

**गुरु घासीदास विश्वविद्यालय, बिलासपुर**  
**Guru Ghasidas Vishwavidyalaya, Bilaspur**

(A Central University established by the Central University Act 2009 No. 25 of 2009)



**SYLLABUS**  
**FOR TWO YEARS**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**BASED ON**  
**Choice-Based Credit System (CBCS)**

Effective from November – 2021

**Department of Management Studies**  
**Guru Ghasidas Vishwavidyalaya**  
**Koni, Bilaspur, (C.G.) India - 495009**

**[www.ggu.ac.in](http://www.ggu.ac.in)**

# **Master of Business Administration**

## **Credit Distribution for Post- Graduate Programs under Choice based Credit System (CBCS)**

### **The MBA Programme**

With the Vision – to carve out a niche for itself to be amongst the leading management schools and to train the students to make them employable and socially responsible citizens, the Department of Management Studies aims to create an enabling environment for promoting a culture of enquiry and enterprise. The MBA programme aims to

Provide quality education to the students to make them effective managers in the rapidly changing environment

Develop managerial skills and strategic agility in the students enabling them to take a fresh and innovative approach for solving today's business and societal challenges.

### **Programme Specific Outcomes (PSOs)**

MBA Programme is oriented towards professional augmentation amongst the students. The curriculum intends to reduce the gap between industry and academia, with the right blend of theory and practice. 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.

# MBA Programme Structure

## Programme Structure:

The MBA programme is a two-year course divided into four-semester. The course is of 116 Credits and for the award of degree a student will be required to complete the credits as per the University norms.

|           |             | Semester     | Semester    |
|-----------|-------------|--------------|-------------|
| Part – I  | First Year  | Semester I   | Semester II |
| Part – II | Second Year | Semester III | Semester IV |

## Course Credit Scheme for MBA Programme

| Semester  | Core Courses  |                         |              | Discipline Specific Elective Courses |                         |              | Open Elective Course |                         |              | Mandatory Course (RM & E) / Summer Training Project / Master Dissertation |                         |              | Total Credit |
|---|---------------|-------------------------|--------------|--------------------------------------|-------------------------|--------------|----------------------|-------------------------|--------------|---|-------------------------|--------------|--------------|
|   | No. of papers | Credits (L+T/P) [3:1:0] | Total Credit | No. of papers                        | Credits (L+T/P) [3:1:0] | Total Credit | No. of papers        | Credits (L+T/P) [3:1:0] | Total Credit | No. of papers   | Credits (L+T/P) [3:1:0] | Total Credit |              |
| I   | 07            | 04                      | 28           | 00                                   | 00                      | 00           | 00                   | 00                      | 00           | 00  | 00                      | 00           | 28           |
| II  | 07            | 04                      | 28           | 00                                   | 00                      | 00           | 00                   | 00                      | 00           | 01  | 04                      | 04           | 32           |
| III   | 02            | 04                      | 08           | 05                                   | 04                      | 20           | 01                   | 04                      | 04           | 01  | 04                      | 04           | 36           |
| IV  | 01            | 04                      | 04           | 03                                   | 04                      | 12           | 00                   | 00                      | 00           | 01  | 04                      | 04           | 20           |
| <b>TOTAL</b>  |               |                         | <b>76</b>    |                                      |                         | <b>32</b>    |                      |                         | <b>04</b>    |   |                         | <b>10</b>    | <b>116</b>   |
| <b>Additional Course (Optional) [As per University Norms declared from time to time.]</b> |               |                         |              |                                      |                         |              |                      |                         |              |   |                         |              |              |
| University Elective Courses (UEC)   |               |                         |              |                                      |                         |              |                      |                         |              |   |                         |              | <b>02</b>    |
| Certificate Course (CC)   |               |                         |              |                                      |                         |              |                      |                         |              |   |                         |              | <b>02</b>    |
| Foundation Course (FC)  |               |                         |              |                                      |                         |              |                      |                         |              |   |                         |              | <b>02</b>    |

For each Core and Elective Course, there will be **4 lecture hours (3 Lectures and 1 Tutorial)** of teaching per week.

Open Electives to the maximum total of 4 credits.

The duration of the examination of each paper shall be 3 hours.

Each paper will be of **100 marks** out of which **70 marks** shall be allocated for semester-end external examination and **30 marks** for internal assessment.

**Specialization:** The Department offers dual specialization from the second year. A student has to opt for one major and one minor area of specialization out of the three areas of specialization, namely: Finance, Marketing and Human Resource Management (HR). A student has to give her/his option for major and minor areas of specialization in the third semester. The areas of specialization opted in the third semester cannot be changed in the fourth semester. Areas of major and minor specialization opted by a student will be mentioned in her/his mark-sheet along with the courses/papers.

## SEMESTER WISE CREDIT DISTRIBUTION FOR MBA PROGRAMME UNDER CHOICE BASED CREDIT SYSTEM (CBCS)

The Course of Study and the Scheme of Examinations:

| <b>FIRST YEAR – Semester I</b>                           |             |                                       |   |
|--|-------------|---------------------------------------|---|
| Course Type  | Course Code | Title of the Course / Paper           | Credits in each course<br>(4=L-3:T-1:P-0) |
| Core   | MSPATT01    | Principles and Practice of Management | 4   |
| Core   | MSPATT02    | Quantitative Methods                  | 4   |
| Core   | MSPATT03    | Managerial Economics                  | 4   |
| Core   | MSPATT04    | Business Environment                  | 4   |
| Core   | MSPATT05    | Managerial Skill Development          | 4   |
| Core   | MSPATT06    | Indian Ethos and Values               | 4   |
| Core   | MSPATT07    | Accounting for Managers               | 4   |
| <b>Total Credits in Semester I: (7 x 4 = 28 Credits)</b> |             |                                       | <b>28</b>                                 |

| <b>FIRST YEAR – Semester II</b>                          |  |   |   |
|--|--|---|---|
| Course Type  | Course Code  | Title of the Course / Paper                 | Credits in each course<br>(4=L-3:T-1:P-0) |
| Core   | MSPBTT01   | Organizational Behaviour                    | 4   |
| Core   | MSPBTT02   | Operations Research                         | 4   |
| Core   | MSPBTT03   | Human Resource Management                   | 4   |
| Core   | MSPBTT04   | Financial Management                        | 4   |
| Core   | MSPBTT05   | Marketing Management                        | 4   |
| Core   | MSPBTT06   | Production and Operations Management        | 4   |
| Core   | MSPBTT07   | Computer Applications in Management         | 4   |
| <b>Mandatory Course</b>                                  | MSPBTC01   | Research Methodology and Publication Ethics | 4   |
| <b>Total Credits in Semester I: (8 x 4 = 32 Credits)</b> |  |   | <b>32</b>                                 |
| <b>Note:</b>   | <p style="text-align: center;"><b>Summer Training Project</b></p> <p>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 organizations. Reports will be a part of the evaluation process.</p> |   |   |

## SECOND YEAR – Semester III

| Course Type   | Course Code | Title of the Course / Paper                               | Credits in each course<br>(4=L-3:T-1:P-0) |
|---|-------------|---|---|
| Core  | MSPCTT01    | Decision Support System and Management Information System | 4   |
| Core  | MSPCTT02    | Corporate Legal Framework                                 | 4   |
| Field Project*  | MSPCEF01    | Summer Training Project                                   | 4   |
| *Note: 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.   |             |   |   |
| 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    | Digital Marketing**                                       | 4   |
| **Note:   |             |   |   |
| (i) Students can also opt for the online NPTEL ( <a href="https://onlinecourses.nptel.ac.in">https://onlinecourses.nptel.ac.in</a> ) or SWAYAM or online courses offered by IIMs, IITs, IIITs or Open Electives offered by other Departments of Guru Ghasidas Vishwavidyalaya with minimum 4 credits on his/her own, complete it successfully before admission in the third semester, and submit the completion certificate to the Controller of Examination through Head of the Department. Through this, he/she can avail the benefit of the waiver of the four-credit course in the third semester in the open elective. |             |   |   |
| (ii) If a student does not opt for the open electives, mentioned above at (i), she/he has to opt for <b>any one</b> of the open electives offered by the Department.  |             |   |   |
| <b>Discipline Specific Elective (DSE)***</b>  |             |   |   |
| <b>Finance (F) Area</b>   |             |   |   |
| DSE (F)   | MSPCTD01    | Management Control System                                 | 4   |
| DSE (F)   | MSPCTD02    | Security Analysis and Portfolio Management                | 4   |
| DSE (F)   | MSPCTD03    | Management of Financial Institutions                      | 4   |
| <b>Marketing(M) Area</b>  |             |   |   |
| DSE(M)  | MSPCTD04    | Consumer Behaviour  | 4   |
| DSE(M)  | MSPCTD05    | Integrated Marketing Communication                        | 4   |
| DSE(M)  | MSPCTD06    | International Marketing                                   | 4   |
| <b>Human Resource Management (HR)Area</b>   |             |   |   |
| DSE (HR)  | MSPCTD07    | Management of Industrial Relations                        | 4   |
| DSE (HR)  | MSPCTD08    | Legal Framework Governing Human Relations                 | 4   |
| DSE (HR)  | MSPCTD09    | Management Training and Development                       | 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 Minor courses/papers available in different groups at the beginning of the semester.   |             |   |   |
| <b>Total Credits in Semester I: (9 x 4 = 36 Credits)</b>  |             |   | <b>36</b>                                 |
| <b>Core 2+ Open Electives 1 + Field Project 1+ DSE 5 = 9</b>  |             |   |   |

## SECOND YEAR – SemesterIV

| Course Type   | Course Code | Title of the Course / Paper                       | Credits in each course<br>(4=L-3:T-1:P-0) |
|---|-------------|---|---|
| Core  | MSPDTT01    | Strategic Management                              | 4   |
| <b>Dissertation Project Report</b>  | MSPDDF01    | Dissertation Project Report****                   | 4   |
| <p><b>****Note:</b>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.</p> |             |   |   |
| <b>Discipline Specific Elective (DSE)*****</b>  |             |   |   |
| <b>Finance (F) Area</b>   |             |   |   |
| <b>DSE (F)</b>  | MSPDTD01    | Management of Financial Services                  | 4   |
| <b>DSE (F)</b>  | MSPDTD02    | International Financial Management                | 4   |
| <b>Marketing (M) Area</b>   |             |   |   |
| <b>DSE(M)</b>   | MSPDTD03    | Sales & Distribution Management                   | 4   |
| <b>DSE(M)</b>   | MSPDTD04    | Marketing of Services                             | 4   |
| <b>Human Resource Management (HR)Area</b>   |             |   |   |
| <b>DSE (HR)</b>   | MSPDTD05    | Human Resource Planning & Development             | 4   |
| <b>DSE (HR)</b>   | MSPDTD06    | Organizational Change and Intervention Strategies | 4   |
| <p><b>*****Note:</b> A student has to continue <b>with the same Major and Minor Specialization</b> 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.</p>  |             |   |   |
| <b>Total Credits in Semester I: (5 x 4 = 20 Credits)</b>  |             |   | <b>20</b>                                 |
| <b>Core1+ Dissertation Project Report 1 + DSE 3 =5</b>  |             |   |   |

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

## 12. Assessment of Students' Performance and Scheme of Examinations

- 12.1. The academic performance of a candidate shall be evaluated in respect of the courses of study prescribed for each semester. The evaluation of students admitted in the MBA Programme shall be based on:
- (a) End Semester Examinations, and (b) Continuous Internal Assessment.
- 12.2. Out of the total marks, 70% shall be allotted for the end semester examinations and 30% shall be allotted to continuous internal assessments during the semester. The scheme of internal assessment shall be as notified from time to time by the Department/University.
- 12.3. The end semester examinations will be held on such dates as may be notified by the appropriate authority of the University.
- 12.4. The minimum percentage of marks to pass the courses in each semester shall be 40% in each course.**
- 12.5. The Program shall have a specified number of credits in each semester. The number of credits along with grade points that the student has satisfactorily cleared shall measure the performance of the student. Satisfactory progress of a student is subject to his/ her maintaining a minimum Cumulative Grade Point Average (CGPA), as well as minimum grades in different courses of the program as given in table which a student, if obtains is, eligible for the award of degree.

### Calculation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA (Si)} = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

where,  $C_i$  is the number of credits of the  $i^{\text{th}}$  course and  $G_i$  is the grade point scored by the student in the  $i^{\text{th}}$  course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.

$$\text{CGPA} = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

where,  $S_i$  is the SGPA of the  $i^{\text{th}}$  semester and  $C_i$  is the total number of credits in that semester.

iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Grading system: The grading system, as detailed here under in Table shall be applicable for each course:

| Range of % of marks | Grade points | Letter Grade | GRADE         |
|---------------------|--------------|--------------|---------------|
| >90 - ≤100          | 10           | O            | Outstanding   |
| >80 - ≤90           | 9            | A+           | Excellent     |
| >70 - ≤80           | 8            | A            | Very Good     |
| >60 - ≤70           | 7            | B+           | Good          |
| >50 - ≤60           | 6            | B            | Above Average |
| >40 - ≤50           | 5            | C            | Average       |
| = 40                | 4            | P            | Pass          |
| 0 - <40             | 0            | F            | Fail          |
| Absent              | 0            | Ab           | Fail          |

#### Description

- (i) Letter grades **O, A+, A, B+, B, C,** and **P** in a course mean that the student has passed that course.
- (ii) The grade 'F' denotes 'FAIL'; if a student fails in the course due to poor performance or non-appearance/incomplete appearance in the examination of the course. A student has to appear at subsequent examination(s), if provided under the ordinances in all such courses, until a passing grade is obtained. Ab denotes absence or non-appearance of the student in the examination.

### 13. Scheme and Instructions for Examination

1. This is an intensive programme of study for **TWO** academic sessions.
2. The programme is divided into **FOUR** semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 4 Credits until and unless indicated otherwise in the scheme of examinations. Classes will be held 4 hours (3 Lectures and 1 Tutorial) per subject per week.
4. Every course shall carry a total of 100 marks. There shall be 70 marks for semester-end external examination and 30 marks for internal assessment until and unless indicated otherwise.



5. The internal assessment of **30 marks** will be held in the manner prescribed below:

| S. No.       | Components of Internal Assessment                                   | Marks           |
|--------------|---|-----------------|
| 1.           | <b>Best one out of Two</b> (02) Internal Tests (Each for 15 Marks). | 15 Marks        |
| 2.           | Presentation / Assignments.   | 10 Marks        |
| 3.           | Class Participation   | 05 Marks        |
| <b>TOTAL</b> |   | <b>30 Marks</b> |

6. There shall be a semester-end external examination of **70 marks** for all courses until and unless indicated otherwise. The semester-end external examination divided in the **TWO** sections in the following manner:

| S. No.       | Components of End Semester Examination  | Marks           |
|--------------|---|-----------------|
| 1.           | <b>Section – ‘A’ (Very short answer type questions)</b> comprises of 10 questions carrying 2 marks each <i>(All questions are compulsory)</i> . | 20 Marks        |
| 2.           | <b>Section – ‘B’ (Long answer type questions)</b> comprises of 08 questions carrying 10 marks each <i>(Attempt any five questions)</i> .        | 50 Marks        |
| <b>TOTAL</b> |   | <b>70 Marks</b> |

## 14. Promotion Rules and Examination:

### (A) First Semester Examination:

A candidate admitted in the 1<sup>st</sup> Semester of a 2-year **MBA** programme can be put in the following two categories on the basis of their attendance in the Semester:

- I. (i) One who has put in the required minimum percentage of attendance for appearing in the End Semester Examination and filled up the examination form in time for appearing at the 1<sup>st</sup> Semester Examination.
- (ii) One who did not put in the required minimum percentage of attendance for appearing at the 1<sup>st</sup> Semester Examination or did not fill up examination form in time for appearing at the 1<sup>st</sup> Semester Examination.

Candidates under Category I (i) are eligible for appearing at the examination of 1<sup>st</sup> Semester, while candidates under Category I (ii) shall be not allowed to appear at the examination of the Semester however he/she shall be eligible for readmission after submission of requisite fee effective at the time of admission and will study the course applicable from that session.

## II. Declaration of results after 1st Semester

After appearing at the Examination of 1<sup>st</sup> Semester the candidates can be put in the following categories in the context of declaration of the results of the 1<sup>st</sup> Semester Examination:

- (i). Passed, i.e., those who have passed in examinations of all courses of the Semester.
- (ii). Promoted, i.e., those who have not passed in examinations of all the courses of the Semester, but have passed  $n/2$  where  $n$  is even or  $(n-1)/2$  where  $n$  is odd, courses prescribed for the semester, where  $n$  is the total number of courses in the semester
- (iii). Detained, i.e., those students who were not found to eligible to appear in the End Semester Examination as per the above provisions. Such students have to rejoin the course of study in regular mode in the same semester in next session subject to not crossing maximum duration of the program as defined in the ordinance
- (iv). Failed: All those students who have not passed minimum  $(n/2) + 1$  courses if  $n$  is even and  $((n+1)/2) + 1$  courses if  $n$  is odd, where  $n$  stands for the total number of courses in that semester shall be categorized as Failed.
- (v). Minimum passing grade – Grade 'P' for each course.

### Promotion to 2nd Semester:

All students who have passed or promoted as per the provisions prescribed in para 14 A (ii) shall be promoted to the 2nd Semester. Detained and Failed candidates shall not be promoted to the 2<sup>nd</sup> Semester. However, they shall be promoted to the 2<sup>nd</sup> semester when they become eligible to come under the category of either 'Passed' or 'Promoted' as explained above after passing the failed courses in the subsequent available examination(s) as ex- students.

### (B) Second Semester Examination:

As in the 1st Semester, all the candidates who have put in the minimum percentage of attendance and have filled in the examination form in time for appearing at the End Semester Examination of 2<sup>nd</sup> Semester shall be allowed to appear at the respective examinations. However, students who have not put in the minimum percentage of attendance or did not fill up the Examination form in time in Semester shall be allowed to take re-admission in that Semester on the subsequent session only.

### (C) Declaration of results after 2nd Semester:

After declaration of results of the 2nd Semesters, a candidate can be put in the following categories:

- (i). Passed, i.e., those who have passed in examinations of all courses of the Semester.
- (ii). Promoted, i.e., those who have not passed in examinations of all the courses of the Semester, but have passed  $n/2$  where  $n$  is even or  $(n-1)/2$  where  $n$  is odd, courses prescribed for the semester, where  $n$  is the total number of courses in the semester
- (iii). Detained, i.e., those students who were not found to eligible to appear in the End Semester Examination as per the above provisions. Such students have to rejoin the course of study in regular mode in the same semester in next session subject to not crossing maximum duration of the program as defined in the ordinance
- (iv). Failed: All those students who have not passed minimum  $(n/2) + 1$  courses if  $n$  is even and  $((n+1)/2) + 1$  courses if  $n$  is odd, where  $n$  stands for the total number of courses in that semester shall be categorized as Failed.

Minimum passing grade – Grade 'P' for each course.

### (D) Promotion to the Third Semester:

- (i) A candidate who comes under the category 'Passed or Promoted' in 2<sup>nd</sup> Semester is eligible to be promoted to the third Semester, if otherwise eligible.
- (ii) Detained and Failed candidates shall not be promoted to the 3<sup>rd</sup> Semester. However, they shall be promoted to the third semester when they become eligible to come under the category of either 'Passed' or 'Promoted' as explained above after passing the failed courses in the subsequent available examination(s) as ex- students.

### **Declaration of results after 3<sup>rd</sup> Semester:**

After declaration of results of the 3<sup>rd</sup> Semesters, a candidate can be put in the following categories:

- (i). Passed, i.e., those who have passed in examinations of all courses of the Semester.
- (ii). Promoted, i.e., those who have not passed in examinations of all the courses of the Semester, but have passed  $n/2$  where  $n$  is even or  $(n-1)/2$  where  $n$  is odd, courses prescribed for the semester, where  $n$  is the total number of courses in the semester
- (iii). Detained, i.e., those students who were not found to eligible to appear in the End Semester Examination as per the above provisions. Such students have to rejoin the course of study in regular mode in the same semester in next session subject to not crossing maximum duration of the program as defined in the ordinance
- (iv). Failed: All those students who have not passed minimum  $(n/2) + 1$  courses if  $n$  is even and  $((n+1)/2) + 1$  courses if  $n$  is odd, where  $n$  stands for the total number of courses in that semester shall be categorized as Failed.

Minimum passing grade – Grade 'P' for each course.

### **(E) Promotion to the Fourth Semester:**

All passed or promoted students who have put in the minimum percentage of attendance in 3<sup>rd</sup> Semester and filled in the examination form in time shall be promoted to the 4<sup>th</sup> Semester.

Detained and Failed candidates shall not be promoted to the 4<sup>th</sup> Semester. However, they shall be promoted to the 4<sup>th</sup> semester when they become eligible to come under the category of 'passed' or 'promoted' as explained above.

### **(F) Declaration of Results after Fourth Semester:**

After declaration of results of 4<sup>th</sup> Semesters, a candidate can be put in the following two categories:

#### **Declaration of results after 4<sup>th</sup> Semester:**

After declaration of results of the 4<sup>th</sup> Semesters, a candidate can be put in the following categories:

- (i). Passed, i.e., those who have passed in examinations of all courses of the Semester.
- (ii). Detained, i.e., those students who were not found to eligible to appear in the End Semester Examination as per the above provisions. Such students have to rejoin the course of study in regular mode in the same semester in next session subject to not crossing maximum duration of the program as defined in the ordinance
- (iii). Failed: All those students who have not passed minimum  $(n/2) + 1$  courses if  $n$  is even and  $((n+1)/2) + 1$  courses if  $n$  is odd, where  $n$  stands for the total number of courses in that semester shall be categorized as Failed.

Minimum passing grade – Grade 'P' for each course.

Such failed students may clear their failed courses in subsequent examinations as ex-students. Students failing in courses of 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> & 4<sup>th</sup> Semesters may appear in the subsequent main examination(s) to clear their courses. The 4<sup>th</sup> Semester results of such students who would have not cleared any course in any semester shall not be declared and will be marked as **Withheld** till the clearance of the course(s). The candidate shall be awarded the **MBA** degree from the date/year of declaration of the withheld results subject to maximum duration of the programme.

For Ex-Students, the record of continuous internal assessment will be carried over and considered in subsequent term as and when he/she appears in the end semester examination.

Minimum attendance requirement is not mandatory for Ex-students.

## 15. Rustication/ Suspension / Withdrawal from a Semester/Part

A student suspended or debarred from attending the classes due to any reason, whatsoever, or having withdrawn from a semester/year on medical grounds or for any other cogent reason, shall have to seek re-admission in the appropriate semester in the next academic session as a regular student. Such students shall have to meet the requirement of 75% attendance in each course in a semester.

## 16. Termination of Enrolment

16.1 The enrolment of a student may be terminated on disciplinary grounds, in accordance with the provisions laid down in the University Act/Statute/Ordinances/Regulations as applicable from time to time.

16.2 A student whose enrolment has been terminated may appeal to the Competent Authority for reconsideration within fifteen days from the date of issuance of the communication of termination and the appeal will be disposed off within fifteen days. If the appeal is allowed, his/her admission and enrolment shall be restored.

## 17. Declaration of Division:

A student who has passed in all the courses of each I, II, III and IV Semesters and obtained at least CGPA of 4.00 shall be declared as 'Passed'. The division will be awarded after successful completion of fourth semester according to the following criteria:

|  |   |                                  |
|--|---|----------------------------------|
| First Division with Distinction or Honours | : | $7.5 \leq \text{CGPA} \leq 10.0$ |
| First Division                             | : | $6.5 \leq \text{CGPA} < 7.5$     |
| Second Division                            | : | $4.5 \leq \text{CGPA} < 6.5$     |

## 18. Mark sheet / Transcript:

Based on the above Letter grades, grade points and SGPA and CGPA, the Vishwavidyalaya shall issue the Mark-sheet/Grade-Card for each semester indicating the performance in respective semesters. Transcript shall be issued to the students on his/her request after successful completion of the Programme.

## 19. Conversion to Percentage:

The conversion formula for converting CGPA to the corresponding Percentage (P) of Marks will be as follows:

$$P = 10 \times \text{CGPA}$$

## 20. Ranking:

Only such candidates who complete successfully all courses in the program in single attempt shall be considered for declaration of ranks, medals etc. declared and notified by the university, if any.

# **DETAILED SYLLABUS FOR**

**MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME**

**From Session 2021-22 Onwards (CBCS Course Structure)**

## MBA – (I Year) I Semester

### Core: (MSPATT01)

### Principles and Practice of Management

|   |   |
|---|---|
| <b>Objectives</b>                                 | The objective of this paper is to familiarize the students with basic management concepts. Besides, students will also be made learn about how these concepts are put to practice in organizations. <b>(4 Credits)</b>  |
| <b>Learning Outcomes</b>                          | On successful completion of this course, the learner will be able to:<br>1. Relate the different aspects of the human behaviour to the individual, group & organizational perspective of the workplace.<br>2. Apply the frameworks & tools effectively to analyse & approach various Organizational situations modify their own beliefs, assumptions, and behaviours with respect to how individuals, groups and organizations act in order to expand the options of approaches and increase the own effectiveness.   |
| <b>Note for semester-end external examination</b> | Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t<br><b>Time allowed: 3 Hrs.      Maximum Marks: 70      Minimum Pass Marks: 28</b>   |
| <b>Course Contents:</b>                           | <b>School of Management Thought:</b> 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. Understanding and Managing Organizational Systems, Organizational design and structure.<br><b>Functional Areas of Management:</b> Human Resource Management, Marketing Management, Financial Management, Production/Operations Management.   |
| <b>Suggested Readings:</b>                        | <ol style="list-style-type: none"><li>1. Harold Koontz and Cyril O'Donnell (2000), Essentials of Management, Tata McGraw Hill.</li><li>2. L M Prasad (2020), Principles and Practice of Management, Sultan Chand &amp; Sons, New Delhi.</li><li>3. Robbins S.P. (2010), Coulter Mary and Niharika Vohra, Management by Pearson Education (10th edition).</li><li>4. Robbins, S. P., &amp; Anderson (2016), I. Fundamentals of management (8th Canadian ed.). Pearson Education, Canada.</li><li>5. William H. Newman and E. Kirby Warren (2008), The Process of Management: Concepts, Behaviour and Practice, Prentice Hall.</li></ol> <p>The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.</p> |

## MBA – (I Year) I Semester

### Core: (MSPATT02) Quantitative Methods

#### 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. **(4 Credits)**

#### Learning 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.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

#### Course Contents:

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.

#### Suggested Readings:

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) I Semester

### Core: (MSPATT03)

### Managerial Economics

#### 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. **(4 Credits)**

#### Learning 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.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

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.

#### Suggested Readings:

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.



## MBA – (I Year) I Semester

### Core: (MSPATT04)

### Business Environment

**Objectives** The course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty. **(4 Credits)**

**Learning 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. Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.
4. Understand the international influences on domestic business and measures to be taken for successful global business operations.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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.
5. Shukla, M.B. (2012). Business Environment-Text and Cases. Taxmann, New Delhi.
6. Adhikary, M. (2012). Economic Environment of Business. New Delhi: Sultan Chand & Sons.
- Mishra and Puri. (2016). Business Environment. Himalaya Publishing House, Mumbai.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) I Semester

### Core: (MSPATT05)

### Managerial Skill Development

#### 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. **(4 Credits)**

#### Learning Outcomes

On successful completion of this course, the learner is expected to understand the nature of communication and improve is communication skill.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

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.

#### Suggested Readings:

1. Anjaneethi & 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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) I Semester

Core: (MSPATT06)

### Indian Ethos and Values

**Objectives** The objective of this paper is to provide an understanding of basic Indian values and ethos and their significance in management. **(4 Credits)**

**Learning 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.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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.
6. Sharma, Subhash.(2000). Management in New Age- Western Windows Eastern Doors. New Age.
7. Sharma, J.P. (2016). Corporate Governance, Business Ethics and CSR. ANE Publications.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) I Semester

### Core: (MSPATT07)

### Accounting for Managers

#### Objectives

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control. **(4 Credits)**

#### Learning 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.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

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.

#### Suggested Readings:

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.
7. Bhattacharya A.K.(2012). Financial Accounting for Business Manager. Prentice-Hall, New Delhi.
8. Narender L. Ahuja & Varun Dawar, Taxmann. 1/e Essentials of Financial Accounting, Asish K. Bhattacharya. Financial Accounting & Analysis. PHI.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) II Semester

Core: (MSPBTT01)

### Organizational Behaviour

**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. (4 Credits)

**Learning Outcomes** On successful completion of this course, the learner will be able to Understand the change management process and apply it for the effectiveness of the organization.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs. Maximum Marks: 70 Minimum Pass Marks: 28**

**Course Contents:** **Organisational Behaviour:** 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.

- Suggested Readings:**
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. Schermerhorn, J. R., Osborn, R.N., Hunt, M.U.J (2016). Organizational Behavior (12th ed.). Wiley.
  6. Hegar, Kathryn W. (2012). Modern Human Relations at Work. International Edition. Cengage
  7. Hersey, Paul, Dewey E. Johnson & Kenneth H. Blanchard (2013). Management of Organisational Behaviour. PHI.
  8. Luthans, Fred (2013). Organizational Behaviour. McGraw-Hill, Indian Edition.
  9. Pareek, U. & Khanna, S. (2016). Understanding Organizational Behaviour, Oxford University Press.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) II Semester

### Core: (MSPBTT02) Operations Research

**Objectives** The objective of this course is developing an understanding of basic operations research techniques and their role in managerial decision-making. **(4 Credits)**

**Learning Outcomes** On successful completion of this course, the learner will be able to apply various tools operations research for business decision making and optimizations of organisational resources.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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. Hamdy A. (2007). Operations Research - An Introduction. TAHA. Prentice-Hall of India Private Ltd.
4. Rath, R.R. (2019). Operations Research. Bhavya Books.
5. Kapoor, V.K. (2012). Operations Research: Concepts, Problems and Solutions. Sultan Chand & Sons.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) II Semester

Core: (MSPBTT03)

### Human Resource Management

**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. **(4 Credits)**

**Learning Outcomes** After the course the students are expected to know the basics of HRM and apply it for improving human resource management in an organisation.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) II Semester

### Core: (MSPBTT04)

### Financial Management

#### Objectives

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business unit. **(4 Credits)**

#### Learning Outcomes

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.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

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.

#### Suggested Readings:

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.



## MBA – (I Year) II Semester

Core: (MSPBTT05)

### Marketing Management

**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. **(4 Credits)**

**Learning Outcomes** 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.
4. Acquire an understanding of fundamental concepts of Marketing.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:**

**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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) II Semester

Core: (MSPBTT06)

### Production and Operations Management

**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. **(4 Credits)**

**Learning Outcomes** Students will be able to understand the principles of production management and apply them for improving the productivity of the organisation.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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.
5. Chary, S. (2019). Production and Operations Management. McGraw-Hills.
6. William J. Stevenson (2018). Operations Management. Richard D. Irwin, Inc.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (I Year) II Semester

Core: (MSPBTT07)

### Computer Applications in Management

#### 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.

(4 Credits)

#### Learning Outcomes

##### Course Outcomes:

1. Identify various types of Information System for Business
2. Understand Information Technology Infrastructure
3. Define databases & identify types of Databases
4. Apply Information Systems in business
5. Learn about E-Commerce & its applications
6. Understand the Process of E-payments Learn emerging trends in Computing  
Understand the need for Computer Security & Security Mechanisms.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

**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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME

From Session 2021-22 Onwards (CBCS Course Structure)

**MBA – (I Year) II Semester**

**Mandatory Course: (MSPBTC01)**

**Research Methodology and Publication Ethics**

**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. **(4 Credits)**

**Learning Outcomes**

On successful completion of this course, the learner will be able to apply various research tools for carrying out effective research for decisions business and will able to know the basics of publication ethics.

**Note for semester-end external examination**

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:**

**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

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

Core: (MSPCTT01)

### Decision Support System and Management Information System

**Objectives**

The objective of this course is to develop the basic understanding of the decision support system of the artificial intelligence for business organisation. **(4 Credits)**

**Learning 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. Analyse how information technology impacts a firm.
4. Describe the role of information technology information system in business.

**Note for semester-end external examination**

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

**Course Contents:**

**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.

**Suggested  
Readings:**

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 Pub. Davis, 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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

### Core: (MSPCTT02)

### Corporate Legal Framework

**Objectives** The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise. **(4 Credits)**

**Learning Outcomes**

1. Acquire a sound understanding of the corporate legal framework affecting businesses.
2. Apply basic legal knowledge to business transactions.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs. Maximum Marks: 70 Minimum Pass Marks: 28**

**Course Contents:** **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.

**Suggested Readings:**

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 Bagriyal, 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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.



## MBA – (II Year) III Semester

### Field Project: (MSPCEF01) Summer Training Project

**Objectives** Objective is to provide practical experience to the students in real life business environment. **(4 Credits)**

**Learning 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.

**Course Contents:** 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.

## MBA – (II Year) III Semester

### Open Elective: (MSPCTO01) Indian Financial System

#### Objectives

This course aims at providing the students the intricacies of Indian financial system for better financial decision making. **(4 Credits)**

#### Learning 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 analyse different financial instruments.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

**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.

#### Suggested Readings:

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

### Open Elective: (MSPCTO02) Application of Excel in Finance

#### Objectives

This course is intended toward students who wish to implement the concepts of finance studied in introductory and other finance courses using Microsoft Excel. The course provides students with the opportunity to develop the skills needed to build financial models. The course primarily focuses on models used for valuation, capital budgeting, cost of capital and portfolio models. **(4 Credits)**

#### Learning Outcomes

At the conclusion of the course, the students will be able to:

1. Demonstrate how to apply basic and advanced functions in Excel.
2. Become knowledgeable about the intricacies of Excel, including shortcuts, functions, and graphical displays.
3. Use Excel to build models for financial, statistical and investment concepts.
4. Apply corporate finance, accounting and investment concepts in the Excel framework.
5. Implement portfolio optimization models to calculate efficient portfolios and the efficient frontier.
6. Gain experience using real-world data.
7. Collaborate alongside other students during class exercises.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

Introduction to Excel and Basic Financial Calculations.  
The Basic Financial Statements & Financial Statement Analysis Tools.  
The Time Value of Money, Common Stock Valuation & Bond Valuation.  
The Cost of Capital & Capital Budgeting.  
Portfolio Statistics and Diversification & Advanced Excel Functions.

#### Suggested Readings:

1. Chandan Sengupta · 2004, Financial Modeling Using Excel and VBA, Publisher- Wiley.
2. Danielle Stein Fairhurst, Financial Modelling in Excel for Dummies, Wiley.
3. Timothy R. Mayes, Financial Analysis with Microsoft Excel, Cengage India Private Limited.
4. Emilio Aleu · (2017), The Personal Finance Application, Publisher- Author House.
5. Sue Nugus · (2009), Financial Planning Using Excel Forecasting, Planning and Budgeting Techniques, Elsevier Science.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

### Open Elective: (MSPCTO03) Stress Management

#### 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. **(4 Credits)**

#### Learning 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.
4. Comprehend the symptoms of stress.
5. Learn how to use the techniques/strategies of stress management effectively.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

#### Course Contents:

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.

#### Suggested Readings:

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.
6. Bosma, H., Stansfeld, S. A. and Marmot, M. G. 1998. "Job Control, Personal Characteristics, and Heart Disease." *Journal of Occupational Health Psychology* 3:402-409.
7. Cartwright, S. and Cooper, C. L. (1997). *Managing Workplace Stress*. Thousand Oaks, CA: Sage.
8. Cooper, C. L. 1998. *Theories of Organizational Stress*. Oxford, England: Oxford University Press.
9. Ganster, D. C., Fox, M. L. and Dwyer, D. J. (2001). "Explaining Employees' Health Care Costs: A Prospective Examination of Stressful Job Demands, Personal Control, and Physiological Reactivity." *Journal of Applied Psychology* 86:954-964.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

### Open Elective: (MSPCTO04)

### Digital Marketing

#### 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. **(4 Credits)**

#### Learning 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
4. Understanding social media marketing
5. Understanding social media, web analytics

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

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 Medial analytics:** data type and collection, structured and semi-structured data, social media metrics, social medial 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.

#### Suggested Readings:

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

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

#### MSPCTD01: Management Control System

**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.  
**(4 Credits)**

**Learning Outcomes** On successful completion of this course, the students will be able to apply various concept of management control in different organizations.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** **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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

### Discipline Specific Elective (DSE) – Finance (F) Area MSPCTD02: Security Analysis and Portfolio Management

#### Objectives

The objective of this paper is to impart knowledge to students regarding the theory and practice of Security Analysis and portfolio management. **(4 Credits)**

#### Learning Outcomes

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

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

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

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.

#### Suggested Readings:

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 Jeffrey 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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.



## MBA – (II Year) III Semester

### Discipline Specific Elective (DSE) – Finance (F) Area MSPCTD03: Management of Financial Institutions

**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. **(4 Credits)**

**Learning 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. Understand the intricacies of managing different types of financial services

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

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

#### MSPCTD04: Consumer Behaviour

**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. **(4 Credits)**

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

1. Environmental Influences on Consumer Behaviour
2. Illustrate Influence of marketing mix variables.
3. Individual Determinants of Consumer Behaviour.
4. apply marketing strategy to influences consumer behaviour.
5. Demographic & Socio-economic Profile.
6. To apply knowledge in the marketing planning process, particularly in market segmentation, positioning, and marketing mix development.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are t

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME

From Session 2021-22 Onwards (CBCS Course Structure)

**MBA – (II Year) III Semester**

**Discipline Specific Elective (DSE) – Marketing (M) Area  
MSPCTD05: Integrated Marketing Communication**

**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. **(4 Credits)**

**Learning 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. Students will learn the core concepts which equip them to take better decision by relying on gained functional knowledge about marketing communication.
3. 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.
4. 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.

**Note for semester-end external examination**

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:**

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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

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

#### MSPCTD06: International Marketing

##### Objectives

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing. **(4 Credits)**

##### Learning 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.

##### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

##### Course Contents:

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.

##### Suggested Readings:

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. Philip R. Cateora , R. Bruce Money Fred Meyer , Mary C. Gilly , John L. Graham (2020), International Marketing, 18th Edition, McGraw-Hill Education.
5. Rakesh Mohan Joshi 2014, International Marketing, Oxford University Press.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

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

#### Area MSPCTD07: Management of Industrial Relations

**Objectives** Organisational efficiency and performance are intricately interlinked with industrial relations. This course is attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels. **(4 Credits)**

**Learning Outcomes** After the course, the students are expected to fair knowledge of industrial relations which help them to effective IR managers.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** **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.

**Labour 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.

- Suggested Readings:**
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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) III Semester

### Discipline Specific Elective (DSE) – Human Resource Management (HR) Area MSPCTD08: Legal Framework Governing Human Relations

|   |   |
|---|---|
| <b>Objectives</b>                                 | 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. <b>(4 Credits)</b>   |
| <b>Learning Outcomes</b>                          | At the end of the course, the students are expected to have a fair knowledge of legislations governing human relations.   |
| <b>Note for semester-end external examination</b> | Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.<br><b>Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28</b>   |
| <b>Course Contents:</b>                           | Emergence and Objectives of labour laws and their Socio-economic Environment.<br>Laws relating to Industrial Relation: Industrial Disputes Act, 1947. The Industrial Employment (Standing Orders) Act, 1946. The Trade Unions Act, 1926.<br>Laws relating to Working Conditions: The Factories Act, 1948.<br>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.<br>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.<br>Laws relating to Contract Labour and Child Labour: The Contract Labour (Regulation & Abolition) Act, 1970. The Child Labour (Prohibition and Regulation) Act, 1986.<br>Laws relating to Mines: The Mines Act, 1952. |
| <b>Suggested Readings:</b>                        | <ol style="list-style-type: none"><li>1. Kapoor.N.D, Elements of mercantile law 2020, 38th Edition, Sultan Chand &amp; Sons. New Delhi. Publisher- Sultan Chand &amp; Sons.</li><li>2. Sumudu Atapattu (2015), Human Rights Approaches to Climate Change: Challenges and Opportunities, Taylor &amp; Francis.</li><li>3. Malik, P. I. (1995). Handbook of Industrial Law. Eastern Book, Lucknow.</li><li>4. Ghaiye, B .R. (1994). Law and Procedure of Departmental Enquiry in Private and Public Sector. Eastern Book, Lucknow.</li></ol> <p>The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.</p>   |

## MBA – (II Year) III Semester

### Discipline Specific Elective (DSE) – Human Resource Management (HR) Area MSPCTD09: Management Training and Development

**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. **(4 Credits)**

**Learning Outcomes** After the course, the students are expected to have a good understanding of the concepts on training and development and apply them in practice.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs. Maximum Marks: 70 Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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.
5. Raymond A. Noe 2010, Employee Training and Development, McGraw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) IV Semester

### Core: (MSPD TT01)

### Strategic Management

#### Objectives

The objective of this course is to develop understanding about strategic processes and their Impact on a firm. **(4 Credits)**

#### Learning Outcomes

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.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs.**

**Maximum Marks: 70**

**Minimum Pass Marks: 28**

#### Course Contents:

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.



**Suggested Readings:**

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 McGraw Hill, 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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) IV Semester

### Dissertation Project Report: (MSPDDF01)

### Dissertation Project Report

#### 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.

**(4 Credits)**

#### Learning Outcomes

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.

#### Course Contents:

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of two papers.

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.

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME

From Session 2021-22 Onwards (CBCS Course Structure)

**MBA – (II Year) IV Semester**

**Discipline Specific Elective (DSE) – Finance (F) Area  
MSPDTD01: Management of Financial Services**

**Objectives** The objective of this course is to help students to learn the various financial services and their role in the financial system.. **(4 Credits)**

**Learning Outcomes** 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.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs. Maximum Marks: 70 Minimum Pass Marks: 28**

**Course Contents:** 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. Forfarting and bill discounting.

**Suggested Readings:**  
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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) IV Semester

### Discipline Specific Elective (DSE) – Finance (F) Area MSPDTD02: International Financial Management

#### Objectives

The objective of this course is to give students an overall view of the International financial system and how international corporations operate. **(4 Credits)**

#### Learning Outcomes

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.
4. Explain international Capital Budgeting and its use for MNCs.
5. Describe currency and interest rate risk management.
6. Explain key elements and issues of International Taxation.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

#### Course Contents:

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.

#### Suggested Readings:

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) IV Semester

### Discipline Specific Elective (DSE) – Marketing (M) Area MSPDTD03: Sales & Distribution Management

#### 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. **(4 Credits)**

#### Learning Outcomes

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.

#### Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

#### Course Contents:

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.

#### Suggested Readings:

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## **MBA – (II Year) IV Semester**

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

#### **MSPDTD04: Marketing of Services**

**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. **(4 Credits)**

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

**Learning Outcomes**

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.

**Note for semester-end external examination**

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section ‘A’ will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section ‘B’ will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:**

**Foundation For Service Marketing:** Introduction To ServiceThe 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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) IV Semester

### Discipline Specific Elective (DSE) – Human Resource Management (HR) Area MSPDTD05: Human Resource Planning & Development

**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. **(4 Credits)**

**Learning Outcomes** At the end of the course the learner is expected to

1. Analyse the theory and concepts of human resource planning and Development
2. Identify the evolution of HRP throughout the organization.
3. Relate and apply models and methods used in forecasting.
4. Describe the applications of a Human Resources Information System.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

## MBA – (II Year) IV Semester

### Discipline Specific Elective (DSE) – Human Resource Management (HR) Area MSPDTD06: Organizational Change and Intervention Strategies

**Objectives** The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science. **(4 Credits)**

**Learning Outcomes** After the course, the students are expected to have a good knowledge and techniques of throughout the organisational changes and intervention strategies.

**Note for semester-end external examination** Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

**Time allowed: 3 Hrs.                      Maximum Marks: 70                      Minimum Pass Marks: 28**

**Course Contents:** 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.

**Suggested Readings:**

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.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.