

**PROPOSED MODIFICATIONS IN THE**  
**MBA 2 YEARS SYLLABUS FROM THE ADMISSION BATCH**  
**2023-24**

**DEPARTMENT OF MANAGEMENT STUDIES**  
**GURU GHASIDAS VISHWAVIDYALAYA**  
**(A Central University)**  
**Bilaspur, Chhattisgarh**

**The following modifications are proposed in the MBA syllabus from the Academic Session 2023-24.**

One more elective paper is proposed to be added in each specialization subject and hence, giving the students one more option to select amongst the elective papers.

Semester wise new elective paper and syllabus is as follows:

### THIRD SEMESTER

#### Open Elective

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

### Basics of Entrepreneurship

#### Course Objectives:

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

#### Syllabus Content:

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

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

**Market research and customers:** Importance of market research, Primary and secondary research methods, conducting surveys, interviews, and focus groups, Market analysis,

identifying market gaps and unmet needs, Defining the target market. Customer segmentation, Assessing competition and competitive advantage, customer relationships, and distribution methods.

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

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

Guidance for getting support from state and central government institutions.

**Practical's / extra curriculum:**

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

**Text/Reference Books:**

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

**Course Outcomes:**

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

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

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

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

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

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

### Project Appraisal and Management

#### Course Objectives:

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

#### Syllabus Content:

Meaning, Need and significance and its types, Classification, Project life cycle Project Manager roles and responsibility  
Project selection process, Market and demand analysis, Technical analysis, Social cost benefit analysis, Location, Technical, Financial analysis, Financing of Project, Venture capital and Private Equity, Infrastructure Project and Public Private Partnership, Project Organization, Planning and control of Project, Human aspect of project management. Project control tools (Grant charts, line off balance), Basic concept of Networks, Line estimation and determination of critical path (PERT and CPM Models), Network cost system, Activity Crashing

#### Text/Reference Books:

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

#### Course Outcomes:

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

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

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

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

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

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

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

### Product and Brand Management

#### Course Objectives:

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

#### Syllabus Content:

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

#### Text/Reference Books:

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

## Course Outcomes:

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

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

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

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

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



## Discipline Specific Elective (DSE) – HR Area

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

### Global HRM

#### Course Objectives:

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

#### Syllabus Content:

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

#### Text/Reference Books:

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

#### Course Outcomes:

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

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

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

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

## FOURTH SEMESTER

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

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

### Financial Derivatives

#### Course Objectives:

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

#### Syllabus Content:

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

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

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

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

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

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

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

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

**Text/Reference Books:**

**Course Outcome:**

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

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

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

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

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

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

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

### Customer Relationship Management

#### Syllabus Content:

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

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

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

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

#### Text/Reference Books:

1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1<sup>st</sup> Edition, Tata McGraw Hill, June 2008.
2. Judith W .Kincaid , Customer Relationship Management Getting it Right,Pearson Education.

- H.Peeru Mohamed , A Sagadevan, Custmer Relationship Management, A Step by Step Approach, Vikas Publishing House.

### Course Outcome:

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

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

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

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

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

## Discipline Specific Elective (DSE) – HR Area

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

### Global HRM

#### Course Objectives:

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

#### Syllabus Content:

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

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

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

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

## Text/Reference Books:

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

## Course Outcome:

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

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

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

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

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



## ADDITION IN THE 2<sup>ND</sup> SEMESTER SYLLABUS CONTENT

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

### Financial Management

#### Course Objectives:

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

#### Syllabus Content:

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

(Added portion in the subject of Financial Management, 2<sup>nd</sup> Semester)

