

PROGRAMME NAME: POST GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDBA) (MORNING)

Higher Payment Programme

Under NEP 2020

Post Graduate Diploma in Business Administration (PGDBA) – Semester I

Course	Credits
Strategic Management	4
Marketing Management	4
Human Resource Management	4
Research Methodology & Quantitative Techniques	4
Digital Marketing Strategies	4
Leadership and Team Management Skills	2
Total Credits	22

Post Graduate Diploma in Business Administration (PGDBA) – Semester II

Course	Credits
E-Commerce	4
Consumer Behaviour	4
International Business	4
Customer Experience Management	4
Internship Project & Viva Voce	4
Consumer Insights and Market Research	2
Total Credits	22

PROGRAMME SPECIFIC OUTCPOMES: POST-GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDBA)

- PSO1: Understand the basic concept of strategic management and get acquainted to various functional areas with the strategic management process.
- PSO2: Gain an understanding about strategy formulation and implementation at corporate and business level.
- PSO3: Gain an understanding about people, information, finance, technology etc. and thereby strategically apply the knowledge to gain competitive advantages.
- PSO4: Get familiar with the fundamentals of marketing and develop and practice consumer-oriented marketing perspective.
- PSO5: Gain a fundamental knowledge about services marketing and contemporary issues in the field of marketing.
- PSO6: Understand the strategic role of HRM in today's organizations and apply the knowledge in solving HR issues.
- PSO7: Learn the fundamentals of industrial relations and its growth in India.
- PSO8: Understand the fundamentals and technicalities of a formal research process with a major focus on research methodology.
- PSO9: Develop an ability among students to develop a scientific approach to managerial decision making by applying the fundamental skills in research and quantitative techniques.
- PSO10: Learn and understand the fundamentals of e-commerce and various e-commerce business models.
- PSO11: Learn and analyze the legal impact of e-commerce in terms of privacy and security issues.
- PSO12: Conceptual understanding and practical foundations of consumer behavior and its changing nature in today's world.
- PSO13: Develop managerial skills and strategies to positively affect consumer behavior, especially in a social and cultural environment.
- PSO14: Develop an understanding of international business, balance of trade, and balance of payment.
- PSO15: Learn and apply the fundamentals of international marketing, international marketing-mix, and other functional areas with an international perspective.
- PSO16: Get acquainted with the fundamental knowledge about a formal research process and preparation of project proposal.
- PSO17: Gain hands-on experience of applying research tools and preparing a formal project report based on the findings and analysis of the collected data.

- PSO18: To apply digital marketing concepts, analytical skills, and strategic frameworks to design, implement, and evaluate effective digital marketing campaigns across various platforms, integrating environmental analysis and marketing mix to achieve organizational objectives.
- PSO19: To apply leadership theories, team management principles, and communication skills to analyze organizational challenges and develop effective strategies for building, managing, and leading high-performing teams in professional environments.
- PSO20: To apply conceptual knowledge, analytical skills, and strategic approaches in Customer Experience (CX) to design, evaluate, and enhance customer journeys, thereby improving customer satisfaction and business performance in real-world environments.

	The Maharaja Sayajirao University of Baroda Faculty Commerce Department of Commerce and Business Management			Academic Year				2026-27		
Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	Major: Strategic Management	Credits / Hours per week				4 Credits (60 Hrs.)			
Semester	I	Year of Introduction: 2026 - 2027	Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (COs) CO1: Learn the concept of strategic management and familiarize the students with aspect related with analysis of the firm’s external environment, the resources and thus carrying out SWOT analysis for strategy formulation. CO2: Gain an understanding of strategies at different levels and study different strategies at Corporate & Business Level CO3: Gain an integrated view of the functional areas and acquaint them with the strategic management process. CO4: Learn about studying people, information, finance and technology as a competitive advantage of a business. CO5: Understand the process of strategy implementation; the challenges involved in managing a change and strategic control system to monitor the strategy implementation process CO6: Get an opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)

1	Introduction to Strategy: Nature of Strategy and Strategic Decisions-Strategic Management-Strategy Development Process-The Environment- Competitive Forces (Five Forces Model)-S3trategic Capabilities-Organization Resources; -Core Co4mpetencies Value Chain and System- Feedback and Review / Case Analysis.	15	25%	1,2,3	CO1	PSO1 PSO2	EMP SD	L,N,G	HV PE
2	Corporate & Business Level Strategy: Business Portfolio Management- BCG & GE Approach-Integration, Diversification, Alliance, Merger and Acquisition-Market Development & Product Development- Feedback and Review / Case Analysis.	15	25%	1,2,3,4 ,5	CO2	PSO1 PSO2 PSO9			
3	Business Strategy and Organizational Structure and Processes: Managing People-Competitive Advantage through People-Managing Information-Managing Finance-Managing Technology Feedback and Review / Case Analysis.	15	25%	1,2,3,5	CO3 CO4	PSO1 PSO2 PSO3 PSO9			
4	Managing Strategic Change: Transformational Leadership Processes; Business Strategy and Organizational Culture, Feedback and Review / Case Analysis.	15	25%	1,2,3,5	CO5 CO6	PSO1 PSO2 PSO9			

Reference Books:

1.	Gerry Johnson, Kevan Scholes and Ricard Whittington; “Exploring Corporate Strategy: Text and Cases”; Pearson Education.
2.	Glueck, W.F. & Jauch, L.R.; Business Policy & Strategic Management.
3.	Koontz & Weihrich; Essentials of Management.
4.	Chuck Williams; Management.
5.	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain (2010) 16th Edition; “Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases”; Tata McGraw-Hill, New Delhi.
6.	Michael Hitt, Robert E. Hoskisson, and R. Duane Ireland (2007) 1st Indian Reprint; “Management of Strategy: Concepts and Cases”; Cengage Learning.
7.	Robert Grant (2009); “Contemporary Strategic Management”; Wiley India Pvt. Ltd.; 6th Edition.
8.	Azhar Kazmi (2009) 3rd Edition; “Strategic Management and Business Policy”; Tata McGraw- Hill.
9.	Michael Porter (1985); “Competitive Advantage: Creating and Sustaining Superior Performance”; Free Press.
10.	P. SubbaRao (2007) 1st Edition; “Business Policy and Strategic Management”; Himalaya Publishing House; Himalaya Publishing House.
11.	UpendraKachru (2006); “Strategic Management- Concept and Case”; Excel Books.
12.	Charles W. L. Hill & Gareth R. Jones (2008); “An Integrated approach to Strategic Management”; Cengage Learning.

13.	Vipin Gupta, K. Gollakota and R. Srinivasan (2009) Revised Second Edition; “Business Policy & Strategic Management- Concepts and Applications”; PHI.
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		The Maharaja Sayajirao University of Baroda Faculty Commerce Department of Commerce and Business Management			Academic Year				2026-27		
Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020											
Year	I	Major: Marketing Management			Credits / Hours per week				4 Credits (60 Hrs.)		
Semester	I	Year of Introduction: 2026 - 2027			Maximum Marks / Grade				100 Marks		
Mode of Transaction		Lectures and Tutorials									
Course Outcome (COs) CO1: Get familiar with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the Marketing field. CO2: Obtain an integrated view of the functional areas and acquaint them with the Marketing Management process. CO3: Get an opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations. CO4: Differentiate between marketing tangible products and marketing of services. CO5: Learn about services as a distinct area and to make strategies for marketing services. CO6: Get acquainted with contemporary issues in Marketing Management and to help the students to achieve the objective by undergoing meaningful exercises in decision making in a variety of real-life situations.											
Unit No.	Topic/Unit			Cont act Hou rs	Weighta ge (%)	BT Leve l	CO	PSO	Elements of Employabi lity (Emp)/ Entrepren eurship (Ent)/ Skill Developme nt (SD)	Relevance to Local (L)/ National (N)/ Regional(R)/ Global (G) development al needs	Relation to Gender (G), Environmen t and Sustainabilit y (ES), Human Values (HV)and Professional Ethics (PE)

1	Fundamentals of Marketing: Meaning, Concept and Philosophies of Marketing [In Brief]- Marketing Management and Functions of Marketing Manager- Role of Marketing in Indian Economy-Feedback and Review / Case Analysis	15	25%	1,2,3	CO1 CO2	PSO4 PSO5	EMP SD	L,N,G	HV PE
2	Consumer Oriented Marketing: A Perspective Consumer Oriented Marketing Perspective-Consumer Satisfaction-Customer Relationship Marketing-Consumerism and the Consumer Protection-Feedback and Review / Case Analysis	15	25%	1,2,3	CO1 CO3	PSO4 PSO5			
3	Marketing Of Services: Meaning, Definition, Concept and Types of Services- Characteristics and its Implications in Formulation of Marketing Mix Strategies-Marketing Mix [7 P's]; Strategies in Marketing of Services-Feedback and Review / Case Analysis	15	25%	1,2,3 ,5	CO4 CO5	PSO4 PSO5			
4	Contemporary Issues in Marketing Management: E-Marketing-Retailing-Rural Marketing-Managing Service Quality-Customer Value in Marketing-Feedback and Review / Case Analysis.	15	25%	1,2,3 ,4	CO6	PSO4 PSO5			

Reference Books:

1.	Kotler, Keller, Koshy and Jha (2009) 13th Edition; Marketing Management A South Asian Perspective; Pearson Education.
2.	Philip Kotler, Kevin Lane Keller (2006) 12th Edition; Marketing Management, Prentice-Hall of India Limited, New Delhi.
3.	Philip Kotler; Gray Armstrong (2008) 12th Edition; Principles of Marketing; Pearson Education.
4.	William F. Stanton & others (1994); Fundamentals of Marketing: Tata McGraw Hill, Xth Edition.
5.	VS. Ramaswamy & S. Namakumari (2009) 4th Edition; Marketing Management: Macmillan India Ltd.
6.	Philip Kotler, Keller (2007); A Framework for Marketing Management, Pearson Education, New Delhi.
7.	Saxena, (2009) 4th Edition; Marketing Management, Tata McGraw Hill.
8.	Arun Kumar, N. Meenakshi; Marketing Management; Vikas Publishing House N. Delhi.
9.	Joel R. Evans, Barry Berman; Marketing Management; Ceangage Learning.
10.	K. Karunakaram (2010); 1st Edition; Marketing Management; Himalaya Publishing House Pvt. Ltd.

 सत्यं शिवं सुन्दरम्	The Maharaja Sayajirao University of Baroda Faculty Commerce Department of Commerce and Business Management		Academic Year				2026-27			
Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	Major: Human Resource Management	Credits / Hours per week				4 Credits (60 Hrs.)			
Semester	I	Year of Introduction: 2026 - 2027	Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcome (COs) CO1: Able to identify role of HRM in modern business and implement techniques of job design. CO2: Learn and acquire the competency to recruit, train and appraise the performance of employees. CO3: Get acquainted with different subsystems of Human Resource Management and their importance. CO4: Analyze the importance and applications of industrial relations and different legislations. CO5: Able to summarize the strategic issues and strategies required to select and develop manpower resources.										
Unit No.	Topic/Unit		Cont act Hour s	Weightage (%)	BT Level	CO	PSO	Elemen ts of Employ ability (Emp)/ Entrepreneursh ip (Ent)/ Skill Develop ment (SD)	Relevan ce to Local (L)/ Nationa l (N)/ Regiona l(R)/Glo bal (G) develop mental needs	Relation to Gender (G), Environme nt and Sustainabili ty (ES), Human Values (HV)and Professional Ethics (PE)

1	Strategic Role of HRM Human Resource Management- Introduction, Strategic Role-Job Analysis [Job Description, Job Analysis, Job Evaluation: Theory, Methods, Practical Problems] - HR Planning [Issues and Methods] - Feedback and Review / Case Analysis.	15	25	1,2,4	CO1	PSO3 PSO6	EMP SD	L,N,G	HV PE
2	Recruitment and Selection Recruitment- Employees Testing and Selection-Interviewing Candidates--Training and Developing, Employees-Performance Management and Appraisal- Feedback and Review / Case Analysis	15	25	1,2,4	CO2	PSO3 PSO6			
3	Strategic Role of HRM and Subsystems Establishing Strategic Pay Plans- Pay for Performance and Financial Incentives-Managing Global Human Resources-Managing Strategic Organizational Renewal- Feedback and Review / Case Analysis	15	25	1,2,3,4	CO3 CO5	PSO3 PSO6			
4	Industrial Relations Industrial Relations: Definitions, Main Aspects of IR-Trade Union-Methods of Settling Industrial Disputes- Collective Bargaining-An Outline of Labour Legislations-Feedback and Review / Case Analysis.	15	25	1,2,3,4,	CO4 CO5	PSO3 PSO6 PSO7			

Reference Books

1.	M. N. Rudrabhsavaraj - Dynamic Personnel Administration-Management of Human Resources.
2.	Chandra, Prasanna (2006) 2nd Edition; Human Resource Management; Pearson Education.
3.	GargyDessler and BijuVarkkery (2003) 11th Edition; Human Resources Management; Prentice Hall India / Pearson Education.
4.	John M. Ivancevich (2003) 9th Edition; Human Resource Management; Tata McGraw Hill.
5.	V. S. P. Rao (2009) 2nd Edition; Human Resource Management– Text and Cases; Excel Books.
6.	P. SubbaRao (2008) 3rd Edition; Essential of Human Resource Management and Industrial Relatives; (Text, Case and Gamer); Himalaya Publishing House.
7.	K. Ashwathappa (2009) 8th Reprint Edition; Human Resource Management, Text and Cases; Tata McGraw-Hill Companies.
8.	C.B.Mamoria&S.V.Gankar; A Textbook of Human Resource Management; Himalaya Publishing House Pvt. Ltd.
9.	V.P. Michael (2007) 5th Edition Reprint; Human Resources Management and Human Relations; Himalaya Publishing House.
10.	S.P. Robbins, Personnel Human Resource Management, Prentice – Hall of India, New Delhi.
11.	P. SubbaRao (2010); 4th Revised Edition; Personnel and Human Resource Management; Himalaya Publishing House Pvt. Ltd.
12.	C.B. Mamoria, S.V. Gankar (2010); 7th Edition; A Text Book of Human Resource Management; Himalaya Publishing House Pvt. Ltd.
13.	C.B. Mamoria, S.V. Gankar (2010); 23rd Edition; Personal Management; Himalaya Publishing House Pvt. Ltd.



The Maharaja Sayajirao University of Baroda
Faculty Commerce
Department of Commerce and Business Management

Academic Year

2026-27

Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme)
Under NEP 2020

Year	I	Major: Research Methodology and Quantitative Techniques	Credits / Hours per week	4 Credits (60 Hrs.)
Semester	I	Year of Introduction: 2026 - 2027	Maximum Marks / Grade	100 Marks
Mode of Transaction		Lectures and Tutorials		

Course Outcome (COs)

CO1: Get familiarized with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

CO2: Learn the fundamental skills in research activity and various research design.

CO3: Gain the ability to analyze marketing research activities necessary for making sound decisions.

CO4: Understand the proper use of various research techniques and able to know at least some of the techniques used for different research objectives.

CO5: Learn and practice the scientific approach to managerial decisions making.

CO6: Learn and acquire the fundamental skills in Quantitative Analysis.

Unit No.	Topic/Unit	Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/National (N)/Regional(R)/Global (G)developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV)and Professional Ethics (PE)
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1	An Introduction To Research Methodology-I An introduction to Research – Basic Terms of Research – Characteristics – Types – Research Problem Formulation – Research Process – Types of Research Design – Sampling Procedure – Sampling Size Decisions, Feedback and Review / Case Analysis	15	25%	1,2,3,4	CO1 CO2	PSO3 PSO8 PSO9	EMP SD	L.N.G	HV
2	An Introduction To Research Methodology-II Concept of Hypothesis – Testing of Hypothesis – Application of T-test, X2, Z test, ANOVA – Data Analysis and Interpretation – Research Report Preparation and Presentation-Feedback and Review / Case Analysis.	15	25%	1,2,3,4	CO3 CO4	PSO3 PSO8 PSO9			
3	Quantitative Techniques -I An Introduction to Quantitative Techniques/ Statistics Applicable to Research – Correlation and Regression Analysis – Measures of Central Tendency and Dispersion – Linear programming, Feedback and Review / Case Analysis.	15	25%	1,2,3	CO4 CO5 CO6	PSO3 PSO8 PSO9			
4	Quantitative Techniques -II Transportation and Assignment – Sequencing – Queuing – Replacement – Game Theory – Network Analysis – Inventory Management, Feedback and Review / Case Analysis.	15	25%	1,2,3	CO4 CO5 CO6	PSO3 PSO8 PSO9			

Reference Books

1.	C.R. Kothari (2004) 2nd Edition; Research Methodology: New Age International (P) Limited, Publishers; Reprint.
2.	D. K. Bhattacharyya (2006) 2nd Edition; Research Methodology; Excel Books.
3.	Zikmund William (2003) 8th edition; Business Research Methods; Thompson Learning.
4.	Bryman Alan (2006) 8th edition; Business Research Methods' Oxford University Press.
5.	Panneerselvam R (2004) 4th edition; Research Methods for Business; John Wiley & Sons.
6.	G. C. Beri (2000) 3rd Edition); Marketing Research; Tata McGraw-Hill Publishing Company Limited.
7.	J. K. Sachdeva (2009); Business Research Methodology; Himalaya Publications.
8.	Alan Bryman, Emma Bell (2007) 2nd Edition; Alan Bryman, Emma Bell; Oxford Press.
9.	Statistical Methods (2002) 13th Revised Edition; S.P. Gupta; Sultan Chand & Sons, New Delhi; Reprint 2002.
10.	Operations Research: V.K. Kapoor; Sultan Chand & Sons, New Delhi; 7th Edition, Reprint, 2003.
11.	Operations Research; Kanti, Swaroop and Gupta (2001) 9th Edition; Sultan Chand and Sons; 2001.
12.	Ken Black (2009) 6th Edition; Business Statistics for Contemporary Decision Making; Wiley Student.
13.	Naresh Malhotra (2007) 5th Edition; Marketing Research; Pearson Education.

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Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	Major: Digital Marketing Strategies	Credits / Hours per week					4 Credits (60 Hrs.)		
Semester	I	Year of Introduction: 2026 - 2027	Maximum Marks / Grade					100 Marks		
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (COs): CO1: Explain the concepts, scope, and importance of digital marketing and its platforms. CO2: Analyse the digital marketing environment, including micro and macro factors. CO3: Develop digital marketing strategies using situation analysis and goal setting. CO4: Apply digital marketing mix (7Ps) and relationship marketing concepts in practice. CO5: Design and implement digital marketing campaigns using various digital channels.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/National (N)/Regional(R)/Global (G)developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV)and Professional Ethics (PE)

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management		Academic Year				2026-27			
Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	SEC: Leadership and Team Management Skills	Credits / Hours per week				2 Credits (30 Hrs.)			
Semester	I	Year of Introduction: 2026	Maximum Marks / Grade				50 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (COs): CO1 Explain concepts, theories, and styles of leadership CO2 Illustrate team dynamics and stages of team development CO3 Apply communication and conflict resolution techniques in team settings CO4 Analyze leadership challenges and team issues in organizational contexts CO5 Develop solutions and strategies for effective leadership and team management										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	Foundations of Leadership Meaning, nature, and importance of leadership; Leadership vs management Leadership theories: Trait, Behavioral, Situational Leadership styles Competencies of effective leaders		8	26%	1,2,3	CO1	PSO6			

2	Team Building and Group Dynamics Meaning and types of teams Stages of team development Group dynamics and team roles Building effective teams Motivation and collaboration	7	24%	2,3,4	CO2	PSO6 PSO7	EMP SD	L,R,N	HV PV
3	Communication and Conflict Management Communication process and types Barriers to communication Conflict: sources and types Conflict resolution and negotiation	7	24%	2,3,4,5	CO3	PSO19			
4	Leadership in Practice Decision-making and problem-solving Emotional intelligence Time and stress management Leading change and innovation Case studies	8	26%	2,3,4,6	CO4 CO5	PSO19			
Reference Books									
1	Dr. C.S.G. Krishnamacharyulu & Dr. Lalitha Ramakrishnan; Leadership and Management Skills – Himalaya Publications								
2	Dr. A. Chandra Mohan; Leadership and Management – Himalaya Publications								
3	Dr. G. Vijayaragavan; High Performance Leadership – Himalaya Publications								
4	Gary A. Yukl ; Leadership in Organizations – Pearson Education								
5	Rau, R.H.G. – Leadership Excellence, Himalaya Publishing House								

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management		Academic Year				2026-27			
Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	Major: E - Commerce	Credits / Hours per week				4 Credits (60 Hrs.)			
Semester	II	Year of Introduction: 2026 - 2027	Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (CO) CO1: Learn the fundamentals of electronic communication. CO2: Learn the basics about the concept, advantages, issues, myths of E-commerce and E-commerce business models. CO3: Learn to illustrate the application of E-commerce and E-commerce marketing concepts. CO4: Analyze the impact of E-commerce on business models and strategy. CO5: Understand the legal issues and privacy in E-commerce. CO6: Get familiar with the electronic payment systems and order fulfillment.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)

1	Fundamentals Of Electronic Communication Network Security: Concept - Types of Security threats - Levels of security. Electronic Communication and E- Marketing: Identifying Web Presence Goals - The Browsing Behaviour Model - Online Marketing - E-advertising – E-branding Major Projects in Electronic Communication: Information Superhighway; E Commerce Applications and Benefits. Social and Ethical Issues related to Electronic communication.	15	25	1,2,3	CO1	PSO3 PSO10	EMP ENT	L,N,G	HV PE
2	An Introduction to E-Commerce What is E-commerce? – Drivers of E-commerce - Myths about E-commerce – Advantages and Issues in E-commerce – Benefits and Limitations of the Internet – Role of E-Strategy – Value chain in E-commerce - Integrating E-commerce – E-Commerce Business Models (Brief).	15	25	1,2,4	CO1C O2 CO4	PSO3 PSO10 PSO11			
3	E-Commerce and Functional Business Systems - Applications of Electronic Commerce: Application of E-commerce in Direct marketing and Selling - Value Chain Integration - Supply Chain Management; Obstacles in adopting E-commerce Applications Electronic Payment Systems: Overview of EPS – Cyber-cash (Customer to Merchant Payments, Peer to Peer Payments, Security) - Electronic Banking - Electronic Fund Transfers. E-commerce Marketing Concepts: Basic marketing concepts for internet marketing – E-commerce marketing and Branding Strategies	15	25	1,2,3	CO3 CO4	PSO3 PSO10 PSO11 PSO14			
4	An Overview of Security Threats and Legal Aspects Security in Cyberspace – Designing for Security – How much risk can you afford? – Security Protection and Recovery – Security and Terrorism – Money Laundering and the Internet – Legal aspects of E-commerce (Brief).	15	25	1,2,4	CO3 CO4 CO5	PSO3 PSO10 PSO11 PSO14			

Reference Books

1.	Doing Business on the Internet E-COMMERCE (Electronic Commerce for Business) S. Jaiswal, Galgotia Publications.
2.	E-Commerce An Indian Perspective, P.T. Joseph, S.J., PHI.
3.	Electronic Commerce (From Vision to Fulfilment), Elias M. Avad, PHI, 3rd Edition
4.	E-Commerce: Schneider, Thomson Publication
5.	Gary P. Schneider; E-Commerce – Strategy, Technology & Implementation; Cengage Learning.

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management				Academic Year			2026-27		
Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	Major: Consumer Behaviour	Credits / Hours per week				4 Credits (60 Hrs.)			
Semester	II	Year of Introduction: 2026 - 2027	Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (COs) CO1: Learn the basic conceptual and practical foundations of Consumer Behaviour. CO2: Learn and analyze the changes in the behaviour of Indian consumers in terms of buying, consuming, and disposing of products. CO3: Study the consumer and making marketing strategy tailored to consumer's need. CO4: Study consumer as an Individual and understanding concept of Perception, Learning, Motivation, Attitudes, etc., which shape behaviour of consumers. CO5: Study consumer in a social and cultural environment. CO6: Develop managerial skills for decision making on various Plans, Programs & Strategies based on Consumer Behaviour.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional(R)/ Global (G) development al needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV)and Professional Ethics (PE)
1	Perspective on Consumer Behaviour: Understanding Consumer Behavior-Applications of Consumer Behavior-Diversity of Indian Markets-Changing Indian Consumer Behaviour-Feedback and Review / Case Analysis.		15	25%	1,2,3,4	CO1 CO2	PSO3 PSO12			
2	The Consumer Analysis and Marketing Strategy: Market Segmentation and Product Positioning-Consumer Behaviour and		15	25%	1,2,3	CO3	PSO3 PSO12			

	Product Strategy- Consumer Behaviour and Pricing Strategy- Consumer Behaviour and Channel Strategy, Feedback and Review / Case Analysis.						EMP ENT	L,N,G	PE HV
3	The Consumer as an Individual: Perception and Consumer Behaviour-Learning & Involvement, Experience and Consumer Behaviour-Consumer Motivation, Attitudes & Beliefs- Feedback and Review / Case Analysis.	15	25%	1,2,3,5	CO4	PSO3 PSO12 PSO13			
4	The Consumer in Socio-Cultural Context and Decision Making: Social Class- Reference Group and Family and its Linkages and Influences on Consumer Behavior [An Overview]- Diffusion of Innovations and Consumer Adoption Process-EKB Model of Consumer Decision-Making-Feedback and Review / Case Analysis.	15	25%	1,2,3	CO5 CO6	PSO3 PSO12 PSO13			
Reference Books									
1.	Ramanuj Majmudar (2010); Consumer Behaviour; PHI Ltd., New Delhi.								
2.	J. Paul Peter and Jerry C. Olson (2009) 7th Edition; Consumer behavior and Marketing Strategy; Tata McGraw-Hill, New Delhi.								
3.	Leon G. Schiffman and Leslie Lazar Kanuk (2002) 7th Edition; Consumer Behaviour; Prentice Hall of India Pvt. Ltd., New Delhi.								
4.	David L. Loudon and Albert J. Della Bitta (2002) 2nd Edition; Consumer Behaviour; Tata McGraw-Hill.								
5.	Roger D. Blackwell, Paul W. Miniard and James F. Engel (2007) 10th Edition; Consumer Behaviour; Thomson South Western.								

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Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	Major: International Business	Credits / Hours per week				4 Credits (60 Hrs.)			
Semester	II	Year of Introduction: 2026 - 2027	Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (COs) CO1: Describe the environmental context of International Business. CO2: Develop an understanding of international trade. CO3: Illustrate the international marketing mix decisions and strategies. CO4: Analyze the contemporary issues in International Business. CO5: Learn about International Business in context of a combination of multiple disciplines brought together in a systematic manner. CO6: Interpret the integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resource Management in an international perspective is essential to International Business.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional(R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	An Introduction to Internal Marketing Environment - Globalization and International Business-Cultural; Political and Legal Environments facing Business- Feedback and Review/ Case Analysis.		15	25	1,2	CO1	PSO3 PSO14			

2	International Trade - International Trade-Balance of Payment and Balance of Trade- Feedback and Review / Case Analysis.	15	25	1,2,4	CO2	PSO3 PSO14	EMP ENT SD	L,N,G	ES HV PE
3	International Marketing - Framework & Objectives- Entry Mode Decisions & Strategies-Market Identification-International Marketing Mix Decisions & Strategies-; Global E-Business- Feedback and Review / Case Analysis.	15	25	1,2,3,4	CO3	PSO3 PSO14 PSO15			
4	Contemporary Issues in International Business - Marketing Globally Supply Chain Management- Human Resource Management- Ethical and Social Responsibility- Feedback and Review / Case Analysis.	15	25	1,3,4	CO4 CO5 CO6	PSO3 PSO14 PSO15			
Reference Books									
1.	Rakesh Mohan Joshi (2010) 5th Impression; International Business; Oxford University Press.								
2.	Charles Hill & Arun Jain; International Business; Tata McGraw Hill.								
3.	Mike W. Peng Deepak K. Srivastava; Global Business; Cengage Learning.								
4.	Daniels, Radebaugh, Sullivan and Salwan; International Business-Elements and Operations; Pearson Education.								
5.	Onkovist and Shaw; International Marketing: Analysis and Strategy; Pearson Education.								
6.	P. Subba Rao; International Business: Test & Cases; Himalaya.								
7.	Dr. M. B. Rao, Manjula Guru; International Business; Vikas.								
8.	O. P. Agarwal; International Business; Himalaya.								
9.	Subba Rao, P. (2010); International Business (Text and Cases); Himalaya Publishing House Pvt. Ltd.								

		The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management		Academic Year			2026-27			
Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	Major: Customer Experience Management	Credits / Hours per week				4 Credits (60 Hrs.)			
Semester	II	Year of Introduction: 2026	Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (COs): CO1: To provide conceptual understanding of Customer Experience (CX) and its importance. CO2: To familiarize students with customer journey mapping and experience design. CO3: To develop analytical ability to measure and manage customer experience. CO4: To enable application of CX strategies in business environments.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	Introduction to Customer Experience Meaning and concept of Customer Experience; CEM vs CRM; Importance of CX in business; Customer expectations, Perception, Satisfaction; Customer touchpoints and journey; Evolution to customer-centric approach		15	25%	2	CO1	PSO4 PSO5			

2	Customer Journey and Experience Design Customer journey mapping; Touchpoints and moments of truth; Customer personas and segmentation; Experience design thinking; Emotional and behavioural aspects; Tools: Persona, Journey Map	15	25%	3,4	CO2	PSO5 PSO12	EMP ENT SD	L,N,G	HV PE
3	Measuring and Managing Customer Experience Customer Satisfaction (CSAT); Net Promoter Score (NPS); Surveys and feedback systems; Persistent, periodic, pulsed methods; Role of analytics; Continuous improvement	15	25%	4,5	CO3	PSO12 PSO20			
4	Strategic Customer Experience Management Customer-centric business models; Business Model Canvas; Technology in CX (AI, CRM); Omnichannel experience; Employee role in CX; Case studies	15	25%	5,6	CO4	PSO12 PSO20			
Reference Books									
1	Meyer, C. & Schwager, A. – Understanding Customer Experience								
2	Customer Experience Workbook (Tools & Frameworks)								
3	Alfaro, E. – Customer Experience: A Multidimensional Vision								
4	Kotler, P. – Marketing Management								
5	V. Kumar & Warner Reinartz -Customer Relationship Management: Concept, Strategy and Tools								
6	Jagdish N. Sheth & Atul Parvatiyar- Handbook of Relationship Marketing								

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management			Academic Year				2026-27		
Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	Major: Internship Project & Viva-voce	Credits / Hours per week				4 Credits (60 Hrs.)			
Semester	II	Year of Introduction: 2026 - 2027	Maximum Marks / Grade				100 Marks			
Mode of Transaction		Lectures and Tutorials								
Course Outcomes (COs) CO1: Identification and Preparation of topic for the project and submission of project proposal. CO2: Use of various pedagogical tools like case studies, role play, quizzes etc. to orient students before taking up the project. CO3: Orientation about project structure, data collection, report writing based on presentations. CO4: Data analysis, Project report preparation, submission of report, and presenting the report.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV)and Professional Ethics (PE)
1	Planning for Preparation of Identification & Preparation & Submission of Project Proposal - Theoretical Framework of Business Management Practices for Identification of the topic and preparation and submission of the Proposal for the preparation and submission of the Project for Approval		15	25	2	CO1	PSO15 PSO16	EMP ENT SD	L,N,R	HV
2	Orientation for Project Preparation Using Various Pedagogical Tools: Case Studies - Exercises-Role Play-Games-Quizzes-Industrial Visits & Training with Reference Business		15	25	1, 2	CO2	PSO15 PSO16			

	Management Practices.								
3	Orientation for Project Structure, Writing Report & Its Layout & Submission - Orientation about Report Writing, Presentation Based on Industrial Visits & Industrial Training.	15	25	1, 2, and 4	CO3	PSO15 PSO16 PSO17			
4	Project Report Preparation, Submission Presentation & Evaluation – The Project Report is to be submitted by the student on a given theme selected by him/her based on either Secondary Data or both that is Secondary Data & Primary Data supported through field studies, field survey, library work, Industrial Visits &or Industrial Training as the case may be.	15	25	1, 2, 4, and 6	CO4	PSO15 PSO16 PSO17			

	The Maharaja Sayajirao University of Baroda Faculty of Commerce Department of Commerce and Business Management		Academic Year				2026-27			
Post-Graduate Diploma in Business Administration (PGDBA) (Morning – One Year Programme) Under NEP 2020										
Year	I	SEC: Consumer Insights and Market Research	Credits / Hours per week				2 Credits (30 Hrs.)			
Semester	II	Year of Introduction: 2026	Maximum Marks / Grade				50			
Mode of Transaction		Lectures								
Course Outcomes (COs): CO1: Explain the concepts, models, and theories of consumer behaviour, including consumer profiling and digital consumer trends. CO2: Apply consumer research techniques and segmentation methods to identify and classify different consumer groups. CO3: Analyse consumer data using market research tools, data collection methods, and basic analytical techniques to derive insights. CO4: Evaluate the use of market research in marketing decision-making related to pricing, promotion, branding, customer satisfaction, and loyalty. CO5: Develop structured research reports and demonstrate ethical practices in conducting and presenting market research.										
Unit No.	Topic/Unit		Contact Hours	Weightage (%)	BT Level	CO	PSO	Elements of Employability (Emp)/ Entrepreneurship (Ent)/ Skill Development (SD)	Relevance to Local (L)/ National (N)/ Regional (R)/ Global (G) developmental needs	Relation to Gender (G), Environment and Sustainability (ES), Human Values (HV) and Professional Ethics (PE)
1	Foundations of Consumer Behaviour: Fundamentals of Consumer Behaviour; Models and Theories; Consumer Profile; Digital Consumer Behavior		8	26	R, U	CO1				

2	Consumer Research and Data Analytics: Customer Segmentation and Targeting; Consumer Research: Introduction, Definition and Importance; Data Analytics in Consumer Research and its Applications; Consumer Insights and its Applications; Sentiment Analysis and Social Listening and its Applications	8	26	U, A, E	CO2 CO3		EMP ENT SD	L.N,G	HV, PE
3	Market Research Design, Data Collection and Analysis: Introduction to Market Research; Market Research Design; Types of Data; Methods and Tools for Data Collection; Sampling Techniques; Scaling techniques; Questionnaire design; Data Analysis	7	24	U, A, E	CO3				
4	Market Research Applications, Reporting and Ethics: Use of Market Research for Segmentation, Customer Satisfaction and Loyalty, Branding, Pricing, Promotion; Reporting; Ethics in Market Research	7	24	A, E, C	CO4 CO5				
Reference Books									
1	Malhotra, N. K., & Dash, S. (2016). <i>Marketing research: An applied orientation</i> (7th ed.). Pearson India.								
2	Solomon, M. R. (2020). <i>Consumer behavior: Buying, having, and being</i> (13th ed.). Pearson.								
3	Schiffman, L. G., & Wisenblit, J. (2019). <i>Consumer behavior</i> (12th ed.). Pearson.								
4	Hague, P., Harrison, M., Cupman, J., & Truman, O. (2016). <i>Market research in practice</i> (3rd ed.). Kogan Page.								
5	Kotler, P., & Keller, K. L. (2016). <i>Marketing management</i> (15th ed.). Pearson.								
6	Kumar, B. R. (2025). <i>Handbook of consumer behaviour and marketing insights</i> . Saliha Publications.								
7	Sarstedt, M., & Mooi, E. (2019). <i>A concise guide to market research: The process, data, and methods using IBM SPSS statistics</i> (3rd ed.). Springer.								

