3.	Inculcate basic skills such as Effective Presentation, Preparation of Marketing Plan and Demand Forecasting among students.
4.	Enhance employability.

Suggested References:	
Sr. No.	References
1.	Kotler, P., & Keller, K. L., Marketing Management 12e. France: Edition Pearson Education.
2.	Marketing White book - published every year by Times Network.

On-line resources

E-resources of Academy of Marketing Science available at (<https://www.ams-web.org/page/OriginalAMSR>) from http://www.spuvvn.edu/administration/service_centres

Electronic Markets, Institute of Media and Communications Management, <http://www.electronicmarkets.org/index.php> available from <http://www.spuvvn.edu>

Journal of Business Logistic (<http://clm1.org/default.asp>) available from http://www.spuvvn.edu/administration/service_centres/library/open_sources/free_ejournals

Semester II

Post Graduate Diploma in Management
POSTGRADUATE DEPARTMENT OF BUSINESS MANAGEMENT

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code		Title of the Course	PRODUCTION AND OPERATIONS MANAGEMENT
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none"> • To understand key concepts and issues of POM in both manufacturing and service organizations. • To understand and appreciate the principles and applications relevant to the planning, design, and operations of manufacturing/service firms. • To appreciate the strategic role of POM in creating and enhancing a firm's competitive advantages. • To explain the various parts of the operations, production management processes and their interaction with other business functions (strategy, engineering, finance, marketing and HRM)
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling –Principles-Equipment, Line Balancing—Problems.	25
2.	Operations decisions-Production Planning and Control-In Mass Production-in Batch/Job Order manufacturing; Capacity Planning-Models; Process Planning-Aggregate Planning—Scheduling, Maintenance Management Concepts,	25
3.	Work-Study, Method Study, Work Measurement, Work Sampling, Work Environment-Industrial Safety; Material Management: An Overview of Material Management, Material Planning and Inventory Control; JIT; Materials Planning Budgeting.	25
4.	Material Requirement Planning; Purchase management; Stores Management; Quality Assurance – Acceptance Sampling, Statistical	25

	Process Control, Total Quality Management; ISO-9001; Six Sigma, Lean manufacturing, Maintenance Management; Safety Management.	
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Teaching-Learning Methodology	Class session, Assignments, Presentations, Discussion, Quiz, and projects
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Analyse business processes in services/manufacturing for improvement.
2.	Identify the operational issues in the value addition processes of a firm.
3.	Apply analytical skills and problem-solving tools to resolve operational issues.
4.	Enhance employability.

Suggested References:	
Sr. No.	References
1.	B. Mahadevan, Operations Management- Theory and Practices Pearson, Latest edition
2.	Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, & Nitin K Agarwal, Operations Management for Competitive Advantage, Tata McGraw-Hill, Latest edition

3.	Russell S. Roberta & Taylor, Operations Management, Prentice-Hall, Latest Edition
4.	Krajewski Lee, Operations Mgt. Process for Value Chains, Prentice-Hall, Latest Edition

On-line Resources
NPTEL Course: Production and Operations Management https://nptel.ac.in/courses/110/107/110107141/
NPTEL Course: Operations and Supply Chain Management https://nptel.ac.in/courses/110/106/110106045/
Free Journals: http://www.spuvvn.edu/administration/service_centres/library/open_sources/free_ejournals.php
Digital Library resources from http://www.spuvvn.edu/administration/service_centres/library/digital_library.php

Semester II

Post Graduate Diploma in Management
POSTGRADUATE DEPARTMENT OF BUSINESS MANAGEMENT

RESEARCH METHODOLOGY

Course Code		Title of the Course	Research Methodology
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To learn basic concepts of research and familiarize with the process of research.• To formulate research problems and outline research designs.• To analyze data being used for decision making.• To explain the format of research reports.
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Course Content - 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to Research: Nature and Scope, Problem Formulation and Statement of Research Objectives. Research Process & Research Designs-Exploratory, Descriptive and causal Research designs, Quantitative and qualitative research	25
2.	Methods of Data Collection, Questionnaire Design, Measurement & Scaling, Sampling Design, Research Proposals	25
3.	Sampling & Sampling Distribution, Data Preparation and Processing, Data Analysis, Interpretation and Presentation, Factor Analysis.	25
4.	Cluster Analysis, Multidimensional Scaling, Discriminant and Logit Analysis, Presentations of findings, Software applications to research.	25

Teaching-Learning Methodology	Lectures, Case Discussions, Presentations, Assignments, Research projects based learning
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid Semester Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End Semester Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Prepare a research proposal and propose appropriate research designs and methodologies for a specific research project in a business function.
2.	Formulate research problems and use statistical tools and techniques to analyze data.
3.	Differentiate local and international perspective towards research after undertaking a comprehensive review of the literature.
4.	Formulate representative sampling methods to investigate the research problem for better decision making
5.	Generate effective research reports to fulfill the need of funding agencies or clients.
6.	Enhance skills capability.

Suggested References:	
Sr. No.	References
1.	Cooper Donald R. and Schindler Parnela.; Business Research Methods; McGraw Hill International Editions, Ninth Edition.
2.	Malhotra Naresh K; Marketing Research- An Applied Orientation, Pearson Education Asia
3.	Zikmund William G; Business Research methods, Thomson South-Western
4.	Naval Bajpai; Business Research Methods; Pearson Education; New Delhi

Online Resources
https://onlinecourses.nptel.ac.in/noc19_ge21/preview
https://onlinecourses.swayam2.ac.in/cec20_hs17/preview
https://www.coursera.org/learn/research-methods
https://www.classcentral.com/course/researchmethods-1767
https://www.cmie.com/

Postgraduate Department of Business Management
Sardar Patel University, Vallabh Vidyanagar
Post Graduate Diploma in Management - Semester - I
Course Structure

Course Type	Course Code	Name of Course	T/P	Credit	Exam Duration in Hours	Components of Marks			
						Mid Semester Exam	End Semester Exam	Continuous Evaluation	Total
Core Courses		Fundamentals of Management	T	4	2	30	40	30	100
		Quantitative Techniques for Management	T	4	2	30	40	30	100
		Managerial Economics	T	4	2	30	40	30	100
		Managerial Accounting	T	4	2	30	40	30	100
		Management Skills Development	T	4	2	30	40	30	100
		Indian Ethos and Organizational Behavior	T	4	2	30	40	30	100
Course Type	Course Code	Name of Course	T/P	Credit	Exam Duration in Hours	Components of Marks			
						Project	Presentation	Total	
Core Course		Industry Internship	P	4	--	50	50	100	

SARDAR PATEL UNIVERSITY

Postgraduate Department of Business Management

Proposal of Certificate Course (2 Credits)

Course Coordinator Dr. Raju M. Rathod

Name of the Proposed Course: Certificate Course – Personality Development & Corporate Etiquette

Core Purpose of the Course: The purpose of this certificate course is to enable students to bridge the gap between Campus to Corporate and to adapt and cultivate the Personality Skills of students to enhance the employability of graduate & postgraduate students.

Course Objectives:

1. To provide students with knowledge of personality development for better understanding of themselves and others.
2. To sharpen their behavioural skills and fit into the requirements of corporate world effectively.

Course Audience: This course is designed for undergraduate and postgraduate degree students of any discipline (Science, Commerce, Management and any other Social Sciences)

Course outcomes

1. Increase the employability of students.
2. Sharpening the fundamental soft skills of the students which help them get the job and do their job efficiently.
3. This course will enhance the self-image, self-esteem and self-efficacy of undergraduate and postgraduate students.
4. This course will help students gain confidence in starting their own business venture.
5. This course will help students to become leader in different field of work.

Course Intake 30 students or as per College requirement

Course Syllabus

Sr. No	Topics to be covered	No. of Hours
1	Know Yourself: Self Image, Self Esteem & Self Efficacy Concept	2
2	Interpersonal Skill	2
3	Effective Presentation and Public Speaking Skill	3
4	Power of Positive and right attitude	1
5	Self-Motivation and Mentoring	2
6	Time and Priority Management	2
7	Negotiation and Decision-making skill	2
8	Conflict Management Skill	1
9	Stress Management Skill	1
10	Art of Working in Team	2

11	Work Place Etiquettes and Manners	2
12	Netiquetes - E-Mail & Internet Etiquette	2
13	Meeting arrangement and handling	3
14	CV and Resume Writing	2
15	Group Discussion, Interviews and Mock Interview Participation	2
16	Project Management Skill	2
	Total Hours (Includes Practice and Home Assignments)	30

Structure of the Course

This multidisciplinary course focuses more on practical learning of different soft skills through experiential learning. The basic structure of the course including teaching pedagogy, course evaluation and duration is as follow.

Teaching Pedagogy: The entire course will be conducted on workshop mode where students will learn by doing with various non lecture methods and interactive sessions. Methods such as use of Group Discussions, Role plays, Case Study, Buzz Group, Live Project, Corporate Visit, Managerial Games will be used to sharpen the skills of students.

Course Evaluation: These will be continuous evaluation system at the end of each topic (there are total 15 topics). At the end of course there will be MCQ based test of 50 marks as well as viva exam of 50 marks

Course Duration and Schedule: The duration of this course is total 60 hours consist of 40 hours direct classroom interaction and 20 hours practical assignments & continuous assessment (2 Credits).

Course Fee Rs. 3000/- per student

Financial Structure of the course

Financial Projection		
Income	30 X Rs.3000	90,000
Expense	Remuneration of Faculty – Rs. 1500 Per Session x 40	60,000
	Course Material (30 X 300)	9000
	Training Materials (Charts, Balloons, Sketch pens etc)	5000
	Remuneration of Course Coordinators	6000
	Administration and Over Heads	7000
	Assessment and Certificates	3000
	Total Expenses	90,000

Multidisciplinary Research Themes

Post Graduate Department of Business management

Sr. No.	Themes	Name of the faculty and Department
1.	Agriculture and Rural Marketing	Dr. S S kalamkar, AERC
2.	Corporate Social Responsibility	Dr. Shivani Mishra MSW
3.	Use of technology and IT in Marketing	Dr. Preeti Sajja, Dr. Vinod Desai MCA
5.	Marketing Communication	Dr. Parul Popat and Dr. Alka Macwan, Dept of English and Education
6.	Gujarati Translations of Marketing Communications-	Dr. Mahendra Nayi, Dept. of Gujarati
7.	Institutional management and Market Feasibility Study of Start Ups initiated by Students	Dr. Sunil Chaki, Physics Dept.
8.	HRM Practices in Agri-Business	Dr. S S kalamkar, AERC
9.	HRM practices in NGOs and Social Work Organisation	Dr. Shivani Mishra MSW Dept.
10.	Labour Economics	Dr. Sonal Bhatt, Economics
11.	Logistics and Supply Chain Managment	Dr. Suresh Machhar, Business Studies Dept.

Semester III

**(Master of Business Administration)
POSTGRADUATE DEPARTMENT OF BUSINESS MANAGEMENT**

Multidisciplinary Course Offered for Students of Master of Social Work

HUMAN RESOURCE SPECIALISATION

PM03EMBA31: MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code	PM03EMBA31	Title of the Course	Management of Industrial Relations
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To help the students understand and apply the concept of industrial relations and the system in which it operates.• To learn the implementation of codes such as the Industrial Relations Code, Code on Occupational Safety, Health & Working Conditions Code (OSH), Social Security Code and Code on Wages.• To understand the intricacies of dealing with trade unions and employees.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Industrial Relations perspectives; Industrial Relations and the Emerging Socio-economic scenario; Industrial Relations and the State; Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Unions and the Employee; Trade Union and management	25
2.	Discipline and Grievance Management, Negotiation and Collective Settlements, Industrial Relations Code	25
3.	Industrial Disputes Act, 1947, Contract Labour Regulation and Abolition Act, 1970, The Factories Act, 1948, Shops and Establishment Act, 1953, Payment of Wages Act, 1926 etc.	25
4.	Social Security Code and Code on Wages, Code on Occupational Safety,	25

	Health & Working Conditions Code (OSH).	
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Teaching-Learning Methodology	Lectures, case studies, discussion on case judgements, role plays.
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Mid-semester examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	End semester examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Understand facets of relations between the employer and the employees.
2.	Resolve the conflicts by abiding the labour laws.
3.	Implement labour laws like the Industrial Disputes Act, 1947, Contract Labour Regulation and Abolition Act, 1970, The Factories Act, 1948, Shops and Establishment Act, 1953 etc.
4.	Take disciplinary actions as per the Industrial Employment (Standing Orders) Act, 1946.
5.	Negotiate with trade unions and frame policies so that unions support the company's objectives.
6.	Implement the changed labour laws according to the Occupational Safety, Health And Working Conditions Code, 2020; the Industrial Relations Code, 2020; and the Code on Social Security, 2020.
7.	Enhance employability.

Suggested References:

Sr. No.	References
1.	Padhi, P. K., Labour and industrial laws. PHI Learning Pvt. Ltd.
2.	Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P., Industrial Relations, Trade Unions and Labour Legislation. Pearson Education, India.
3	Kochan, T. A., Katz, H. C., McKersie, R. B., & Colvin, A. J., An introduction to collective bargaining and industrial relations. NY: McGraw-Hill.

Online Resources
https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf
https://labour.gov.in/labour-law-reforms
https://swayam.gov.in/nc_details/NPTEL

Semester IV

(Master of Business Administration) (Management)
POSTGRADUATE DEPARTMENT OF BUSINESS MANAGEMENT
(MBA) (Management)

Multidisciplinary Course Offered for Students of Business Studies Department

PM04EFIN01: SECURITY ANALYSIS & INVESTMENT MANAGEMENT

Course Code	PM04EFIN01	Title of the Course	Security Analysis & Investment Management
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To familiarize students with the theoretical and practical knowledge of constructing portfolios.• To develop the skills of valuation of shares, Bonds and Other Financial Assets.• To learn the Bond market and its concepts.• To develop the skills of performance evaluation of portfolios.• To learn investment theories and models.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to the Investment world, Investment Environment, Financial Assets And Process of Trading, Risk & Return: The Theme of Investment, Computation of Return and Risk, Value at Risk, Sharpe Ratio	25
2.	Portfolio Theory, Capital Allocation to Risky Assets, Construction of Optimum Risky portfolios, Harry Markowitz Approach, Single Index Model, Sharpe's Simplification. Performance of Portfolios	25
3.	Investment Theories and Models, CAPM, Arbitrage Pricing Theory, Efficient Market Hypothesis, Behavioural Finance and Technical Analysis	25
4.	Security Analysis, Macroeconomic and Industry Analysis, Equity Valuation Models, Analysis of Published Statements,	25

Teaching-Learning Methodology	Class session, case method, Assignments, Presentations, Discussion, and projects
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage %
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Understand the investment markets and trading
2.	Construct optimal portfolios and evaluate the performance
3.	Interpret the published financial data to project future earning of firms
4.	Identify the macro, micro variables for industry analysis and company analysis
5.	Enhance entrepreneurial ability.

Suggested References:	
Sr. No.	References
1.	Zvi Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty, Investments, Latest Edition McGraw Hill
2.	Sharpe, Alexander & Bailey, <i>Investments, Investments</i> , Latest Edition, Prentice Hall India
3.	Fischer & Jordan, Security Analysis and Portfolio Management, Latest Edition, Pearson Education

Online Resources

NPTEL, MOOCS courses on Investment Management, IGNOU online material on Security Analysis and Portfolio Management

Internet [http:// www.Emerald Insight.com](http://www.EmeraldInsight.com) <http://www.sebi.gov.in>, <http://www.nseindia.com>,
<http://www.bseindia.com>, <http://www.exinfm.com>, <http://www.investopedia.com>,
<http://www.ccil.com>.

To

The Registrar,

Sardar Patel University

Vallabh Vidyanagar

Dt. 19-12-2022

Dear Sir,

Sub: Proposal of multidisciplinary courses to be offered by Post Graduate Department of Business Management

Please find herewith details as mentioned above:

Sr. No.	Proposal for Adhoc Board –NEP 2020
I	Proposed Multidisciplinary Courses to be offered: 1. Management of Industrial Relations in 3 rd Semester for students of MSW Department 2. Security Analysis and Investment Management in 4 th Semester for students of Business Studies Department
II	The proposed themes for research and Names of Co-guides
III	Add on Certificate Courses: 1. Personality Development & Corporate Etiquette 2. International Trade and Management
IV	PG Diploma in Management- Structure and Syllabus

Thanks and regards,

Yours faithfully,

(Darshana R. Dave)