



**GURU GHASIDAS VISHWAVIDYALAYA**  
**(A CENTRAL UNIVERSITY)**  
**BILASPUR, CHHATTISGARH**

**MBA 2 YEARS SYLLABUS FROM THE ADMISSION BATCH OF  
2023-24**

**DEPARTMENT OF MANAGEMENT STUDIES**  
**SCHOOLS OF STUDIES IN COMMERCE AND MANAGEMENT**

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GURU GHASIDAS VISHWAVIDYALAYA, BILASPUR (C.G.)  
(A CENTRAL UNIVERSITY)

**CBCS-NEW SYLLABUS**  
**PROPOSED (W.E.F. SESSION 2023-24)**

**MBA FIRST YEAR**  
**SEMESTER: I**

Sl. No.	COURSE Code	SUBJECT	PERIODS			EVALUATION SCHEME			CREDITS
			L	T	P	IA	ESE	SUB TOTAL	
1	MSPATT01	PRINCIPLES AND PRACTICE OF MANAGEMENT	3	1	0	30	70	100	4
2	MSPATT02	QUANTITATIVE METHODS	3	1	0	30	70	100	4
3	MSPATT03	MANAGERIAL ECONOMICS	3	1	0	30	70	100	4
4	MSPATT04	BUSINESS ENVIRONMENT	3	1	0	30	70	100	4
5	MSPATT05	MANAGERIAL SKILL DEVELOPMENT	3	1	0	30	70	100	4
6	MSPATT06	INDIAN ETHOS AND VALUES	3	1	0	30	70	100	4
7	MSPATT07	ACCOUNTING FOR MANAGERS	3	1	0	30	70	100	4
<b>TOTAL</b>			<b>21</b>	<b>7</b>	<b>0</b>	<b>210</b>	<b>490</b>	<b>700</b>	<b>28</b>

Total Credits: **28**

Total Contact Hours: **28**

Total Marks: **700**

L: LECTURE, T: TUTORIAL, P: PRACTICAL, IA: INTERNAL ASSESSMENT, ESE: END SEMESTER EXAMINATION

\*INTERNAL ASSESSMENT- In each course, internal assessment will consist of internal test of 15 marks (best out of two tests), group assignment and presentation of 10 marks and class participation of 05 marks.

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**CBCS-NEW, SYLLABUS**  
**PROPOSED (W.E.F. SESSION 2023-24)**

**MBA FIRST YEAR**  
**SEMESTER: II**

Sl. No.	COURSE Code	SUBJECT	PERIODS			EVALUATION SCHEME			CREDITS
			L	T	P	IA	ESE	SUB TOTAL	
1	MSPBTT01	ORGANIZATIONAL BEHAVIOUR	3	1	0	30	70	100	4
2	MSPBTT02	OPERATIONS RESEARCH	3	1	0	30	70	100	4
3	MSPBTT03	HUMAN RESOURCE MANAGEMENT	3	1	0	30	70	100	4
4	MSPBTT04	FINANCIAL MANAGEMENT	3	1	0	30	70	100	4
5	MSPBTT05	MARKETING MANAGEMENT	3	1	0	30	70	100	4
6	MSPBTT06	PRODUCTION AND OPERATIONS MANAGEMENT	3	1	0	30	70	100	4
7	MSPBTT07	COMPUTER APPLICATIONS IN MANAGEMENT	3	1	0	30	70	100	4
8	MSPBTC01	RESEARCH METHODOLOGY AND PUBLICATION ETHICS	3	1	0	30	70	100	4
<b>TOTAL</b>			<b>24</b>	<b>8</b>	<b>0</b>	<b>240</b>	<b>560</b>	<b>800</b>	<b>32</b>

Total Credits: **32**

Total Contact Hours: **32**

Total Marks: **800**

L: LECTURE, T: TUTORIAL, P: PRACTICAL, IA: INTERNAL ASSESSMENT, ESE: END SEMESTER EXAMINATION

\*INTERNAL ASSESSMENT- In each course, internal assessment will consist of internal test of 15 marks (best out of two tests), group assignment and presentation of 10 marks and class participation of 05 marks.

**Note:**

- ☐ At the end of the second semester, all students will have to undergo summer training of 4-6 weeks with an industrial, business, or service organization by taking up a project

study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the executive in organizations as approved by the Department from time to time. Each student will be required to submit a project report to the Department for the work undertaken during summer training within four weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

- Confidential reports of the student's performance in the training will be collected from the concerned organization. Reports will be a part of the evaluation process.

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**MBA SECOND YEAR**  
**SEMESTER: III**

Sl. No.	COURSE Code	SUBJECT	PERIODS			EVALUATION SCHEME			CREDITS
			L	T	P	IA	ESE	TOTAL	
1	MSPCTT01	DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM	3	1	0	30	70	100	4
2	MSPCTT02	CORPORATE LEGAL FRAMEWORK	3	1	0	30	70	100	4
3	MSPCEF01	SUMMER TRAINING PROJECT	-	-	-	-	100	100	4
4	OE	OPEN ELECTIVE -1	3	1	0	30	70	100	4
5	DSE	DISCIPLINE SPECIFIC ELECTIVE-5	15	5	0	250	350	500	20
<b>TOTAL</b>			<b>24</b>	<b>8</b>	<b>0</b>	<b>340</b>	<b>630</b>	<b>900</b>	<b>36</b>

Total Credits: **36**

Total Contact Hours: **36**

Total Marks: **900**

L: LECTURE, T: TUTORIAL, P: PRACTICAL, IA: INTERNAL ASSESSMENT, ESE: END SEMESTER EXAMINATION

\*INTERNAL ASSESSMENT- In each course, internal assessment will consist of internal test of 15 marks (best out of two tests), group assignment and presentation of 10 marks and class participation of 05 marks.

<b>Open Elective – 1</b>			
Open Elective	MSPCTO01	INDIAN FINANCIAL SYSTEM	4
Open Elective	MSPCTO02	APPLICATION OF EXCEL IN FINANCE	4
Open Elective	MSPCTO03	STRESS MANAGEMENT	4
Open Elective	MSPCTO04	DISGITAL MARKETIMNG	4
Open Elective	MSPCTO05	BASICS OF ENTREPRENEURSHIP	4

<b>Discipline Specific Elective (DSE) -5</b>			
<b>Finance (F) Area</b>			
DSE (F)	MSPCTD01	MANAGEMENT CONTROL SYSTEM	4
DSE (F)	MSPCTD02	SECURITY ANALYSIS AND NPORTFOLIO MANAGEMENT	4
DSE (F)	MSPCTD03	MANAGEMENT OF FINANCIAL INSTITUTIONS	4
DSE(F)	MSPCTD04	PROJECT APPRAISAL AND MANAGEMENT	4
<b>Marketing(M) Area</b>			
DSE(M)	MSPCTD05	CONSUMER BEHAVIOUR	4
DSE(M)	MSPCTD06	INTEGRATED MARKETING COMMUNICATIONS	4
DSE(M)	MSPCTD07	INTERNATIONAL MARKETING	4
DSE(M)	MSPCTD08	PRODUCT AND BRAND MANAGEMENT	4
<b>Human Resource Management (HR)Area</b>			
DSE(HR)	MSPCTD09	MANAGEMENT OF INDUSTRIAL RELATIONS	4
DSE(HR)	MSPCTD10	LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS	4
DSE(HR)	MSPCTD11	MANAGEMENT OF TRAINING AND DEVELOPMENT	4
DSE(HR)	MSPCTD12	STRATEGIC HRM	4

**Note:**

- A student has to opt for ‘**anyone area**’ as **Major Specialization** and ‘**another area**’ as **Minor Specialization**.
- There will be three courses/papers in Major and two courses/papers in Minor Specialization.
- The Head of the Department will announce the Major and Minor courses/papers available indifferent groups at the beginning of the semester.

<b>Total Credits in Semester III: (9 x 4 = 36 Credits)</b>	<b>36</b>
<b>Core 2+ Open Electives 1 + Field Project 1+ DSE 5 = 9</b>	

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**MBA SECOND YEAR**  
**SEMESTER: IV**

S.No	COURSE Code	SUBJECT	PERIODS			EVALUATION SCHEME			CREDITS
			L	T	P	IA	ESE	TOTAL	
1	MSPDTT01	STRATEGIC MANAGEMENT	3	1	0	30	70	100	4
2	MSPDDF01	DISSERTATION PROJECT REPORT	-	-	-	-	100	100	4
3	DSE	DISCIPLINE SPECIFIC ELECTIVE -3	9	3	0	90	210	300	12
<b>TOTAL</b>			<b>12</b>	<b>4</b>	<b>0</b>	<b>120</b>	<b>380</b>	<b>500</b>	<b>20</b>

Total Credits: **20**

Total Contact Hours: **18**

Total Marks: **500**

L: LECTURE, T: TUTORIAL, P: PRACTICAL, IA: INTERNAL ASSESSMENT, ESE: END SEMESTER EXAMINATION

\*INTERNAL ASSESSMENT- In each course, internal assessment will consist of internal test of 15 marks (best out of two tests), group assignment and presentation of 10 marks and class participation of 05 marks.

<b>Discipline Specific Elective (DSE) - 3</b>			
<b>Finance (F) Area</b>			
DSE (F)	MSPDTD01	MANAGEMENT OF FINANCIAL SERVICES	4
DSE (F)	MSPDTD02	INTERNATIONAL FINANCIAL MANAGEMENT	4
DSF (F)	MSPDTD03	FINANCIAL DERIVATIVES	4

<b>Marketing(M) Area</b>			
DSE(M)	MSPDTD04	SALES & DISTRIBUTION MANAGEMENT	4
DSE(M)	MSPDTD05	MARKETING OF SERVICES	4
DSE(M)	MSPDTD06	CUSTOMER RELATIONSHIP MANAGEMENT	4
<b>Human Resource Management (HR)Area</b>			
DSE(HR)	MSPDTD07	HUMAN RESOURCE PLANNING & DEVELOPMENT	4
DSE(HR)	MSPDTD08	ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES	4
DSE(HR)	MSPDTD09	GLOBAL HRM	4

**Note:**

- A student has to continue **with the same Major and Minor Specialization** as opted in the third semester. There will be two courses/papers in Major and One course/paper in Minor Specialization.
- The Head of the Department will announce the Minor course/paper in different groups at the beginning of the semester.

<b>Total Credits in Semester IV: (5 x 4 = 20 Credits)</b>	<b>20</b>
<b>Core 1+ Dissertation Project Report 1 + DSE 3 = 5</b>	

<b>Total Credits</b>	
<b>Semester</b>	<b>Number of Credits</b>
I	28
II	32
III	36
IV	20
<b>Grand Total</b>	<b>116</b>



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**Programme Outcomes:** Students will be able to:

**PO1: Fundamentals:** Apply knowledge of management.

**PO2: Decision Making:** Develop decision making capability by applying managerial concepts.

**PO3: Understanding Behavior:** Understanding the way people behave to improve managerial capabilities.

**PO4: Investigation:** Investigate complex problems by analysis and interpreting the data to synthesize valid solution.

**PO5: Problem analysis:** Identify, formulate and solve managerial problems.

**PO6: Society:** Apply the knowledge to assess societal, health, safety, legal and cultural issues for practicing management profession.

**PO7: Environment:** Understand the importance of the environment for sustainable development.

**PO8: Ethics:** Apply ethical principles and commit to professional ethics, and responsibilities.

**PO9: Teamwork:** Function effectively as an individual and as a member or leader in diverse teams and multidisciplinary settings.

**PO10: Communication:** Communicate effectively by presentations and writing reports.

**PO11: Experiential Learning:** Ability to solve real life problem by experiencing the real issues of management.

**PO12: Life-long learning:** Engage in independent lifelong learning in the broadest context of technological change.

**Programme Specific Outcomes:**

**PSO1:** MBA Programme is oriented towards professional augmentation amongst the students.

**PSO2:** The curriculum intends to reduce the gap between industry and academia, with the right blend of theory and practice.

**PSO3:** Students shall gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various functions of management in the emerging globalized environment.

# **M.B.A. 1<sup>st</sup> YEAR/ 1<sup>st</sup> SEMESTER SCHEME**

# M.B.A. 1<sup>st</sup> YEAR/ 1<sup>st</sup> SEMESTER SCHEME

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT01	3	1	0	3 hours	30	70	100	4

## Principles and Practice of Management

### Course Objectives:

The objective of this paper is to familiarize the students with basic management concepts. Besides, students will also learn about how these concepts are put into practice in organizations.

### Syllabus Content:

School of Management Thought: Evolution of Management thought, Systems and Contingency approach of management, Decision Theory School. Managerial processes, functions, skills and roles in an organization. Business Ethics and Values, Nature, process and techniques of Planning, Organizing, Staffing, Directing, Coordinating and Controlling. Decision Making, Leading, Communicating and motivating. Leadership and Influence Process: Concept, Styles and Theories. . Leadership attributes and performance from Vidur Niti. Understanding and Managing Organizational Systems, Organizational design and structure.

Functional Areas of Management: Human Resource Management, Marketing Management, Financial Management, Production/Operations Management.

### Text/Reference Books:

1. Harold Koontz and Cyril O'Donnell (2000), Essentials of Management, Tata McGraw Hill.
2. L M Prasad (2020), Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Robbins S.P. (2010), Coulter Mary and Niharika Vohra, Management by Pearson Education (10th edition).
4. Robbins, S. P., & Anderson (2016), I. Fundamentals of management (8th Canadian ed.). Pearson Education, Canada.
5. William H. Newman and E. Kirby Warren (2008), The Process of Management: Concepts, Behaviour and Practice, Prentice Hall.

### Course Outcome:

On successful completion of this course, the learner will be able to:

1. Evaluate the context for taking managerial actions of planning, organizing and controlling.
2. Integrate management principles into management practices.
3. Assess situation, including opportunities and threats that will impact management of an organization.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	2	3	3		2	3	3	3	3	3	2	3
CO 2	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3

Weightage: 1-Sightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT02	3	1	0	3 hours	30	70	100	4

## Quantitative Methods

### Course Objectives:

The objective of the course is to make the students familiar with some basic, statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

### Syllabus Content:

Mathematical basis of managerial decision: Functions, Applications of Functions, Some special Functions- A. P. & G.P. and their managerial application. Matrices. Markov Chains & their applications. Frequency Distribution and Their analysis. Probability Theory and Probability Distributions- Binomial, Poisson, Normal and Exponential. Correlation and Regression Analysis. Time Series Analysis and Forecasting. Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality. Introduction to some Basic Quantitative Methods Package.

### Text/Reference Books:

1. Thukral, J.K., (2009). Business Mathematics & Statistics. Mayur Publications.
2. Sharma J K.(2009). Business Mathematics: Theory & Applications. ANE Books.
3. McClave, J. and Benson, P.G. (2018). Statistics for Business and Economics. Pearson.
4. Vohra, N.D. (2009). Quantitative Techniques in Management. Tata McGraw-Hill Publishing Company Ltd., New Delhi.
5. Thompson, T. Lucey. (2002). Quantitative Techniques. London: Learning Publishers.
6. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D. & Cochran, J.J. (2014). Statistics for Business & Economics. Cengage Learning Custom Publishing.

### Course Outcomes:

On successful completion of this course, the learner will be able to –

1. Apply statistical analysis in business decision making
2. Apply LP to business decision making
3. Understand how to use quantitative data as a tool for solving problems and conducting analysis.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	2	3	3	2			2		3	3	3	3	3
CO 2	3	3	3	3	3			2	3	1	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	2	3	1	3	3	3	3	3

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT03	3	1	0	3 hours	30	70	100	4

## Managerial Economic

### Course Objectives:

The objective of this course is to acquaint the participants with concepts and techniques used in Micro Economic Theory and to enable them to apply this knowledge in business decision- making. Emphasis is given to changes in the nature of business firms in the context of globalization

### Syllabus Content:

Concepts And Techniques, Nature and Scope of Managerial Economics. Fundamental Economic Concepts. Demand Analysis Theory of Demand (Law, Elasticity, Forecasting). Utility Analysis- Cardinal and Ordinal, Production Function, One & Two Variables, Law of returns. Theory of Cost, Types of Cost, Cost Output Relationship, Cost Curves. Pricing Market Structure, Monopoly, Oligopoly, Monopolistic, Pricing Practices-Dumping, transfer pricing. Macro- Economic Concepts- National Income Concepts GDP, GNP. Business Cycles- Nature, Phases, Theories. Inflation- Types, Importance, Role, Control measures.

### Text/Reference Books:

1. Dominick, S. (2014). Managerial Economics A Global Economy. McGraw Hill Inc., Princeton.
2. Dornbusch, R. & Stanley, Fisher (2012). Macroeconomics. New York: McGraw Hill.
3. Williamson, S.D. (2013). Macroeconomics. Pearson.
4. Mishkin, F. (2016). Macroeconomic: Policy and Practice, Pearson.
5. Snowdon, B., and Vane, H.R. (2005). Modern Macroeconomics: Its Origins, Development and Current State. Edward Elgar, USA.

### Course Outcomes:

On successful completion of this course, the students are expected to will be able to:

1. Know basic concepts of managerial economics and how they are applied in different decisional situations.
2. Know the different demand situations and critical variables determining the demand and how to estimate the demand and finally how elasticity of demand can be applied in taking the pricing decisions.
3. Understand how output and price decisions are taken by a firm in different market structure in order to maximize the profits beside different price tactics adopted by firm.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3

Weightage: 1-Sightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT04	3	1	0	3 hours	30	70	100	4

## Business Environment

### Course Objectives:

The course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.

### Syllabus Content:

Theoretical Frame Work of Business Environment, Concept, Significance and Nature. Elements of Environment - Internal and External. Economic Environment of Business Elements and Significance. Economic System. NITI Aayog in India. Government Policies - Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy, Licensing Policy. Role of Public and Private Sector in Economic Development. Political and Legal Environment. MRTP- main provisions & amendments related to unfair trade practices. FEMA-objectives, administration & main provisions & penalties. Social and Cultural Environment of Business. Social Responsibility of Business. Social System and Social Institutions. Emerging Rural Sector in India. Consumerism in India.

### Text/Reference Books:

1. Sinha, V.C., Sinha, R. et al. (2021). Business Environment. SBPD Publications.
2. Aswathappa, K. (2014) Legal Environment of Business. Mumbai: Himalaya Publishing House.
3. Cherunilam, F. (2018). Business Environment. Mumbai: Himalaya Publishing House.
4. Jain & Verma, (2015). Business Environment. Sahitya Bhawan, Agra.

### Course Outcomes:

On successful completion of this course, the learner will be able to:

1. Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.
2. Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.
3. Analyze the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO											PSO			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	2	2	3	3	3	3	2	3
CO 2	2	3	3	3	3	3	3	2	3	3	3	3	3	3	2
CO 3	2	3	3	3	3	3	3	2	3	3	3	3	3	3	3

Weightage: 1-Slightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT05	3	1	0	3 hours	30	70	100	4

## Managerial Skill Development

### Course Objectives:

The course is aimed at equipping the students with necessary tools, techniques and skills of communication inspire them and enlist their active and willing cooperation in the performance of their jobs.

### Syllabus Content:

Importance and nature of business communication. Effective communication skill. Process of communication. Barriers and gateways in communication. Dos and Don'ts of Business writing. Writing Business reports. Oral Communication- presentations of report, public speaking, and Negotiations. Legal aspects of business communication.

### Text/Reference Books:

1. Anjanees Sethi & Bhavana Adhikari (2010), Business Communication, Tata McGraw Hill, New Delhi.
2. Herta A. Murphy and Charles E. Peck, Effective Business Communication, Tata McGraw Hill Publishing Company Limited, New Delhi.
3. Hory Sankar Mukerjee (2013), Business Communication, Oxford, New Delhi.
4. Leena Sen (2013), Communication Skills, Prentice-Hall of India, New Delhi.
5. M. Ashraf Rizvi (2005), Effective Technical Communication, Tata McGraw Hill, New Delhi.
6. Pettett and Lesikar, Essentials of Business Communication, Tata McGraw Hill Publishing Company Limited, New Delhi.

### Course Outcomes:

On successful completion of this course, the learner is expected to:

1. Understand the nature of communication and improve his communication skill.
2. Respond effectively to unfamiliar problems in unfamiliar contexts.
3. Identify and apply new ideas, methods and ways of thinking.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	1	2	2	3	1	1	3	3	3	3	3	3	3	3
CO 2	3	1	2	2	3	1	1	3	3	3	3	3	3	3	3
CO 3	3	1	2	2	3	1	1	3	3	3	3	3	3	3	3

Weightage: **1-Slightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPAT06	3	1	0	3 hours	30	70	100	4

## Indian Ethos and Values

### Course Objectives:

The objective of this paper is to provide an understanding of basic Indian values and ethos and their significance in management

### Syllabus Content:

Model of Management in the Indian Socio-Political Environment. Work Ethos. Indian Heritage in Production and Consumption. Indian Insight into TQM. Problems Relating to Stress in Corporate Management- Indian Perspective. Teaching Ethics. Trans-cultural Human Values in Management Education. Relevance of Values in Management. Need for Values in Global Change- Indian Perspective; Values for Managers. Holistic Approach for Managers in Decision Making. Secular Versus Spiritual Values in Management. Personal Growth and Lessons from Ancient Indian Educational System. Science and Human Values. Leadership lessons from Srimad Bhagvad Gita. Environmentally Responsible Business; Lessons from Indian Scriptures; Corporate Governance from Ancient Indian Scriptures; Values and Ethical Lessons from Ramayana and Mahabharata.

### Text/Reference Books:

1. Kaushal, Shyam L. (2008). Business Ethics: Concepts, Crises and Solutions. New Delhi: Deep & Deep Publications Pvt. Ltd.
2. Khandelwal, N.M. (2011). Indian Ethos and Values for Managers. Himalayan Publications.
3. Chaturvedi, B. (2006). The Mahabharata: An Inquiry in the Human Condition. Orient Longman.
4. Das, G. (2009). The Difficulty of Being Good, On the Subtle Art of Dharma. India: Penguin Books.
5. Kautilya's Arthashastra (2016), King, Governance, and Law in Ancient India. Oxford University Press.

### Course Outcomes:

On successful completion of this course, the learner will be able to:

1. Develop and understanding of Indian value system and its application in managerial practices and their perspectives.
2. Practice value-based management and ethical norms in business.
3. Appraise the significance of Indian ethos and values in managerial decision-making and exhibit value-centered leadership.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	1	3	3	3	3	3	3	3	3	1	1
CO 2	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	1	3	3	3	3	3	3	3	3	3	3



Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT07	3	1	0	3 hours	30	70	100	4

## Accounting for Managers

### Course Objectives:

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

### Syllabus Content:

Financial Accounting- Concept, Importance and Scope. Generally Accepted Accounting principles. Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Inventory Valuation and Depreciation. Financial Statement Analysis. Funds Flow Analysis. The Statement of Cash Flows. Management Accounting - Concept, Need, Importance and Scope. Cost Accounting Records and Processes. Cost Ledger and Control Accounts. Reconciliation and Integration between Financial and Cost Accounts. Overhead Cost and Control. Job and Process Costing. Budget and Budgetary Control. Performance Budgeting. Zero-Base Budgeting. Relevant Costing and costing for Decision- Making. Standard Costing and Variance Analysis. Marginal Costing and Absorption costing.

### Text/Reference Books:

1. Maheshwari & Maheshwari, Accounting for Managers 2019, Vikas Publishing House.
2. Management Accounting by I M Pandey. Third Edition, Vikas Publishing House.
3. Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, 5e. PHI.
4. Goldwin, Alderman & Sanyal (2016). Financial Accounting. Cengage Learning.
5. Horngren (2013). Introduction to Financial Accounting. Pearson Accounting.
6. Lal, Jawahar (2016). Advanced Management Accounting, Text and Cases. New Delhi: S. Chand & Company.

### Course Outcomes:

On successful completion of this course, the learner will be able to:

1. Prepare and understand financial statements.
2. Understand the application of different analytical tools like ratio analysis, cash flow statement, funds flow statement, etc.
3. Apply different financial tools for decision making.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	2	3	1	3	3	3	3	3	3	3
CO 2	3	3	2	3	3	2	3	2	3	3	3	3	3	3	3

CO 3	3	3	3	3	3	2	3	1	3	3	3	3	3	3	3
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Weightage: 1-Sightly; 2-Moderately; 3-Strongly

## **M.B.A. I YEAR/ II SEMESTER SCHEME**

# M.B.A. I YEAR/ II SEMESTER SCHEME

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT01	3	1	0	3 hours	30	70	100	4

## Organizational Behaviour

### Course Objectives:

The objective of this paper is to understand the human interactions in an organization find what is driving it and influence it for getting better results in attaining business goals.

### Syllabus Content:

Concept, Significance, Understanding and Managing Individual Behaviour - Personality, Perceptions, Values, Attitudes, Learning, Work-motivation, Individual Decision Making and Problem solving. Understanding and Managing Group Processes: Interpersonal and Group dynamics, Applications of emotional intelligence in organizations, Work stress. Power and Politics, Employee Involvement and Empowerment, Organizational Learning. Creativity and Innovation. Intergroup Behaviour and Collaboration, Employee Generation and Gender Issues. Cross-Cultural Dynamics, Organizational Culture and Climate, Stress Management, Work-life Balance, Organizational Conflict- Sources, Patterns, Levels and Types of conflict.

### Text/Reference Books:

1. Robbins, S. P., & Judge, T. (2013). Organizational behavior (15th ed.). Boston: Pearson.
2. Newstrom J. W., & Davis, K. (2011). Human behavior at work (12th ed.). Tata McGraw Hill.
3. Nelson, D, Quick, J.C., & Khandelwal, P., (2011). ORGB . Cengage Learning.
4. Pareek. U. (2010). Understanding Organizational Behavior (2nd ed.). Oxford University Press
5. Luthans, Fred (2013). Organizational Behaviour. McGraw-Hill, Indian Edition.
6. Pareek, U. & Khanna, S. (2016). Understanding Organizational Behaviour, Oxford University Press.

### Course Outcome:

On successful completion of this course, the learner will be able to understand:

1. The changemanagement process and apply it for the effectiveness of the organization.
2. Group dynamics and demonstrate skills required for working in groups.
3. The processes used in developing communication and resolving conflicts.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT02	3	1	0	3 hours	30	70	100	4

## Operations Research

### Course Objectives:

The objective of this course is developing an understanding of basic operations research techniques and their role in managerial decision-making.

### Syllabus Content:

Operation Research: Concept and significance of Operation Research, Evolution and Role in decision making. Sensitivity Analysis. Integer Programming. Simplex method and Graphical method Duality problem. Transportation and Assignment Models. Goal Programming. Dynamic Programming. Non-linear programming (Introductory only). Waiting line Models: Waiters and services, Mathematical distribution of queues, Basic Models of Queuing Theory and Applications. Inventory Management: Techniques, Deterministic and Probabilistic models. Game Theory: Zero sum game, pure and mix strategies. Network Analysis: PERT/CPM, Application areas of PERT and CPM. Decision Theory and Decision Trees.

### Text/Reference Books:

1. Gillett, B.E. (2021). Introduction to Operation Research - A Computer Oriented Algorithmic Approach. Tata McGraw Hill Publishing Ltd., New Delhi.
2. Federick S. Hiller & G. J. Liberman (2005). Introduction to Operations Research. Tata McGraw- Hill Publishing Company Ltd.
3. Rath, R.R. (2019). Operations Research. Bhavya Books.
4. V.K. (2012). Operations Research: Concepts, Problems and Solutions . SultanChand & Sons.

### Course Outcome:

On successful completion of this course, the learner will be able to:

1. Apply various tools for business decision making and optimizations of organizational resources.
2. Determine the extreme values of some real-world objective.
3. To understand tools and knowledge to optimize processes, improve efficiency, and deliver exceptional customer experiences.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO											PSO			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	2	3	3	2	2	2	3	3	3	3	3	2	3
CO 2	3	3	2	3	3	2	2	2	3	3	3	3	3	2	3
CO 3	3	3	2	3	3	2	2	2	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT03	3	1	0	3 hours	30	70	100	4

## Human Resource Management

### Course Objectives:

The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

### Syllabus Content:

Concepts and Perspectives on Human Resource Management. Nature, feature, objectives, scope, challenges of Human Resource Management. Corporate Objectives and Human Resource Planning. HR Policy. Succession Planning. Job Analysis, Job Enlargement, Job Enrichment and Role Description. Methods of Manpower Search- Recruitment & Selection, sources of recruitment, Good Recruitment policy, type of tests. Induction and Socialisation. Manpower Training and Development. Procedure and Types of Performance Appraisal and Potential Evaluation. Job Evaluation & Wage Determination. Grievance management.

### Text/Reference Books:

1. David A. DeCenzo & Stephen P. Robbins (1999): Fundamentals of Human Resource Management, Wiley.
2. K. Aswathappa (2017), Human Resource Management, Text & Cases, McGraw Hill, New Delhi.
3. L. M Prasad (2007), Human Resource Management, Sultan Chand Publishing House, New Delhi.
4. Uday Kumar Haldhar and Juthika Sarkar (2012), Human Resource Management, Oxford, New Delhi.
5. V. S. P Rao (2010), Human Resource Management, Excel Publishing House, New Delhi.

### Course Outcome:

After the course the students are expected to know:

1. The basics of HRM and apply it for improving human resource management in an organisation.
2. To effectively manage and plan key human resource functions within organizations.
3. To manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	2	3	3	2	2	2	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	2	3	3	3	3	2	3	3	3	3	3	3	3

Weightage: 1-Slightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT04	3	1	0	3 hours	30	70	100	4

## Financial Management

### Course Objectives:

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

### Syllabus Content:

Aims and objectives of Financial Management. Financial planning and financial forecasting. Finance function. Time value of money. Investment Decisions- Significance of capital budgeting decisions, types of capital expenditure projects, Techniques of Capital Budgeting. Instruments of Long Term Finance; Cost of different sources of Long Term Capital, Weighted Average Cost of Capital. Operating and Financial Leverage. Capital structure decisions. Capital structure theories and optimum capital structure. Management of working capital - Cash, Receivables and Inventory Management. Internal Financing and Dividend Policies- Types of Dividend, Dividend Theories. Bonus shares. Financing the Infrastructure: Basic Issues. Introduction to Sustainable Finance, Concept and Relevance of sustainable finance.

### Text/Reference Books:

1. Brealey, R.A. & Myers S. C. (2017). Principles of Corporate Finance. McGraw Hill.
2. Chandra, P. (2017). Financial Management-Theory and Practice. Tata McGraw Hill.
3. Khan, M.Y. & Jain, P.K. (2017). Financial Management: Text, Problems and Cases. Tata McGraw Hill.
4. Pandey, I. M. (2016). Financial Management. Vikas Publishing.
5. Ross, S.A. and Westerfield, R. W. (2017). Corporate Finance. McGraw Hill.
6. Van, Horne & Dhamija (2011). Financial Management and Policy. Pearson.

### Course Outcome:

On successful completion of this course, student will be able to:

1. Understand various concepts related to financial management.
2. Able to use various tools and techniques in the area of finance
3. Develop analytical skills which facilitate the decision making in Business situations.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	2	3	3	2	2	2	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	2	3	3	3	3	2	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT05	3	1	0	3 hours	30	70	100	4

## Marketing Management

### Course Objectives:

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various constraints.

### Syllabus Content:

Introduction: Concept, Nature, Scope and Significance of marketing; Old and new concepts of marketing and; Marketing management philosophy. Marketing Analysis: Marketing Environment; Macro and Micro components and their impacts; Marketing organization and Market segmentation and; Consumer behaviour. Marketing Research: Meaning, nature, scope, objectives of organization for marketing research, marketing research procedure. Limitations. Product Decision: Concept of a product; Classification of product; Product line; Product mix; branding, packaging and labelling; Product life cycle, development of new product. Pricing: Importance of pricing; Pricing policy considerations; Factors affecting price policies, Pricing objectives. Different price policies, strategies, and methods of setting prices. Distribution Management: Concept of distribution; channels of distribution; wholesaling and retailing. Management of physical distribution. Product Promotion. Promotion mix. Advertising. Sales Promotion, Personal Selling & Publicity, Promotion Decision.

### Text/Reference Books:

1. Kotler, P. & Keller, K. L. (2017). Marketing Management. Pearson.
2. Kotler, Philip, & Gary Armstrong. (2017). Principles of Marketing. Pearson.
3. McCarthy, E. J., Cannon, J. & Perreault, W. (2014). Basic Marketing. McGraw-Hills Education.
4. Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2010). Marketing Concepts and Cases. Tata McGraw Hill.
5. Saxena, R. (2009). Marketing Management. McGraw Hill Education.

### Course Outcome:

On successful completion of this course, students will be able to:

1. Relate Marketing Mix as a framework for Marketing Decision making.
2. Understand the need, importance and process of Marketing Planning and Control.
3. Learn and examine the students to the dynamic nature of Marketing Function.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	2	2	2	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT06	3	1	0	3 hours	30	70	100	4

## Production and Operations Management

### Course Objectives:

The course is designed to acquaint the students with decision making in: planning, scheduling control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow replenishment and control of materials with reference to both manufacturing and services organisations.

### Syllabus Content:

Nature and Scope of Production and Operations Management. Facility Location. Types of manufacturing Systems & Layouts. Layout Planning and Analysis. Material Handling Principles-Equipments. Line Balancing Problems. Operations decisions: Production Planning and Control- In Mass Production, Batch Job Order manufacturing. Capacity Planning Models. Process Planning-Aggregate Planning. Scheduling. Maintenance Management Concepts. Work Study. Method Study, Work Measurement. Work Sampling. Work Environment- Industrial Safety. Material Management: An Overview of Material Management. Material Planning and Material Planning Budgeting. Inventory Control, JIT. Material Requirement. Purchase management. Stores Management. Quality Assurance- Acceptance Sampling, Statistical Process Control. Total Quality Management ISO-9000. Maintenance Management.Safety Management.

### Text Reference Books:

1. Bhat, K Shridhara(2011). Production and Operations Management. Himalaya Publishing House.
2. Martand T, Telsang. (2007). Production Management. S Chand & Company.
3. Aswathappa, K. & Reddy, S. (2010). Production and Operations Management. Himalaya Publishing House.
4. Paneerselvam, R. (2012). Production and Operations Management. PHI Learning Private Limited, New Delhi.

### Course Outcome:

Students will able to understand:

1. The principles of production management and apply them forimproving the productive of the organisation.
2. modern production and operations management techniques.
3. The quality management.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**



Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT07	3	1	0	3 hours	30	70	100	4

## Computer Applications in Management

### Course Objectives:

The objective of this course is to provide an understanding of computers, computer operating system and application of relevant softwares in managerial decision-making.

### Syllabus Content:

**Computer Hard-Ware-** Computer system as information processing system; Computer system differences; Types of Computer systems; Hardware options- CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications. Personal Computers- PC and its main components; Hardware configuration; CPU and clock speed; RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office. Modern Information Technology- Basic idea of Local Area Network (LAN) and Wide Area Network (WAN); E-mail; Internet Technologies; Access devices; Concept of a World Wide Web and Internet browsing; Multimedia.

**Introduction to Operating Systems** - Software needs; Operating systems; Application software; Programming languages; DOS; Windows - Window explorer, Print manager, Control panel, Paint brush, Calculator, Desktop, My computer, Settings, Find, Run, UNIX.

Word Processing- Introduction and working with MS-word in MS office; Word basic commands; formatting text and documents; Sorting and tables; working with graphics, Introduction to mail - merge.

**Spread Sheet-** Working with Excel; Formatting function chart features; Working with graphics in Excel using worksheets as database in Accounting, Marketing, Finance and Personnel areas.

Presentation with Power Point- Power point basics; Creating presentations the easy way; Working with graphics in power point, show time, sound effects and animation effects.

Introduction to Lotus Smart Suite for Data Sheet Analysis- Structure of Spreadsheet and its applications to Accounting Finance and Marketing; Functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference using various built in functions-mathematical, statistical, logical and finance functions; Goal- seeking and back solver tools; using graphics and formatting of worksheet; sharing data with other desktop applications; strategies of creating error free worksheet.

Introduction to Accounting and Statistical Packages- Preparation of vouchers, invoices and salary statements; Maintenance of inventory records; Maintenance of Accounting books and final accounts, financial reports generation, practical knowledge on Wings Accounting and Wings Trade (Software). Usage of statistical packages for analyses in research- Lotus and Excel, SPSS and SYSTAT.

### Text/Reference Books:

1. Sinha, P.K. (2004). Computer Fundamentals (6<sup>th</sup> ed.). Delhi: BPB Publication.
2. Jain, S. (2018). Computer Course Windows 10 with MS Office. BPB Publication.
3. Walia, E. (2019). Operating System Concepts. New Delhi: Khanna Publishers.
4. Bose, S.K. (2014). Hardware and Software of Personal Computers. New Age International Private Limited.
5. Malhotra, T. (2010). Computer Applications in Management. Kalyani Publishers.
6. Khurana, R. (2010). Computer Fundamentals and Internet Basics. APH Publishing Corporation.
7. Norton, P. (2017). Introduction to Computer. McGraw Hill Education.

### Course Outcome:

1. Identify various types of Information System for Business
2. Understand Information Technology Infrastructure
3. Define databases & identify types of Databases

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	2	3	2	3	3	3	3	3	2	3
CO 2	3	3	3	3	3	2	3	2	3	3	3	3	3	2	3
CO 3	3	3	3	3	3	2	3	2	3	3	3	3	3	2	3

Weightage: **1-Slightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTC01	3	1	0	3 hours	30	70	100	4

## **Research Methodology and Publication Ethics**

### **Course Objectives:**

The objective of the course is to equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. Besides, the students will also learn about ethical aspects related to research and publication.

### **Syllabus Content:**

Research Methodology: Nature and Scope of Research Methodology, Scientific Inquiry and Study of social Phenomenon, Problem Formulation and Statement of Research Objectives, Research Process, Research Designs: Exploratory, Descriptive and Experimental Research Designs, Qualitative and Quantitative Research, Hypothesis- Meaning and role in Research, Hypothesis testing Methods (Chi-square test). Methods of Data Collection and its Measurement: Observational and Survey Methods, Case studies, Schedule and Questionnaire, Data sources: Primary and Secondary. Scales: Need for scales, Scaling Procedures- Thurston type, Likert type, Bogardus type, Semantic differentials, Sampling Design: Meaning, Types and Utility, Determination of the Sample Size, Sampling and Non-Sampling Errors, Sampling Tests (Z tests, T tests, F tests). Research Report: Research Report Writing, Research Abstracts, Research Proposals.

Publication Ethics: Philosophy and Ethics, Introduction to Ethics - What Ethics is? Principles of Ethics, Business Ethics, Professional Ethics, Sources of Learning Ethics, Significance of Ethics in Research and Publication: Informed Consent, Plagiarism, Self- Plagiarism, Authorship, Research with Human Subjects, Research Misconduct, How Reliable Statistics is? Predatory Publishers and Journals, Conflicts of Interest, Indexing and Citation Databases, Impact Factor and Matrics, Plagiarism Detection Tools, Obligations of Researchers, Ensuring Ethics in Research and Publication.

### **Text/Reference Books:**

1. Kothari, C.R. (2019). Research Methodology, New Age International, New Delhi.
2. Taylor, B. (2006). Research Methodology: A Guide for Researchers in Management and Social Sciences. Prentice Hall India Learning Private Limited.
3. Fowler, Floyd, J. JR. (2009). Survey Methods, Sage Publication, New Delhi
4. Gupta, S.P. (2001). Statistical Methods (30th ed.). New Delhi: Sultan Chand.
5. Geoffrey R. Marczyk (2005). Essentials of research design and methodology. Wiley.
6. Kumar, R. (2014). Research Methodology: A Step-by-Step Guide for Beginners. Sage Publications Inc.
7. Flick,U.(2011).Introducing Research Methodology: A Beginner's Guide to Doing a Research Project. Sage Publications Inc.

### Course Outcome:

On successful completion of this course, the learner will be able to:

1. Apply various research tools for carrying out effective research for decisions business and will able to know the basics of publication ethics.
2. Understand and comprehend the basics in research methodology and applying them in research/ project work.
3. The various aspects of the research process, framing useful research questions, research design, data collection, analysis, writing and presentation.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

# **M.B.A. II YEAR/ III SEMESTER SCHEME**

# M.B.A. II YEAR/ III SEMESTER SCHEME

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTT01	3	1	0	3 hours	30	70	100	4

## Decision Support System and Management Information System

### Course Objectives:

The objective of this course is to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

### Syllabus Content:

Management Information System: Definitions; Basic Concepts Frameworks; Major Trends in Technology; Applications of Information Technology.

System & Design: Systems Development initiative; Different Methodologies-Life Cycle & Prototype approach, Detailed study on Life Cycle design & implementation; Case Study.

Managerial Decision Making: Decision making process; Problem solving techniques; How decisions are being supported; Decisions styles; Group decision making; Features of various CBIS.

Decision Support System: An Overview; Relevance and scope of DSS characteristic and capabilities of DSS; Components of DSS; Classification of DSS; Forms of DSS tools; DSS Heritors - specific DSS; Constructing a DSS, Steps in designing a DSS identification of decision building of DSMS, building of MBMS - implementation performance testing.

Database management System: Sources of data; Data file environment; Database environment; Data models relevance of relational data base design in DSS.

Model Base Management system: types of models function, time, certainty, uncertainty, risk, structure OR models, Dichotomous model of mind - Simon's model in information system design, simulation technique. Dialog Generation Management System: User interface; Graphics menus; building of DGMS.

### Text/Reference Books:

1. Keen, Peter G.W. Decision Support System an Organisational Perspective. Addison Wesley Pub.
2. Alavi, M., & Leidner, D.E. (2001). Review: Knowledge management and knowledge management systems: conceptual foundations and research issues. MIS Quarterly, 25 (1), 107-136.
3. Keen, Peter G.W. Decision Support System an Organisational Perspective. Addison Wesley PubDavis, L., and Michael, W. A. Management approach. New Jersey: Macmillan Publishing Company, Prentice Hall.
4. Decision Support Systems for Business Intelligence Vicki L. Sauter, Wiley, 2011.
5. Terban, Efrain. (1988). Decision Support & Expert Systems - Management Perspective. New York: Macmillan Publishing Company.

### Course Outcomes:

On successful completion of this course, student will be able to:

1. Record the current issues of information technology and relate those issues to the firm.
2. Reproduce a working knowledge of concepts and terminology related to information technology.
3. Analyze how information technology impacts a firm.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	2	3	2	2
CO 2	3	3	3	3	3	2	3	2	3	3	3	3	3	3	3
CO 3	2	3	3	3	3	3	3	2	3	3	3	3	3	2	3

Weightage: 1-Sightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTT02	3	1	0	3 hours	30	70	100	4

## Corporate Legal Framework

### Course Objectives:

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

### Syllabus Content:

Indian Contract Act, 1872: Essentials of valid contract, Performance of contracts, Discharge of contract, Breach of contract, Quasi contract.

The Sale of Goods Act, 1930: Conditions and Warranties, Rights of unpaid seller.

The Central Goods and Services Tax Act, 2017: Basic Concept and overview of GST; Supply under GST; Exemption from GST; Time of Supply; Value of Supply.

Negotiable Instruments Act, 1881: Nature and types, Holder - in- Due course, Dishonour and Discharge of N.I.

The Companies Act 2013: Nature and types, Formation, Memorandum and Article of Association, Prospectus, and Allotment of shares, Company Management, Winding up and dissolution of companies.

The Reserve Bank of India Act, 1934, FEMA 2000. SEB1 Act, 1992. Right to Information Act 2005, Cyber Law.

Consumer Protection Act, 1986 (nature, rights, grievance redressal machinery). WTO - Framework, Principles and Charter, TRIPS and TRIMS.

### Text/Reference Books:

1. Singh, Awdhish (2018-19), GST made Simple, Centax Pub. Pvt. Ltd. ed.
2. Tuteja, S.K. (1998). Business Law for Managers. New Delhi: Sultan Chand.
3. A legal framework for emerging business model. Emily M. Weitzenboeck. Published by Edward Elgar Publishing Limited.
4. Corporate Laws, Anil Kumar 10<sup>th</sup> Edition 2021. Published by Taxmann Publications (P.) Ltd.
5. Ashok K Bagrial, Company Law, Twelfth Revised Edition (2006), Vikas Publishing House Pvt. Limited.
6. Kapoor. N. D, Elements of mercantile law 2020, 38<sup>th</sup> Edition, Sultan Chand & Sons. New Delhi. Publisher- Sultan Chand & Sons.
7. Singh, Avtar Company Law 17<sup>th</sup> edition Lucknow Eastern.

### Course Outcomes:

1. Acquire a sound understanding of the corporate legal framework affecting businesses.
2. Apply basic legal knowledge to business transactions.
3. Develop a complete understanding of various business entities and learn about the business incorporation, administration, and other formalities.



**Course Outcomes and their mapping with Programme Outcomes:**

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO 2	3	3	3	3	3	3	3	3	3	3	3	2	3	2	2
CO 3	3	3	3	3	3	3	3	3	3	3	3	2	3	2	2

Weightage: 1-Sightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCEF01	3	1	0	3 hours	30	70	100	4

## Field Project Summer Training Project

### Course Objectives:

Objective is to provide practical experience to the students in real life business environment.

### Syllabus Content:

An important component of MBA program is summer training in a reputed organization. During training, the students carry out an intensive work on a specific management project assigned by the organization. The students gain practical insight into working of the organization and the organization, in turn, gets an opportunity to evaluate the worth of students. The internship is done after MBA First Year at the end of Second Semester.

At the end of second semester, all students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization by taking up a project study.

The Summer Training Project Report will be of 100 marks and has to be submitted within four weeks from the commencement of the third semester

### Course Outcomes:

Upon successful completion of this training, the student would:

1. Demonstrate the application of knowledge and skill sets acquired from the course and workplace in practice;
2. Solve real life challenges in the workplace by analysing work environment and conditions, and selecting appropriate skill sets acquired from the course and the practical training.
3. Apply various soft skills such as time management, positive attitude and communication skills during performance

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	2	3	2	3	3	3	3	3	3	3	3	1	3	2
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	2	3	2	3	3	3	3	3	3	3	3	1	3	2

Weightage: 1-Slightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTO01	3	1	0	3 hours	30	70	100	4

## Open Elective

### Indian Financial System

#### Course Objectives:

This course aims at providing the students the intricacies of Indian financial system for better financial decision making.

#### Syllabus Content:

Financial System: Introduction– Meaning – Classification of Financial System. Financial Markets – Functions and Significance of Primary Market, Secondary Market, Capital Market, and Money Market.

Financial Institutions: Types of Banking and Non-Banking Financial Institutions. Constitution, Development Banks.

Commercial Banks: Introduction: Role of Commercial Banks – Functions of Commercial Banks – Primary Functions and Secondary Functions – Investment Policy of Commercial Banks. Narasimham Committee Report on Banking Sector Reforms.

Regulatory Institutions: Reserve Bank of India (RBI): Organization – Objectives – Role and Functions. The Securities Exchange Board of India (SEBI) – Organization and Objectives.

Financial Services: Meaning and Definition – Features – Importance. Types of Financial Services – Factoring, Leasing, Venture Capital, Consumer Finance – Housing and Vehicle Finance, Fin Tech and Financial Services.

#### Text/Reference Books:

1. Khan M. Y. (2019) Indian Financial System, 11/e, McGraw-Hill Education.
2. Machiraju (2002), 'Indian Financial System' – Vikas Publishing House, 2nd Edition.
3. Varshney P.N., & Mittal D.K. (2002), 'Indian Financial System', Sultan Chand & Sons, New Delhi.
4. Bharati V. Pathak · 2014, Indian Financial System, Pearson Education India.
5. Murthy, D.K. (2010), Indian Financial System, I. K. International Publishing House Pvt.Limited.

#### Course Outcomes:

Upon the completion of the course the students will be able to:

1. Appreciate the role of financial system in an economy.
2. Understand the nature and scope of different financial institutions, markets and services.
3. Understand and remember the basics of Indian Financial System with the help of recent changes being adopted. Understand the various concepts of Banking related to financial activities.

## Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3		2	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTO03	3	1	0	3 hours	30	70	100	4

## Open Elective Stress Management

### Course Objectives:

The course is planned for the students who want to augment their knowledge and skills in the area of Stress Management. The overall objective of the course is to make the students able to comprehend the meaning, causes, effects and symptoms of stress and to use measures available to cope up with and manage stress.

### Syllabus Content:

Meaning and Definition of Stress as well as Stress Management, Eustress and Distress. Sources/Causes of Stress: Psychological, Social, Environmental, Academic, Family and Work Stress. Effects of Stress: Physiological, Psychological and Social Effects. Response to Stress: Fight or Flight. Symptoms of Stress: Headaches, Fatigue, Gastrointestinal problems, Hypertension, Heart problems, Lack of concentration, Sleep disturbances, Anxiety, Sexual problems. Behavioural Changes: Irritability, Disruptive eating patterns: Over eating and under eating, Increased smoking or alcohol consumption. Stress Coping and Management Techniques/Strategies: Exercise, Time Management, Relaxation, Meditation, Proper Sleep, Proper Food Habits, Organizing Oneself, Deep Breathing, Biofeedback.

### Text/Reference Books:

1. Chen, D. (2016). Stress management and prevention: Applications to daily life (3rd ed.). New York: Routledge. ISBN 978-1138906280.
2. Davis, M., Eshelman, E., & McCay, M. (2008). The relaxation and stress reduction work book (6th ed.). Oakland, CA: New Harbinger. ISBN 9781572245495.
3. Greenberg, J.S. (2017). Comprehensive stress management (14th ed. ). Boston: McGraw-Hill. ISBN: 9781259848247
4. Pestonjee, D. M. (1998) Stress and Coping: The Indian Experience, SAGE Publications Pvt. Ltd; Second Edition.
5. Allen, T. D., Herst, D. E. L., Bruck, C. S. and Sutton, M. (2000). "Consequences Associated with Work-to-Family Conflict: A Review and Agenda for Future Research." Journal of Occupational Health Psychology 5:278-308.

### Course Outcomes:

Upon the completion of the course the participants will be able to:

1. Understand the nature of stress.
2. Identify stressors/triggers which may cause stress.
3. Recognize physiological and psychological effects of stress and learn how to use the techniques/strategies of stress management effectively.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3		3	3	3	3	3	3	3	3	3	3	3
CO 2	2	3	3		3	3	3	2	3	3	3	3	3	1	3
CO 3	3	3	3		3	3	3	3	3	3	3	3	3	1	3

Weightage: 1-Sightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTO04	3	1	0	3 hours	30	70	100	4

## Open Elective

### Digital Marketing

#### Course Objectives:

The course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing.

#### Syllabus Content:

Internet penetration and digital commerce; Social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution.

Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization,

Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Introduction to Direct Marketing, Multi-level Marketing and Retail Marketing, Mobile Marketing, E-marketing; Internet marketing strategy: content marketing.

#### Text/Reference Books:

1. Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.
3. Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com.
4. Maity, M (2017). Internet Marketing. New Delhi: Oxford University Press Faculty of Management Studies, University of Delhi.
5. Rayan D and Russ, H (2017). Digital Marketing for Dummies. NJ: John Wiley.

#### Course Outcomes:

Upon the completion of the course the participants will be able to:

1. Appreciation of difference and similarities between non-digital and digital marketing
2. Understanding consumer behaviour on digital media
3. Learning to develop digital strategy, understanding social media marketing and social media, web analytics.

## Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3

Weightage: 1-Sightly; 2-Moderately; 3-Strongly



Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCT005	3	1	0	3 hours	30	70	100	4

## Open Elective Basics of Entrepreneurship

### Course Objectives:

This course provides an introduction to the principles, processes, and challenges of entrepreneurship. Students will explore the fundamental concepts of entrepreneurship, identify opportunities, develop business ideas, and learn how to create and launch a new venture.

### Syllabus Content:

**Introduction to Entrepreneurship:** Definition and characteristics, Importance in economic development, Historical overview & evolution, Creativity and innovation. Entrepreneur vs employee.

**Business Opportunities and planning:** Idea generation Techniques: identifying trends and emerging markets, brainstorming. Value proposition and problem-solving, building a unique selling proposition (USP). Components of a business plan, Marketing and sales strategies, Operations and management plan, Revenue streams, cost structure, and pricing strategies, Channels. Assessing the feasibility and potential of business ideas. Business proposal template. Crafting a mission and vision statement, crafting an effective elevator pitch, presenting business ideas to potential investors and stakeholders, Developing persuasive communication skills.

**Market research and customers:** Importance of market research, Primary and secondary research methods, conducting surveys, interviews, and focus groups, Market analysis, identifying market gaps and unmet needs, Defining the target market. Customer segmentation, Assessing competition and competitive advantage, customer relationships, and distribution methods.

**Financial Management, Funding and Risk:** Budgeting and financial projections, Sources of funding for startups (bootstrapping, angel investors, venture capital), Managing cash flow and financial sustainability. Understanding and managing risk, dealing with failure and learning from mistakes, navigating uncertainty and adapting to changes, Building resilience and perseverance.

**Legal, Ethical Considerations:** Choosing the right legal structure (sole proprietorship, partnership, corporation, etc.), Ethical challenges in entrepreneurship.

Guidance for getting support from state and central government institutions.

### Practical's / extra curriculum:

- Guest lecture from industry, incubation centre & Incubation centre visit
- Class assignment with real business proposal for Chhattisgarh
- Collaborating with different departments Rural Tech, Pharmacy, Engineering etc. for their products
- Turning around the failed startups
- Case study on Ethics
- Guest lecture from UdhyogBhawan: Tax benefits in India for Entrepreneurship in different sectors, Partnerships and Joint ventures, introduction of proprietorship, LLP, Pvt LTD firms. How to select and open desired firm.

### Text/Reference Books:

1. Entrepreneurship Development & Management, Vasant Desai, PHI
2. Entrepreneurship, Rajeev Roy, Oxford University Press
3. Entrepreneurial Development, Sangeeta Sharma, PHI
4. "The Lean Start-up" by Eric Ries

## Course Outcomes:

1. Learn concept of entrepreneurship and its importance in the economy.
2. Evaluate business opportunities through market analysis and customer needs assessment.
3. Develop a business idea and create a feasible business plan.

## Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

## Discipline Specific Elective (DSE)– Finance (F) Area

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD01	3	1	0	3 hours	30	70	100	4

### Management Control System

#### Course Objectives:

The objective of this paper is to appraise the students about the concept of management control system as well as its role in efficient management of public organization.

#### Syllabus Content:

Management Control- An Overview, Nature, Scope and Concept of Management Control System, Organizational Goals; Strategic planning and implementations. Position of Controller in the Organization Structure of all Organization. Management Control Process- Programming; Budgetary Planning and Procedures, Budgetary control; Analysis of variances. Accounting Aspects of Control including Internal Audit and Control and Value for Money; Analysis and Reporting; Variance Reporting.

Management Control Structure- Responsibility Centre; Responsibility Accounting; Cost Centre; Profit Centre; Inter-Divisional Transfer Pricing; Measurement of Divisional Performance including Performance Evaluation.

Qualitative and Quantitative Investment Centre, Behavioural aspects of Management Control- Motivation and Morale; Goal Congruence; Human part of Information Process.

Management Control in Specialized organization. Selected Case Studies on Non-Profit and Public Service Organizations.

#### Text/Reference Books:

1. Anthony, R.N. and Govindrajana V. (2017) (Twelfth Edition), Management Control Systems, McGraw Hill.
2. Sharma, Subhash. (1996). Management Control System. Wiley Eastern, New Delhi.
3. Kenneth A. Merchant, Wim A. Van der Stede · (2017), Management Control System.
4. Subhash Chandra Das (2011) Management Control System, Prentice Hall India Pvt., Limited.

#### Course Outcomes:

On successful completion of this course, the students will be able to:

1. Apply various concept of management control in different organizations.
2. Equip the students with analytical and evaluation abilities to evaluate the management controls and budgetary systems.
3. Make the students to apply different management styles in the organization for an efficient and effective control.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD02	3	1	0	3 hours	30	70	100	4

## Security Analysis and Portfolio Management

### Course Objectives:

The objective of this paper is to impart knowledge to students regarding the theory and practice of Security Analysis and portfolio management.

### Syllabus Content:

Investment- Return and Risk. Security market. New issue market. Listing of Securities. Market indices. Share valuation, bond valuation. Government securities. Non securities form of investment. Real estate investment. Money market. Stock Market analysis- Fundamental and Technical Analysis. Efficient Market theory. Introduction to portfolio management- Portfolio investment process. An optimum portfolio. Selection problem; Markowitz portfolio theory. Mean-variance criterion (MVC). Portfolio of two risky securities and three securities Portfolio; Efficient frontier, the relationship between the unleveraged and leveraged portfolio. Sharpe single index model. Capital Asset Pricing Model(CAPM); Characteristics lines. Factor models; Arbitrage Pricing Theory. Portfolio revision. Bond Portfolio Management Strategies. Performance evaluation.

### Text/Reference Books:

1. Donald E. Fischer, Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall.
2. Prasanna Chandra (2021), Investment Analysis & Portfolio Management, McGraw Hill.
3. S. Kevin (2015), Security Analysis and Portfolio Management, PHI.
4. W.F Sharpe, Alexandre Gordan J, Bailey Jeffree V. Investment, PHI, Sixth Edition.
5. Pandian Punithavathy. Security Analysis and Portfolio Management, Vikas Publishing House.
6. Bhalla, V.K. Investment management: Securities Analysis and Portfolio Management. S. Chand, New Delhi.

### Course Outcomes:

On successful completion of this course, students will able to:

1. Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and
2. Understand how to buy and sell these assets in financial markets.
3. Designing and managing the bond as well as equity portfolios in the real word.

**Course Outcomes and their mapping with Programme Outcomes:**

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	1	2	1	3	3	3	3	3	3	3
CO 2	3	3	3	3	2	2	2	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	2	2	2	3	3	3	3	3	3	3	3

Weightage: 1-Sightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD03	3	1	0	3 hours	30	70	100	4

## Management of Financial Institutions

### Course Objectives:

The objective of this course is to discuss the financial management problems of financial institutions including a detailed study of the working of the leading financial institution in India.

### Syllabus Content:

The Role and Importance of Financial Institutions- Evaluating Risk and Returns of Assets and Liabilities of Financial Institutions; Interest rate analysis; Interest rate in Financial System; Yield Curve; Risk and Inflation; Liquidity and profitability of commercial Banks, Banking Law and Regulation. Provision of RBIs Operation; Credit and Monetary Planning. Insurance Companies. Thrift Institution. Development Banks; Role Of Development Banking in Industrial Financing in India; Financial Planning of Financial institutions; Working and Organization of Different Financial Institutions in India like IFCIIDBI, UTI, LIC, Mutual Funds. International Aspects of Financial Institutions.

### Text/Reference Books:

1. Financial Institutions and Markets, L M Bhole, Jitendra Mahakud( 2017), McGraw-Hill Education.
2. Clifford Gomez, (2008), Financial Institutions and Markets, Publisher- PHI Learning.
3. Dougall, Herbert E., and Gaumnitz. Capital Markets and Institutions. Englewood Cliffs, PHI. New Jersey.
4. Paul Justin, Suresh Padmalatha · (2018) Management of Banking and Financial Services.Pearson Education India.
5. John C. Hull, Risk Management and Financial Institutions, Publisher- Wiley.

### Course Outcomes:

At the end of this course, the students will be able to:

1. Understand the meaning and concepts of financial markets and financial system.
2. Demonstrate an understanding of the overall role and importance of the finance function
3. Understand the intricacies of managing different types of financial services

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO											PSO			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3

Weightage: **1-Slightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD04	3	1	0	3 hours	30	70	100	4

## Project Appraisal and Management

### Course Objectives:

The aim of this course is to help students to learn project management methods and to develop skill on project planning analysis, Implementation and Control.

### Syllabus Content:

Meaning, Need and significance and its types, Classification, Project life cycle Project Manager roles and responsibility

Project selection process, Market and demand analysis, Technical analysis, Social cost benefit analysis, Location, Technical, Financial analysis , Financing of Project, Venture capital and Private Equity, Infrastructure Project and Public Private Partnership, Project Organization, Planning and control of Project, Human aspect of projectmanagement. Project control tools( Grant charts , line off balance), Basic concept of Networks, Line estimation and determination of critical path (PERT and CPM Models), Network cost system, Activity Crashing

### Text/Reference Books:

- 1.Prasanna Chandra “ Project Planning Analysis, Selection , Implementation and Review, New Delhi, Tata McGraw Hill Publications.
2. Desai , Vasant “Project Management” Himalaya Publication House.
3. Harold Kerzner , “ Project Management” A system approach to planning scheduling and controlling” New Deldi, CBS publication.

### Course Outcomes:

At the end of this course, the students will be able to:

1. Do project risk analysis, project success/failure analysis.
2. Do project scheduling, able to use financial model, cost benefit analysis in project management.
3. Demonstrate the conceptual clarity about project organization and feasibility analysis-Market, Technical, Financial, and Economic.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**





## Discipline Specific Elective (DSE) – Marketing (M) Area

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD04	3	1	0	3 hours	30	70	100	4

### Consumer Behaviour

#### Course Objectives:

The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms.

#### Syllabus Content:

Introduction to Consumer Behaviour, Consumer Behaviour and Marketing Strategy. Consumer Improvement and Decision Making: Information Search Process; Evaluative Criteria And Decision Roles. Consumer Motivation: Information Processing. Consumer Perception: Consumer Attitudes and Attitude Change. Influence Of Personality And Self Concepts On Buying Behaviour. Psychographics And Lifestyle. Reference Group Influence. Diffusion of Innovation And Opinion Leadership Family Decision Making. Industrial Buying Behaviour. Models Of Consumer Behaviour; Consumer Behaviour Audit. Consumer Behaviour Studies In India.

#### Text/Reference Books:

1. Zubin Sethna, Jim Blythe (2016), Consumer Behavior, SAGE Publications.
2. Ramanuj Majumdar (2010), Consumer Behaviour Insights from Indian Market, PHI Learning.
3. Hawkins, D. L, .etc. (1995). Consumer Behaviour: Implications for Marketing Strategy. Texas: Business.
4. Kapoor, consumer Behaviour: Text & Cases, Tata McGraw-Hill Education.
5. Andrew Smith · (2019), Consumer Behavior and Analytics, Taylor & Francis.

#### Course Outcomes:

At the end of this course, the students will be able to:

1. Environmental Influences on Consumer Behaviour
2. Individual Determinants of Consumer Behaviour.
3. Apply marketing strategy to influences consumer behaviour.

#### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3

Weightage: **1-Slightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD05	3	1	0	3 hours	30	70	100	4

## Integrated Marketing Communication

### Course Objectives:

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme.

### Syllabus Content:

Introduction to IMC, IMC as an Integral Part of Marketing, IMC Process, Understanding Consumer Behaviour, Understanding the Communication Process, Understanding the Advertising and Promotion World, Advertising Management, Advertising Strategy: Creative Execution in Print and Broadcast Media, Advertising Agency, Point of Purchase Advertising, Sales Promotion Management, Trade-oriented Sales Promotion, Customer-oriented Sales Promotion, Direct Marketing Management, Database Marketing, Personal Selling Management, Hiring and Motivating the Sales Force, Public Relations Management, Event and Sponsorship Management, Communication via New Media, Mobile Marketing Communication, Corporate Image Management and Brand Building, Integrating Global Marketing Communication, Measuring, Monitoring and Evaluation of IMC Ethical and Social Perspectives.

### Text/Reference Books:

1. Kriti Dutta, Integrated Marketing Communications, Oxford University Press. Delhi.
2. Kruti Shah, Advertising and Integrated Marketing Communication, McGraw Hill.
3. Georg E. Belch, Michael A. Belch, Keyoor Purani, Advertising and Promotions: An integrated marketing communications perspective, Ninth Edition (2009) Tata McGraw Hill.
4. S H H Kazmi, Satish K Batra (2009) Advertising And Sales Promotion, Publisher- Excel Books.
5. John R. Rossiter, Larry Percy (1997), Advertising Communications and Promotion Management, McGraw-Hill.
6. Chris Hackley, Rungpaka Amy Hackley (2021), Advertising and Promotion, Publisher- SAGE Publications.

### Course Outcomes:

At the end of this course, the students will be able to:

1. Participants will learn about multiple communication channels, the advantages, and disadvantages of each type of communication that will enhance their crucial and analytical skills.
2. Participants will learn the holistic development of promotional mix and how to utilize the promotional mix in decision making to evaluate and solve the business problems.
3. Students will learn the overall and holistic decision making as which kind of communication strategy is best suitable for a business. This will also equip them to make

informed decision during uncertainty and help business during crisis.

**Course Outcomes and their mapping with Programme Outcomes:**

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 2	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 3	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD06	3	1	0	3 hours	30	70	100	4

## International Marketing

### Course Objectives:

The basic objective of this course is to acquaint the students with environmental,procedural, institutional and decisional aspects of international marketing

### Syllabus Content:

International Marketing- Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business. Economic Environment of International Marketing. International Institution - World Bank, IMF, UNCTAD, WTO. Constraints on International Marketing (Tariff & Non-tariff Barriers). India and World Trade. Import And Export Policy; Institutional Infrastructure for Export-Promotion- Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Export Procedure and Documentations- Registration of Exporters, Export Quotations; Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance; Negotiation of Documents. Instruments Of payments - Open Account; Bills of Exchange; Letter Of Credit - Export Finance. International Marketing Mix- Identification of Markets. Product Policy. International Product Life Cycle. Promotion Strategy. Pricing Strategy and Distribution Strategy. Various Forms of International Business.

### Text/Reference Books:

1. Niland, J. R., etc. (1994). The Future of Industrial Relations. New Delhi: Sage.
2. U C Mathur (2008), International Marketing Management, SAGE Publications.
3. Daniel W. Baack, Barbara Czarnecka, Donald Baack (2018), International Marketing, SAGE Publications.
4. Rakesh Mohan Joshi 2014, International Marketing, Oxford University Press.

### Course Outcomes:

After completion of the course, the students will able to:

1. Understand the peculiarities of international marketing.
2. Develop the students' ability to devise marketing mix for international marketing.
3. Apply core theoretical concepts in international marketing to find practical solutions to constraints of small businesses.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	2	3	3	2	3	3	3	3	3	2	3
CO 2	3	3	3	3	2	3	3	2	3	3	3	3	3	2	3
CO 3	3	3	3	3	2	3	3	2	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD08	3	1	0	3 hours	30	70	100	4

## Product and Brand Management

### Course Objectives:

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of product and brand management.

### Syllabus Content:

Introduction to Product Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio. Product Management & New Product Development. New product development process, new product strategy, commercialization, managing growth, Managing the mature product. Branding & Brand Management. The concept of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations. Growing and Sustaining Brand Equity Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System. Measuring and Interpreting Brand Performance. Developing a Brand Equity Measurement and Management System: The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System. Measuring Sources of Brand Equity: Capturing Customer Mind-Set: Overview, Qualitative Research Techniques, Quantitative Research Techniques, and Comprehensive Models of Consumer-Based Brand Equity.

### Text/Reference Books:

- 1) Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH.
- 2) Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson.
- 3) Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited.
- 4) Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.

### Course Outcomes:

Upon completion of the course, students should be able to:

1. Understand the basic concepts in product management and the steps involved in the New product development process.
2. Gain knowledge of branding and its applications.
3. Appreciate the brand management process and apply branding decisions effectively.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	2	3	3	2	3	3	3	3	3	2	3
CO 2	3	3	3	3	2	3	3	2	3	3	3	3	3	2	3
CO 3	3	3	3	3	2	3	3	2	3	3	3	3	3	2	3

Weightage: 1-Slightly; 2-Moderately; 3-Strongly

## **Discipline Specific Elective (DSE) – Human Resource Management (HR) Area**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD07	3	1	0	3 hours	30	70	100	4

### **Management of Industrial Relations**

#### **Course Objectives:**

Organizational efficiency and performance are intricately interlinked with industrial relations. This course is attempted to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

#### **Syllabus Content:**

Industrial Relations: Meaning, Concept and Evolution. Industrial Relations and the Emerging Socio-economic Scenario. Constitutional framework for Industrial Relations Industrial Relations and the State. Welfare: Industrial Relations & Trade Unions; Trade Union and The Management. Role and Future of Trade Unions. Employers' organizations, Discipline, and Grievance Management. Collective Bargaining. Participative Management and Co-ownership. Labor Welfare: Concept, Scope, Types, Theories and Principles. Social Security: Concept and Scope. Productive Bargaining and Gain Sharing. Industrial Dispute and Resolution, Industrial Democracy. Industrial Relations and Technological Change.

#### **Text/Reference Books:**

1. Rao, P Subba & Mamoria, S. (2016). Dynamics of Industrial Relations. Himalaya Publishing House.
2. Chhabra, T.N & Suri, R K. (2020). Industrial Relations (Concept And Issues). Dhanpat Rai & Company Pvt Ltd.
3. Chhabra, T.N & Suri, R K. (2007). Dynamics of Industrial Relations. Pentagon Press.
4. Sinha, P.R.N. (2017). Industrial Relations, Trade Unions and Labour Legislation. Pearson Education.
5. Ghosh, P. (2017). Industrial Relations and Labour Laws. McGraw Hill Education.

#### **Course Outcomes:**

After the course, the students are expected to

1. Develop fair knowledge of industrial relations which help them to effective IR managers.
2. Understand collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.
3. Understand the various processes and procedures of handling Employee Relations.

**Course Outcomes and their mapping with Programme Outcomes:**

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	2	3	3	3	3	3	3	3	3	2	3
CO 2	3	3	3	3	2	3	3	3	3	3	3	3	3	2	3
CO 3	3	3	3	3	2	3	3	3	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**



Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD08	3	1	0	3 hours	30	70	100	4

## Legal Framework Governing Human Relations

### Course Objectives:

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of various labour laws and their implications for industrial relations and labour issues.

### Syllabus Content:

Emergence and Objectives of labour laws and their Socio-economic Environment.

Laws relating to Industrial Relation: Industrial Disputes Act, 1947. The Industrial Employment (Standing Orders) Act, 1946. The Trade Unions Act, 1926.

Laws relating to Working Conditions: The Factories Act, 1948.

Laws relating to Social Security: The Workmen's Compensation Act, 1923. The Employees' State Insurance Act, 1948. The Employees' Provident Funds And Miscellaneous Act, 1952. The Payment of Gratuity Act, 1972. The Maternity Benefit Act, 1961.

Laws Relating to Wages and Bonus: The Payment of Wages Act, 1936. The Minimum Wages Act, 1948. The Equal Remuneration Act, 1976. The Payment of Bonus Act, 1965.

Laws relating to Contract Labour and Child Labour: The Contract Labour (Regulation & Abolition) Act, 1970. The Child Labour (Prohibition and Regulation) Act, 1986.

Laws relating to Mines: The Mines Act, 1952.

### Text/Reference Books:

1. Kapoor.N.D, Elements of mercantile law 2020, 38th Edition, Sultan Chand & Sons. New Delhi.

Publisher- Sultan Chand & Sons.

2. Sumudu Atapattu (2015), Human Rights Approaches to Climate Change: Challenges and Opportunities, Taylor & Francis.
3. Malik, P. I. (1995). Handbook of Industrial Law. Eastern Book, Lucknow.
4. Ghaiye, B .R. (1994). Law and Procedure of Departmental Enquiry in Private and Public Sector. Eastern Book, Lucknow.

### Course Outcomes:

At the end of the course, the students are expected to

1. Have a fair knowledge of legislations governing human relations.
2. Outline the important causes & impact of industrial disputes.
3. Elaborate Industrial Dispute settlement procedures.

**Course Outcomes and their mapping with Programme Outcomes:**

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 2	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 3	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD09	3	1	0	3 hours	30	70	100	4

## Management Training and Development

### Course Objectives:

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and processes.

### Syllabus Content:

Training Process- an Overview, Role, Responsibilities and Challenges to Training Managers. Organization and Management of Training Function. Training Needs Assessment and Action Research. Instructional Objectives and Lesson Planning. Learning Process. Training Climate and Pedagogy. Developing Training Modules. Training calendar / Schedules. Training Methods and Techniques. Facilities Planning. Training Aids. Training Communication. Training Evaluation. Training and Development in India.

### Text/Reference Books:

1. Graig, Robert L. and Bittel, Lester r. (Ed): Training and Development Hand Book, McGraw-Hill, New Delhi.
2. Irwin L. Goldstein and J. Kevin Ford (2007), Training in Organizations, Cengage Learning, New Delhi.
3. Lynton, Rolf. P and Pareek, Udai (2011), Training for Development, Vastaar Publishers, New Delhi.
4. P. L. Rao (2008), Training and Development Excel Books, New Delhi. Raymond A. Noe 2010, Employee Training and Development, McGraw Hill.

### Course Outcomes:

The purpose of this paper is to provide

1. An in-depth understanding of the role of training in the HRD.
2. To enable the course participants to manage the training systems and processes.
3. Relevance and usefulness of training expertise in the organizational work environment.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO											PSO			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 2	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 3	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3

Weightage: **1-Slightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD010	3	1	0	3 hours	30	70	100	4

## Strategic Human Resource Management

### Course Objectives:

The course is designed to identify the strategic needs of an organization & its utilization. To set the appropriate & suitable compensation system for the employees. To set the performance evaluation method & the standard. To identify the relationships among the different departments & setting their duties & responsibilities. Employee needs and workability of HRM policies are to be reviewed regularly. The last objective of SHRM is to develop guidelines for the human resource manager.

### Syllabus Content:

Changing Environment Human Resource Management, Changing Role of HRM, New practice in International Human Resource Management, Managing Human Resource in Virtual Organization: Types of Virtual Organizations, Difference between traditional and virtual organization, Advantages, and disadvantages. Human Resource Accounting- Meaning and Objectives, Advantages, Limitations, Methods of Valuation of Human Resource, Controlling Cost of Human Resources. Human Resource Information System-Need for HRIS, Advantages of HRIS, Uses of HRIS, designing of HRIS, Limitations of HRIS. Evaluation of Performance for Development: Competency Mapping, 360 Degree Concept, Six Sigma Practices,

### Text/Reference Books:

1. Strategic Human Resource Management 2Nd Ed by Susan E. Jackson, Wiley India Pvt. Ltd
2. Strategic Human Resource Management 1St Edition 2015 by Mathur, SP , New Age International (P) Ltd
3. Khanka, S.S. Human Resource Management, S. Chand Publications.
4. Human Resources Management and Human Relations. by V.P. Michael.
5. Stress Management by Prof. Alok Chakrawal, Pratibha Goyal, Studera Press.

### Course Outcomes:

1. Learning of difference between traditional and virtual organization.
2. Understanding of Human Resource Accounting.
3. Understanding of Human Resource Information System.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 2	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 3	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3

Weightage: 1-Sightly; 2-Moderately; 3-Strongly

# **M.B.A. II YEAR/ IV SEMESTER SCHEME**

## M.B.A. II YEAR/ IV SEMESTER SCHEME

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTT01	3	1	0	3 hours	30	70	100	4

## Strategic Management

### Course Objectives:

The objective of this course is to develop understanding about strategic processes and their Impact on a firm.

### Syllabus Content:

Business policy- An introduction. Overview of SM- meaning & definition of strategy.

Process of Strategic management. Role of strategists in Strategic management.

Strategic intent -vision, mission, goal & objectives.

Environment appraisal- sectors of scanning, method and techniques of E-scanning. Organisational appraisal- internal analysis, methods and techniques of organisational appraisal, Strategic advantage profile. Corporate level strategies- grand strategies, stability strategies, expansion strategies, retrenchment strategies. Business level strategies, tactics for business strategies.

Strategic analysis and choice- corporate level strategic analysis, business level strategic analysis, and subjective factors in strategic choice. Strategy implementation- project implementation, Procedural implementation, Structural implementation, Behavioural implementation, Functional and operational implementation. Strategy evaluation and control- Evaluation techniques for operational control.

Strategic Management Models & Indian Epics. Strategic Management issue, Mahabharata and Ramayana. Lessons of Strategic Management from Mahabharata & Bhagvad Gita with reference to Vidur Niti of Udyog Parva.

### Text/Reference Books:

1. Ansoff, H Igor. (1984). Implanting Strategic Management. Englewood Cliffs, New Jersey: Prentice Hall Inc.
2. Budhiraja, S. B., and Athreya, M. B. (1996). Cases in Strategic Management. Tata McGrawHill, New Delhi.
3. Christensen, C. R. etc. (1987). Business Policy Cases (6th edition). Homewood, Illinois: Richard D Irwin.
4. Hamel, G., and Prahalad, C. K. (1994). Competing for the Future. Harvard Business School Press.
5. Chakravorty, S. K. (1993). Managerial Transformation Through Values. Sage, New Delhi.
6. David, Fred. (1997). Strategic Management (7th edition). Englewood cliffs, New Jersey: Prentice Hall Inc.
7. Drucker, Peter F. (1982). The Changing world of the Executive. New York: Time Books.

### Course Outcome:

After completion of the course, student will be able to

1. Explore participants to various perspectives and concepts in the field of Strategic Management.
2. Develop skills for applying these concepts to the solution of business problems.
3. Create mastery in analytical tools of strategic management.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 2	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 3	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDDF01	3	1	0	3 hours	30	70	100	4

## Dissertation Project Report

### Course Objectives:

The purpose of a Dissertation Project Report is to enable the student to develop deeper knowledge, understanding, capabilities and attitudes in the context of the programme of study and research. Considerably more in-depth knowledge of the major subject/field of study, including deeper insight into current research and development work. Deeper knowledge of methods in the major subject/field of study. A capability to contribute to research and development work.

### Syllabus Content:

The Project Report will be of 100 marks (project Report 50 marks + Viva Voce Examination 50 marks) and shall commence from the third semester and the report shall be submitted towards the end of the fourth semester. A student will not be given any special permission to leave the Department for a long time to do the project, as he/she will be missing fourth-semester classes. Preferably, market surveys, organization surveys in the local organizations can be done. A Board of Examiners consisting of internal and external examiners will evaluate the report.

### Course Outcome:

1. The students are able to construct and carry out independent project and research work.
2. The student should be able to develop independent thinking and write project reports.
3. Apply principles of research design to the question, and select an appropriate methodology;

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**



## Discipline Specific Elective (DSE) – Finance (F) Area

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD01	3	1	0	3 hours	30	70	100	4

### Management of Financial Services

#### Course Objectives:

The objective of this course is to help students to learn the various financial services and their role in the financial system.

#### Syllabus Content:

Introduction to Financial system and Financial markets, concept, Nature, and Scope of Financial services. Regulatory Framework for Financial Services; Risk in Financial services. Brokerage Services- Types and Functions of Brokers, Trading mechanism through brokers. Mutual funds -Objectives, Types, Structure, SEBI Regulation on Mutual Funds. Merchant banking Services- Definition, Objectives and Function of Merchant Bankers, Pre- and Post issue, function of a Lead manager in Public Issue of Shares. Leasing- Definition, Nature, Types, Leasing Vs Borrowing, Advantages and limitations of Leasing. Hire purchase-Definition, nature Advantages and Limitations, Leasing Vs Hire Purchase. Debt Securitization- Definition, Objectives, Process of Debt Securitization, Advantages and limitations.

Housing Finance- Nature and significance of housing sector. Credit rating and credit rating agencies. Credit cards. Banking and Insurance. Venture capital. Factoring. Forfarming and bill discounting.

#### Text/Reference Books:

1. R. Shanmughan, Second Edition, Wiley (2017), Financial Services.
2. Bhalla, V.K. (15 April 2004), Indian Financial System. Anmol Publications Pvt Ltd., New Delhi.
3. Khan, M.Y. (1 January 2017), Indian Financial System. McGraw Hill Education, New Delhi.
4. Kapur, Deepak, Kaur, Parmjit, Subera Gill (1st, Nov. 2018), Management of Financial Services: Bharti Publications:.
5. Jain, Kanu (1 January 2015), Management of Financial Services: Gullybaba Publishing House (P) Ltd.

#### Course Outcome:

At the end of this course, students will be able to

1. Understand the meaning and concepts of financial markets and financial system.
2. Understand the intricacies of managing different types of financial services.
3. Demonstrate basic finance management knowledge. Communicate effectively using standard business terminology.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 2	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 3	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD02	3	1	0	3 hours	30	70	100	4

## International Financial Management

### Course Objectives:

The objective of this course is to give students an overall view of the International financial system and how international corporations operate.

### Syllabus Content:

Overview of International Financial and Monetary system- Balance of payment, IMF and Exchange rate regime; IMF and international liquidity. Foreign Exchange Market-Spot and forward; Determination of exchange rate in spot and forward market; Arbitrage, Hedging and Speculation in Foreign exchange market. Market for currency derivatives-Futures and options. Exchange rate risk-measurement and management of MNCs' Capital budgeting. International Portfolio investment. Working Capital Management among MNCs. International Financial Market- International and regional Development banks; Euro-currency market. International securities markets. Interest rate risk management.

### Text/Reference Books:

1. Apte , P G Kapshe, Sanjeevan (20 July 2020), International Financial Management: Publisher McGraw Hill.
2. Sharan, V (1 January 2010), International Financial Management; Prentice Hall India Learning Private Limited.
3. Adrain Buckley (2000), Essence of International Money: Eastern Economy Edition.
4. Cheol S Eun, Bruce Resnick (8th Edition 2021): International Financial Management: Publisher McGraw Hill.
5. Alang C. Shapiro, 11th Edition, Multinational Financial Management, Wiley.

### Course Outcome:

At the end of this course, students should be able to:

1. Explain operations in foreign exchange market
2. Describe complexities of managing finance of international firm.
3. Understand the regulatory framework within which the operations can take place.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 2	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 3	3	3	3	3	3	2	2	2	3	3	3	3	3	2	3

Weightage: 1-Sightly; 2-Moderately; 3-Strongly

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD03	3	1	0	3 hours	30	70	100	4

## Financial Derivatives

### Course Objectives:

The objective of this course is to introduce the participants to derivative instruments, namely, forwards, futures, options and swaps, and their valuation.

### Syllabus Content:

**Financial Derivatives** - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India

**Futures and forwards** - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures - arbitrage opportunities.

**Interest rate markets** - Type of rates, Determining Zero rates, Forward rate agreements (FRA), Interest rate derivatives.

**Financial Swaps** - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps.

**Options:** Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.

**Commodity derivatives:** commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities.

**Credit risk** - Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. Basics of Interest rate risk and risk management strategies.

**Value at Risk (VAR)** - Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing

### Text/Reference Books:

### Course Outcome:

At the end of this course, students should be able to:

1. Demonstrate knowledge of all aspects of derivative market theory and the roles they play in the financial markets.
2. Identify how derivative instruments can be used to change or hedge risk and evaluate risks and pay-offs associated with trading such instruments and their implications.
3. Outline the process and methods of financial decision-making.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 2	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO 3	3	3	3	3	3	2	2	2	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

## Discipline Specific Elective (DSE) – Marketing (M) Area

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD03	3	1	0	3 hours	30	70	100	4

### Sales & Distribution Management

#### Course Objectives:

The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

#### Syllabus Content:

Nature and Scope of Sales Management: Setting and Formulating Personal Selling objectives. Recruiting and selecting Sales personnel. Developing and conducting Sales Training, Programmes, Designing and Administering compensation plans. Supervision of Salesman, Motivating Sales Personnel, Sales meetings and Sales contests. Designing Territories and Allocating sales efforts. Objectives and Quotas for Sales Personnel Developing and Managing Sales Evaluation Programme, Sales cost and cost analysis. An overview of Marketing channels, their structure, functions, and relationships, Channel Intermediaries - Wholesaling and Retailing, logistics of distribution. Channel planning, organizational patterns in marketing channels. Marketing channel Policies, and legal issues. Assessing performance of Marketing channel.

#### Text/Reference Books:

1. Tapan K. Panda , Sunil Sahadev (1 August 2019), Sales & Distribution Management, Oxford University Press.
2. Krishna Havaladar, Vasant Cavale (25 March 2011), Sales & Distribution Management, McGraw Hill Education.
3. Panda Tapan (2012), Sales & Distribution Management, OUP India.
4. Richard R. Still, Edward W. Cundiff (26 July 2017), Sales & Distribution Management, Pearson Education.
5. Pingali Venugopal (01-Oct-2008), Sales & Distribution Management, SAGE Publishing, India.

#### Course Outcome:

At the end of this course, students will able to:

1. Distinguish importance of services marketing in the global economy
2. Evaluate, classify, imagine and plan the successful service marketing.
3. Analyse the challenges and opportunities before the marketing of services and to develop the suitable marketing mix or plans.

**Course Outcomes and their mapping with Programme Outcomes:**

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO 3	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD04	3	1	0	3 hours	30	70	100	4

## Marketing of Services

### Course Objectives:

The objective of this course is to develop insight into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

### Syllabus Content:

Foundation For Service Marketing: Introduction To Service. The Emergence Of Service Economy. Nature Of Service; Goods And Services Marketing; Service Marketing: Origin And Growth; Indian Scene Relating To Service Marketing Service Marketing Mix; The Service Classification. Service Product Development; Service Vision and Service Strategy. Quality Issue and Quality Models., Gap Model Of Service Quality, Focus On Consumer- Consumer Behaviour In Service, Customer Expectation Of Services, Consumer Perception Of Service; Understanding Customer Requirement – Listening To Customer Through Research, Building Customer Relationship, Service Recovery; Aligning Service Design And Standard-Service Innovation And Design, Customer Defined Service Standard, Physical Evidence And The Services cape; Advertising, Branding And Packaging Of Services. Recovery Management and Relationship Marketing.

Management And Relationship Marketing: Delivering And Performing Services- Employees Role In Service Delivery, Customers Role In Service Delivery, Delivering Service Through Intermediaries And Electronic Channels, Managing Demand And Capacity; Managing Service Promises- Integrated Service Marketing Communications, Pricing Of Services; Service And The Bottom Line- Financial And Economic Impact Of Service.

### Text/Reference Books:

1. Nargundkar (January 2010), Marketing of Services, McGraw Hill, New Delhi.
2. Wirtz Jochen, Lovelock Christopher, Chatterjee Jayanta (11 July 2017), Marketing of Services, Pearson Education.
3. Gupta Garima (lasted edition), Marketing of Services, New Century Publications.
4. Lovelock ,Chatterjee (1 January 2011), Marketing of Services, Pearson Education India.
5. Christopher H. Lovelock, Jochen Wirtz (2010-01-19), Marketing of Services, Publisher Prentice Hall PTR.

### Course Outcome:

At the end of this course, students will able to:

1. Explain the significance of services marketing in the global economy and the deeper aspects of successful services marketing also found challenges and opportunities in services marketing.
2. Understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner.
3. Understand the expectations of customers and know how to translate this knowledge into genuine value for customers.



## Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD06	3	1	0	3 hours	30	70	100	4

## Customer Relationship Management

### Course Objectives:

### Syllabus Content:

**Emerging Concepts in Customer Relationship Management:** CRM evolution, CRM Definition, Need and Importance : Conceptual Framework of Customer Relationship Management ; The Value Pyramid , Customer Interaction Cycle , Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.

**CRM as a Business Strategy :**CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.

**Technological Tools for CRM and Implementation :**Data Mining for CRM - Some Relevant Issues ; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation –set by step process.

**CRM in Services :**Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM;CRM vs Digital Marketing ,Future of CRM

### Text/Reference Books:

- 1.Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1<sup>st</sup> Edition, Tata McGraw Hill, June 2008.
2. Judith W .Kincaid , Customer Relationship Management Getting it Right,Pearson Education.
3. H.Peeru Mohamed , A Sagadevan, Custmer Relationship Management, A Step byStep Approach, Vikas Publishing House.

## Course Outcome:

After completion of this course, the student will be able to:

1. Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.
2. Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.
3. Implement various technological tools for data mining and also successful implementation of CRM in the Organizations

## Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

## **Discipline Specific Elective (DSE) – Human Resource Management (HR) Area**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD05	3	1	0	3 hours	30	70	100	4

### **Human Resource Planning & Development**

#### **Course Objectives:**

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations.

#### **Syllabus Content:**

Macro level Manpower Planning and Labour Market Analysis. Organisational Human Resource Planning. Stock Taking. Work Force. Flow Mapping. Age and Grade Distribution. Mapping. Models and Techniques of Manpower Demand and Supply Forecasting. Behavioural Factors in Human Resource Planning- Wastage Analysis; Retention; Redeployment and Exit Strategies. Career Management and Career Planning. Performance Planning. Potentials Appraisal and Career Development. HRD Climate; Culture. QWL and Management of Change. TQM and HRD Strategies. HRD in Strategic Organisations. Human Resource Information System. Human Resource Valuation and Accounting. Competency mapping and HR Audit.

#### **Text/Reference Books:**

1. Bhattacharya (1 July 2016), Human Resources Planning & Development, Excel Books, Thrissur.
2. P.C. Tripathi (1 January 2013), Human Resources Planning & Development, Sultan Chand and Sons, Delhi.
3. Tapomoy Deb (1 December 2008), Human Resources Planning & Development, Ane Books, New Delhi.
4. Arun Sekhri (1 October 2013), Human Resources Planning & Development, Himalaya Publishing House, Bengaluru, Karnataka.
5. Mabey, C., and Salama, G. (1995). Strategic Human Resource Management. Oxford, Blackwell, UK.

### Course Outcome:

At the end of the course the learner is expected to

1. Analyze the theory and concepts of human resource planning and Development
2. Relate and apply models and methods used in forecasting.
3. Describe the applications of a Human Resources Information System.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO												PSO		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD06	3	1	0	3 hours	30	70	100	4

## Organizational Change and Intervention Strategies

### Course Objectives:

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

### Syllabus Content:

Organization Change an Overview. Concept, Theories and Significance; Types of Change, Forces of Change and Concept of Analyzing the Environment, Resistance to Change; Change Agent – Types, Skills and Roles. Implementing Change. Approaches to Problem Diagnosis. Some Major Techniques of Planned Change. HR and Technological change. Steps in OD. General OD Competencies. OD Skills. Designing Interventions - Interpersonal, Team, Intergroup and System. Evolution of OD. Ethics of OD Professional. Future of OD.

### Text/Reference Books:

1. Ruchika Gupta (1 January 2014), Organizational Change and Intervention Strategies, Lakshi Publishers, Noida.
2. Mukherjee (1 January 2015), Organizational Change and Development, Pearson Education India, New Delhi.
3. Gareth (2017), Organizational Theory, Design and Change, Pearson, New Delhi.
4. Thomas G. Cummings (5 November 2015), Organization Development and Change, Cenage Learning, US.
5. B. R. Singh (Latest Edition), Management of Organisational Change, Anmol Publications Pvt. Ltd., New Delhi.

### Course Outcome:

After the course, the students are expected to have a

1. Good knowledge and techniques of the organisational changes and intervention strategies.
2. Explain the concept of change management, its types and the reasons of change.
3. Evaluates the opportunities of change.

### Course Outcomes and their mapping with Programme Outcomes:

CO	PO											PSO			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 2	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 3	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD07	3	1	0	3 hours	30	70	100	4

## **Global HRM**

### **Course Objectives:**

This course is designed to make the student manage the following issues with respect to expatriate employees in MNC's and other organizations employing professionals from different countries.

### **Syllabus Content:**

Introduction of Global HRM, Objectives of Global HRM, Expatriates, Types of International Employees Model of International HRM, Approaches to IHRM, Drivers of the Globalisation, Reasons for the Companies to go Global, Variables that Moderate Differences between HRM and GHRM. Human Resource Practices in America, Japan and China.

**Cultural Aspect of International Assignments:** Basics of Culture Determinants of Culture, Reasons for the Convergence of the Cultures, Importance of Cultural Sensitivity to Organisations, Issues in Organisational Cultures, Cultural Diversity at Work Place, Motivation and Communication across Culture, Cross-culture Communication.

**Recruiting, selecting and Training staff for international assignment:** Recruitment Process MNCs International Staffing Approaches, International Assignments Role of Expatriates Issues in Staff Selection Process, Selection Criteria Training and development: role of expatriate training, pre-departure training, developing staff through international assignment.

**International compensation:** Approaches of international compensation, key components of an International Compensation programme, executive compensation.

### **Text/Reference Books:**

1. Strategic Human Resource Management by RANDALL S. SCHULER and SUSAN E JACKSON Publisher: Blackwell Publishing,
2. Human Resource Champions by Dave Ulrich, Publisher: Harvard Business School Press.
3. International Human Resource Management by Randall Schuler & Dennis Briscoe, (Routledge Global Human Resource Management Series
4. International Human Resource Management by Monir Tayeb, Publisher: Oxford University Press.
5. Corporate HRD by Biswajeet Pattanayak, Publisher: Excel Books
6. HRM in Global Perspective by Rajeesh Viswanathan, Veena Prasad, Booma Halpeth, Satinder Kaur Gujral. Publisher: Himalaya Publishing House.

**Course Outcome:**

After the course, the students are expected to have a understanding of

1. Recruiting methods, selection procedures and staffing decisions for expatriate employees.
2. Training program using an effective framework for evaluating training needs, designing a training program, and evaluating training results.
3. Properly interpret salary survey data, design a pay structure and monitor the implementation of performance-based pay system and design employee benefit schemes.

**Course Outcomes and their mapping with Programme Outcomes:**

CO	PO											PSO			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2	PSO 1	PSO 2	PSO 3
CO 1	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 2	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO 3	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3

Weightage: **1-Sightly; 2-Moderately; 3-Strongly**