गुरू घासीदास विश्वविद्यालय (केदीय विश्वविद्यालय अधिन्यम 2009 ज्ञ. 25 के अंतर्गत खामित केदीय विश्वविद्यालय) कोनी, बिलासपुर - 495009 (छ.ग.)



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List of Courses Focus on Employability/ Entrepreneurship/ Skill Development

Depar	rtment	: Department of Management Studies
Progr	amme Name	: MBA
		Academic Year : <mark>2018-19</mark>
List of	Courses Focus	on Employability/Entrepreneurship/Skill Development
Sr. No.	Course Code	Name of the Course
01.	CORE-101	Management Process And Organizational Behaviour
02.	CORE-102	Quantitative Methods
03.	CORE- 103	Managerial Economics
04.	CORE-104	Business Environment
05.	CORE-105	Managerial Skill Development
06.	CORE-106	Indian Ethos And Values
07.	CORE 107	Accounting For Managers
08.	CORE-108	International Business Environment & Management
09.	CORE-201	Organization Effectiveness And Change
10.	CORE-202	Operations Research
11.	CORE-203	Human Resource Management
12.	CORE-204	Financial Management
13.	CORE-205	Marketing Management
14.	CORE-206	Production And Operations Management
15.	COER-207	Research Methodology
16.	CORE-208	Computer Applications In Management
17.	CORE-301	Decision Support Systems And Management Information System
18	CORE-302	Corporate Legal Framework
19	CORE-303	Summer Training
20	FM-3101	Management Control System
21	FM-3102	Security Analysis And Portfolio Management
22	FM-3103	Management Of Financial Institutions

Courses Focus on Employability/Entrepreneurship/Skill Development

Criteria – I (1.1.3)

गुरू घासीदास विश्वविद्यालय (केन्द्रीय विश्वविद्यालय अधिन्यम 2008 क्र. 25 के अंतर्गत खापित केन्द्रीय विश्वविद्यालय) कोनी, बिलासपुर - 495009 (छ.ग.)



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23	MM-3201	Consumer Behaviour
24	MM-3202	Advertising Sales Promotion Management
25	MM-3203	International Marketing
26	OBH-3301	Management Of Industrial Relations
27	OBH- 3302	Legal Framework Governing Human Relations Objectives
28	OBH-3303	Management Training And Development
29	CORE -401	Strategic Management
30	CORE-402	Project Report
31	FM-3104	Management Of Financial Services
32	FM-3105	International Financial Management
33	MM-3204	Sales And Distribution Management
34	MM-3205	Marketing Of Services
35	OBH-3304	Human Resource Planning And Development
36	OBH-3305	Organisational Change And Intervention Strategies
37	IB- 3401	International Financial Management
38	IB-3402	International Marketing
39	IB-3403	Export Import Procedures, Documentation & Logistics
40	IB-3404	India's Foreign Trade Policy
41	IB-3405	Global Human Resource Management
42	P101	Research Methodology
43	P102	Specialized Skill Development

Courses Focus on Employability/Entrepreneurship/Skill Development

Criteria – I (1.1.3)

गुरू घासीदास विश्वविद्यालय (केन्रीय विश्वविद्यालय अधिनियम 2008 ज्ञ. 25 के अंतर्गत स्वापित केन्न्रीय विश्वविद्यालय) कोनी, बिलासपुर - 495009 (छ.ग.)



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44	P103M	Marketing
45	P1030B	Organizational Behaviour and Human Resource Management
46	P103F	Finance

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Scheme and Syllabus

Department of Management Studies, G.G.Vishwavidyalaya

COURSE STRUCTURE

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The programme has been organized in two years each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows: FIRST VEAR

FIRST TEAR	
Semester-I	Credits
Core-101 Management Process and Organizational Behaviour	3
Core-102 Quantitative Methods	3
Core-103 Managerial Economics	3
Core-104 Business Environment	3
Core-105 Managerial Skill Development	3
Core-106 Indian Ethos and Values	3
Core-107 Accounting for Managers	3
Core-108 International Environment and Management	3
Total Semester Credit	24
Semester - II	
Core-201 Organization Effectiveness and Change	3
Core-202 Operations Research	3
Core-203 Human Resource Management	3
Core-204 Financial Management	3
Core-205 Marketing Management	3
Core-206 Production and Operations Management	3
Core-207 Research Methodology	3
Core-208 Computer Applications in Management	3
Total Semester Credit	24
Summer Training	

At the end of 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 from time to time. Each student will be required to submit a project report to the budget of the work undertaken during this period within three 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.

SECOND YEAR

Second Year, in addition to core courses and project studies, a student shall have to choose five elective courses in third semester and three elective courses in fourth semester from the list of elective courses announced at the beginning of each semester.

Semester II		Credits
Core-301 De	cision Support System and Management Infon	mation System 3
Core-302 Co	orporate Legal Frame Work	3
Core-303 St	Immer Training Project	3
Plus Five ele	ective courses	15
Total Semes	ster Credit	24
Semester-IV	/	Credits
Core-401	Strategic Management	3
Core-402	Project Report	6
	Plus Three elective courses	9
Total Seme	ster Credit	18
	in MBA Programme	90

Master of Bus	iness Administration (MBA)	28
1. Finance 2. Marketin 3. Organiza 4. Internat The actual Department three areas Electives. Th List of Elective		he Head of the tly only the first
Finance FM-3101	Management Control System	3
FM-3102	Security Analysis and Portfolio Management	3
FM-3103	Management of Financial Institutions	3
FM-3104	Management of Financial Services	3
FM-3105	International Financial Management	3
Marketing MM-3201	Consumer Behaviour	3
MM-3201 MM-3202	Advertising and Sales Promotion Management	3
MM-3202	International Marketing	3
MM-3204	Sales & Distribution Management	3
MM-3205	Marketing of Services	3
Organization	al Behaviour and Human Resource Development	
OBH-3301	Management of Industrial Relations	3
OBH-3302	Legal Framework Governing Human Relations	
OBH-3303	Management Training and Development	3
OBH-3304	Human Resource Planning & Development	3
OBH-3305	Organizational Change and Intervention Strategies	3
International	Business	
B-3401 Inte	mational Financial Management	3
	mational Marketing	3
	ort Import Procedures, Documentation & Logistics	
	a's Foreign Trade Policy	3
IB-3405 Glo	bal Human Resource Management	3
courses are	three elective courses are available in III semest available in IV semester.	
	quired to opt total number of eight courses - Five in third semester	
semester. A stu	ident can opt three courses in third semester from any one partic	ular area of elective

semester: A student can opt three courses in bird semester from any one particular area of elective and two courses from the rest three areas. A student can opt hor remaining electives in fourth Semester from the same area chosen in the third semester and one course from rest of the areas. The Summer Training Project Report (Core-300) will be of 100 marks and has to be submitted within three weeks from the commencement of the third semester. The Project Report (Core-402) will be of 200 marks (project Report 100 marks + Viva Voce. Examination 100 marks) and shall commence from third semester and the report shall be submitted towards the end of the fourth semester. A student will not be quien 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, comparizidin surveys in the local organizations can be done. A Board of Examiners consisting of internal and external examiners will evaluate the report

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ESSENTIAL INFORMATION 1. The MBA Programme shall consist of: The MBA Programme shall consist or: (a) Such course (Papers) as may be prescribed by the Department. (b) Such Summer-training as may be prescribed by the Department. (c) Such factory visits as may be prescribed by the Department. The medium of instruction and language of examination shall be English. Each student shall have to appear at the Written University Examination of 70 marks in each and examine the department is beinged to examine the desament of 10 marks in each

Department of Management Studies, G.G.Vishwavidyalaya

paper at the end of every semester and participate in Internal Assessment of 30 marks in each paper which will be held in the manner prescribed below :

(i) Assignments & Presentations	-	10 marks
(ii)Test (Best out of Two Test)	-	15 marks
(iii) Class Participation		05 marks

Each paper in the Written University Examination will be of three hours duration. Each course (paper) will be of 100 marks and the distribution of marks shall be as under: University examination 70 marks and Internal assessment: 30 marks. But in the paper of project report, which shall be of 100 marks, internal examiner will award marks out of 50 and external examiner will also award marks out of 50. There shall be no supplementary or second full examination for failures. Provided that if a candidate after participating in or second tuil examination for failures. Provided that if a canodate after participanti in the internal assessment and submitting the project report fails to appear at the Semester examination due to sickness or any other unavoidable reason, he/she will be allowed to appear at the next concerned semester examination as an Ex-student, for two

subsequent examinations only and in case he/ she fails to pass the said examination, he/she shall cease to be a student of the course of studies in MBA. Provided, further that If a candidate after participating in the internal assessment of all the papers and after appearing in all the theory papers fails in any two of the theory papers in any one semester examination but secures at least 46% marks in aggregate in the papers cleared at that examination; he/she will be allowed to keep the term (ATKT) and promoted to the

next semester.

Such candidate shall be eligible to take examination of those two papers as the case may be in which he/she has failed along with the semester examination concerned. He/she shall be eligible to carry backlog of two papers of each semester examination but in no case he/she shall be permitted to carry backlog of more than four papers at a time and there shall be no ATKT in case of internal assessment and there shall be no revaluation

there shall be no Ark F in case of internal assessment and there shall be no revolution in case of assessment of theory papers. Provided further that if a candidate fails in more than two papers in any semesters examination but has participated in internal assessment of all papers of that examination, he/she may be allowed to appear at the next concerned semester examination as an Exstudent

Provided further that if a candidate fails to secure 50 per cent of marks in aggregate but clears all the papers in a semester examination, he/she will be allowed to keep the term (ATKT) and promoted to the next semester and he/she will be allowed to appear in the next concerned semester examination along with students of the same semester with any

two of the theory papers of his choice of the concerned semester so as to obtain the minimum 50 percent of marks in aggregate in the concerned semester. The option about the choice of the theory papers once exercised shall not be allowed to be changed.

Master of Business Administration (MBA)

For this purpose, he/she shall be allowed to avail only one chance. However, the result of his higher semester examinations will be withheld until he clears all the lower semesters

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- fully. Provided further that if a candidate fails to secure the minimum 50 percent of marks in aggregate in the concerned lower semester, his concerned lower semester examination will be cancelled and he shall be allowed to appear as an ex-student in the next
- Provided further that a candidate whose result is declared after the commencement of next higher semester for any reasons he/she may be allowed to attend classes for the
- next higher semester for any reasons he/she may be allowed to attend classes for the next higher semester. On account of shortage of attendance, if any candidate is not allowed to appear the semester examination his/her admission shall stand cancelled. However, he/she may apply for readmission orly, once after paying the fees as prescribed for fresh admission. There is no provision of Non-Collegiate candidate for this ocurse. A student of MBA Programme pursuing a regular course, shall not be permitted to take up any other examination or course or service simultaneously. However, this restriction shall not be applicable to the student of Language Certificate Courses.
- 4. 5.
- No person shall be admitted to MBA Degree course if he/she has already passed MBA Examination or any equivalent examination of any university or statutory body. However, this restriction shall not be applicable to diploma holders. Each student shall pay the fees as may be determined by the University from time to time. Examination fees, Hostel fees, Application Form fees, Admission Test fees etc. shall also 6.
- 7.
- Examination tees, hostel tees, Apprication Form tees, Admission Less tees etc. snail also be prescribed by the University from time to time. For passing the examination, the candidate shall be required to secure at least 40% marks in each of the prescribed courses and an aggregate of 50% marks separately in internal assessment & written examination. No student shall be allowed to take up the Examination unless he/she has: (i) Altended at least 75% of lectures delivered, 8.
- 9.

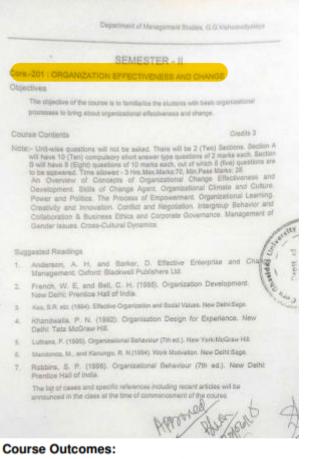
 - (i) Altended at least 75% or lectures delivered,
 (ii) Paid all the fees due,
 (iii) Obtained "No Dues" Certificate, form the Library & the Department,
 (iv) Submitted the field Project Report as prescribed by the Department,
 (v) Received "In-plant Training" as prescribed by the Department and
 (vi) Cleared all the dues of the Host Institution where "In-plant Training" has
- (vi) Cleared all the dues or the Prost Institution where implain training must be neceived by him.
 For points 01 through 09 provisions of ordinance No. 72 shall prevail. In matters of admission, attendance, examination and in all other matters not provided for in Ordinance No. 72, the MBA Degree Course shall be governed by the General Provision of the relevant Ordinance save in so far as they are not inconsistent with the provisions of ordinance the Table Statement of the provision of the relevant Ordinance save in so far as they are not inconsistent with the provisions of ordinance the Table Statement of the provision of the relevant Ordinance save in so far as they are not inconsistent with the provisions of the provision of the table Statement of the Table Statemen Ordinance No. 72

Criteria – I (1.1.3)

गुरू घासीदास विश्वविद्यालय (केटीय विश्वविद्यात्य अधिन्यम 2009 ज्ञ. 25 के अंतर्गत त्यापित केट्रीय विश्वविद्यात्य) कोनी, बिलासपुर - 495009 (छ.ग.)



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On successful completion of this course, the learner will be able to Understand the change management process and apply it for the

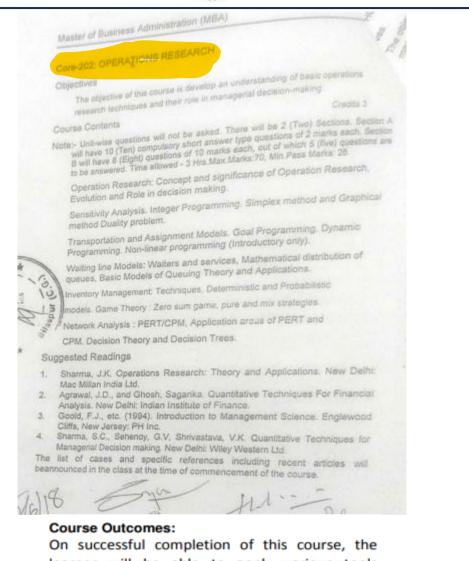
effectiveness of the organization.

Courses Focus on Employability/Entrepreneurship/Skill Development

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learner will be able to apply various tools operations research for business decision making and optimizations of organstional resources.

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	Department of Management Studies, G.G.Valhwavidyalaya
Che	DUNTING FOR MANAGERS
techniques of	pose of this course is to develop an insight of postulates, principles and accounting and utilisation of financial and accounting information for sign-making and control.
Course Contents	Credits 3
will have 10 (B will have b	sections will not be asked. There will be 2 (Two) Sections. Section A Ten) computatory short answer type questions of 2 marks each. Section (Eight) questions of 10 marks such, out of which 5 (five) questions are u. Time stlowed - 3 Hrs. Mas.Marks;70, Min, Page Marks; 28.
principles. Princi	Senting- Concept, Importance and Scope. Generally Accepted Accounting genetion of Financial Statements with special interence to analysis of cl and Measurement of Bushness income, Inventory Valuation of Financial Statement of Sushness Income, Inventory Valuation of Char penetrat Accounting - Concept, Need, Importance and Scope. One enords and Processes. Cost Ledger and Control Accounts, Reconduction In between Financial and Cost Accounts. Reconduction Desing Budget and Budgetary Control. Accounts and Costrol Accounts and Budgetary Control. Performance Budgeting. Zeno-Bar envent Cashing and Accounts. Performance Budgeting, Zeno-Bar envent Cashing and Accounts for Decision-Marking. Standard Costing and spis. Manginal Costing and Accounting.
Suggested Read	
Richard D. IN	
Delhi Vikas.	S.X. and Dearden, J. (1996). Accounting for Management Text and Gases. New
	and Matulich, Serge. (1990). Financial Accounting. New York: Mo-Graw Hil.
Sulter Chand	
Accounting 8	turities, etc. (1994). Principles of Financial and Management rejewood Cliffs, New Jansey. Prendoe Hall Inc.
6. Needles, Bol Company	erd, etc. (1954). Financial and Managerial Accounting. Boston: Houghton Millin
	2011 Financial and Management Accounting. New Debit Annel Publications.
a Shuela M.E.	Accounting for Managers. New Dehr. Kulyani Publishers.
The last of san at the time of	es and specific retenances including recent articles will be announced in the class commonsement of the course.
	the type on and

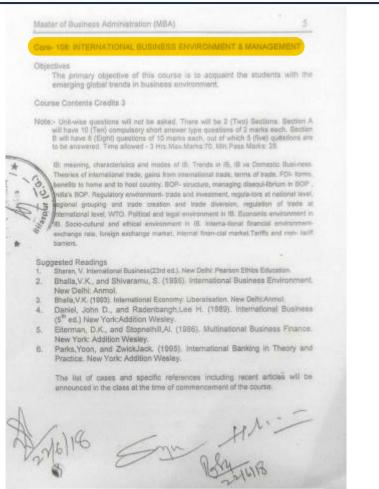
On successful completion of this course, the learner will be able to -

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

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Course Outcomes:

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

- Explain the environmental context of International Business
- Apply the framework for analyzing international business environment
- Elaborate the Global Trading Environment
- Elaborate the International Financial Environment.
- Define the movements in foreign exchange and interest rates
- Elaborate the International Economic Institutions and Agreements
- Define the Multinational Corporations and their involvement in International Business

गुरू घासीदास विश्वविद्यालय विश्वविद्यालय अधिनियम 2009 क्र. 25 के अंतर्गत स्थापित केन्द्रीय विश्वविद्यालय) कोनी, बिलासपुर - 495009 (छ.ग.)



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Department of Management Baudies, G.G.Vishwavidvelays

INTERNATIONAL FINANCIAL MANAGEMENT

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

rse Contents: Credits 3

8 - Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) computery short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (Ne) questions are to be answered. There allowed - 3 Here Mark Marks:70, Min Pass Marks: 20.

iew of International Financial and Monetary system- Balance of payment, IMP and Exchange rate regime; IMF and international liquidity. Poreign 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; Eurocurrency market. International securities markets. Interest rate risk management

Suggested Readings

- 1 Sharan, V. Fundamentals of Financial Management. Pearson Education
- 2 Sharan,V. International Business. Pearson education.
- 3. International Financial Management (4th ed.), PHI.
- 4. Indian External Factor reforms. Oxford University Press.
- Billasput ic Shalla,V.K. International Financial Management (2nd ed.). New Delhi: Annol. ×.
- Shapiro, Allan C. Mullinational Financial Management. New Delhi: PHI. 6

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

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Course Outcomes:

- 1. Explain operations in foreign exchange market.
- 2. Describe complexities of managing finance of multinational 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.

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MARKETING AREA:

MM-3201 TO MM-3205

MM-3201: 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.

Course Contents

Credits 3

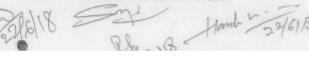
Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) computery short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks.70, Min.Pass Marks.28.

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 Concests On Buying Behaviour. Psychographics And Lifestyle Reference Group Influence. Diffusion Of Innovation And Opinion Leadestrip: Family Decision Making. Industrial Buying Behaviour, Models Of Consumer Behaviour, Consumer Behaviour Audit. Consumer Behaviour, Studies In India.

Suggested Readings

- 1 Assael, H. (1995). Consumer Behaviour and Manuting Action. One: South Western
- 2. Engle, J. F., etc. (1993). Consumer Behaviour, Chicago: Dryden Press.
- Howard, John A., etc. (1989). Consumer Behaviours Marketing. Englewood Oliffs, New Jersey: Prentice Hall Inc.
- Hawkins, D. L. etc. (1995). Consumer Behaviour: Implications for Marketing Strategy. Texas: Business.
- Mowen, John G. (1993). Consumer Behaviour. New York: MacMillan.
 Schifman, L. G., and Kanuk, L. L. (1994). Consumer Behaviour. New Delhi: Prentice Hall Of India.

The list of cases and specific references including recent articles and reports win be announced in the class at the time of common commit of the course.



Course Outcomes:

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

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	and a second the second design of the second s	
	205: MARKETING MANAGEMENT	hym
Objec	tives	
1	The objective of this course is to techtate understanding of the conceptual transvolve maximum and its applications in decision making under varies a conceptual transvolve techtary of the conceptual transvolve of	4
	S Several Sector	
Note:	- Unit-talen museus	Ē
-	Unit-wise questions will not be asked. There will be 2 (Two) Sections is will have 10 (Ten) compulsory short answer type questions of 2 marks each. B will have 8 (Eight) questions of 10 marks each, out of which 5 (two) questions to be answered. Tare allowed - 3 Hrs.Max.Marks:70. Min.Pass Marks: 28 Introduction: Concernent Mark	ons ano
	Introduction: Concept, Nature, Scope and Significance of marketing, O new concepts of marketing and; Marketing management philosophy.	ld and
	Marketing Analysis: Marketing Environment; Macro and Micro compo and their impacts; Marketing organization and Market segmentation Consumer behaviour.	inents i and;
	Marketing Research: Meaning, nature, scope, objectives of organizatio marketing research, marketing research procedure. Limitations.	n lof on line
	Product Decision: Concept of a product; Classification of product; Pr line; Product mix; branding, packaging and labeling; Product life; development of new product.	Piller Contra
	Pricing: Importance of pricing: Pricing policy considerations: Fai affecting price policies, Pricing objectives, Different price poli- strategies, and methods of setting prices.	
	Distribution Management: Concept of distribution; channels of distribution, wholesaling and retailing. Management of physical distribution.	tlon;
	Product Promotion. Promotion mix, Advertising, Sales Promotion, Perso Selling and publicity. Promotion decision.	snal
Suga	gested Readings	
1.	Kotler, Philip, and Gray, Arm Strong. Principles of Marketing.	
2.	Rama Swamy, VS. and Namakumari S., Marketing Management.	
3.	Stanton Williams, J. Fundamentals of Marketing.	
	The list of cases and specific references including recent articles will be ennounced in the class at the time of commencement of the course.	and a full

Course Outcomes: Students will able to

1. Relate Marketing Mix as a framework for Marketing Decision making.

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.

गुरू घासीदास विश्वविद्यालय केन्द्रीय विश्वविद्यालय अधिनियम 2009 क्र. 25 के अंतर्गत स्थापित केन्द्रीय विश्वविद्यालय) कोनी, बिलासपुर - 495009 (छ.ग.)



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Objectives actives The oburse is designed to acquaint the students will decision means a scheduling control of production and operation functions in both medican services: productive improvement in operations through import engineering we must management ec. Effective and efficient flow repletationent and exited of materies a management ec. Effective and efficient flow repletationent and exited of materies and management exited and efficient flow repletations. reterence to both manufacturing and services organisations.

Course Contenta

Credits 3

Note:- Unliverse 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 9 (Eight) questions of 10 marks each, out of which 9 (five) questions are to be answered. Time allowed - 3 Him.Max.Marks:70, Min.Pass Marks. 28.

Nature and Scope of Production and Operationa Management. Facility Lecano-Nature and Scope of Production and Operations Management: Placing Location Types of manufecturing Systems & Layouts. Layout Planning and Analysis. Material Handling Principles-Equipments: Line Batancing Problems: Operations docisions Production Planning and Control- In Mass Production. Sation Job Orea manufacturing, Capacity Planning Models. Process Planning-Aggregate Planning Scheduling Meintenance Management Concepts. Work Study, Method Study, Work Massurement. Work Sampling, Work Environment-Industrial Safety. Material Management: An Overview of Material Management, Material Planning and Material Management: An Overview of Material Management, Material Planning and Material Planning Budgesing Inventory Control, JIT. Material Recurrement, Purchase management Stores Management, Quality Assurance- Acceptance Sampling. Statistical Process Control. Total Guality Management (SC-8000 Maintenance Management, Safety Management,

Suggested Readings

- t. Adam, E. E., & Ebert, R.J. (1995). Production and Operations Management (6th ed.). New Delhi: Prentice Hall of India.
- Amrise, Harold T. etc. (1993). Manufacturing Organisation and Management. New Englewood Cliffs, New Jersey: Prentice Hait Inc. 3
- Buffa, E.S. (1987). Modern Production Management. New York: John Wiley
- Chary, S.N. (1989). Production and Operations Management. New Debi: Tata McGraw Mil. 4. 5.
- Dobler, Donald W., and Lee, Lamar. (1984). Purchasing and Maximals Management. New York: McGraw Hill.
- Divorti, James B. (1992). Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore. McGraw Hall Moore, F.G., and Hendrick, T. E. (1992). Production/Operations: Management Manasurod. Illinois: Richard D. Juvin. £. 2
- The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course Sm

Course Outcomes: Students will able to

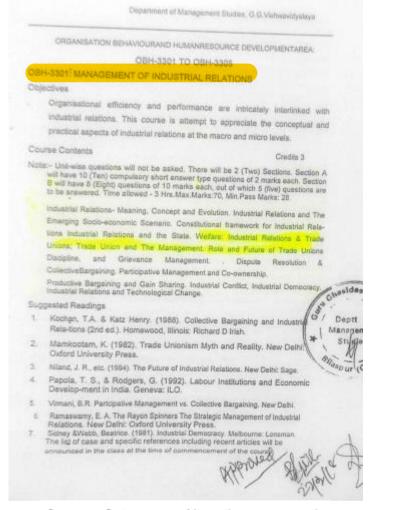
1. Understand the principals of production management and apply them for improving the productive of the organisation

5112

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

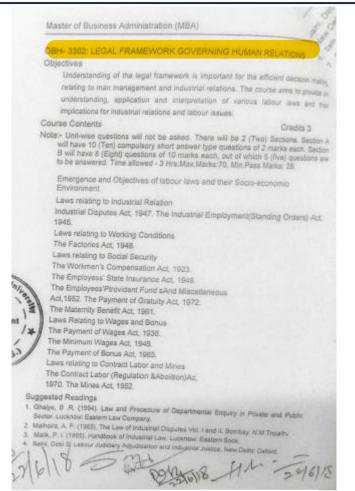
Courses Focus on Employability/Entrepreneurship/Skill Development

Criteria - I (1.1.3)

गुरू घासीदास विश्वविद्यालय (केटीय विश्वविद्यालय अधिन्यम 2009 क्र. 25 के अंतर्गत स्वापित केट्रीय विश्वविद्यालय) कोनी, बिलासपुर - 495009 (छ.ग.)



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Course Outcomes: At the end of the course, the students are expected to have a fair knowledge of legislations governing human relations

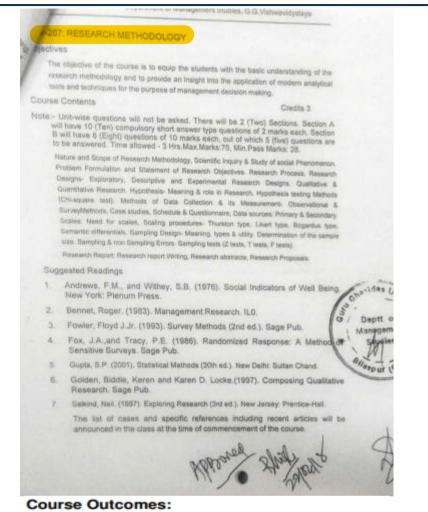
Courses Focus on Employability/Entrepreneurship/Skill Development

Criteria - I (1.1.3)

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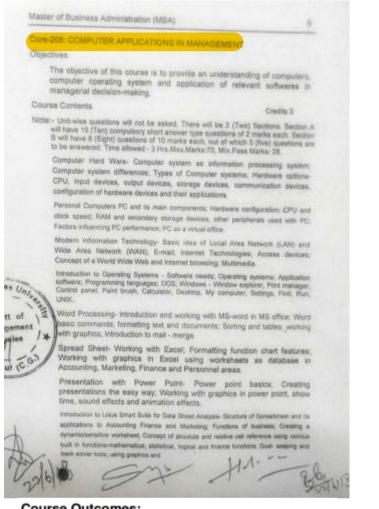


On successful completion of this course, the learner will be able to apply various research tools for carrying out effective research for decisions business.

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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
- Learn about E-Commerce & 5. its Applications
- Understand the Process of E-payments 6. Learn emerging trends in Computing Understand the need for Computer Security & Security Mechanisms.

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Department of Management Studies, O.G. Valwavklyataya 03: EXPORT-IMPORT PROCEDURES DOCUMENTATION & LOGISTIC The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics. Course Contents Credits 3 Note - Unit-wise questions will not be asked. (here will be 2 (Two) Sections. Section A will have 10 (Terr) computery short asswer type questions of 2 marks each. Section IS will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max Marks: 70, Min Pase Marks: 28. Documentation: International Bosiness Contracts, Types, Formation, Elements, Legal Dimensions, Dispute Sattlement. Instruments and methods of Financing Exports including credit and collections, Uniform Custom and Procides (UCP), Business Risk Coverage-Cargo, Credit and Foreign Exchange Riek Coverage Cargo Insurance. Foreign Exchange Regulations and Formattles: Quality Central and Re-shipmern, Inspection Concept Scheme and Procedures. Role of Clearing and Forward Agenta. Excise clearance of carge. Shipment of Expert Cargo. Custom Clearance of Expert Cargo. Custom Clearance of Import Cargo. Negotiations of Documents with Banka. Procedures and documentation for availing support incentives, Duty draw backs. Import Licensing and other incentives Processing of an Export Order. World Skipping: Structure, Liners, and Tramps Ghaslda Conference System. Freight and Structure, Containerlaation and other develops gested Readings Ehalls, V.K. and Ramu, S. (2001). International Business Environmenoadd Dept Suggested Readings 1. Management (5th ed.), Delhi: Anmol. | Manage 2. Desai, H.B. (1988). Indian Shipping Perspectives. Delhi: Anopam Publicatio 1.36 SH 3. Government Of India Handbook-of Import-export procedures . Bilak Paras, Ram. (1995). Export: What, Where and How Dehr. Anupam Pub. 2 The list of cases and specific references including recent articles and reports will be announced in the class at the time of comencement of the course.

Course Outcomes:

On successful completion of this course, the students will be able to understand the exportimport procedures are including credit and collection

Courses Focus on Employability/Entrepreneurship/Skill Development

Criteria - I (1.1.3)

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Guru Ghasidas Vishwavidyalaya (A Central University Established by the Central Universities Act 2009 No. 25 of 2009) Koni, Bilaspur – 495009 (C.G.)

100	3404' INDIA'S FOREIGN TRADE POLICY	
	Neceves	
	To acquest the students with recent trends in india's foreign table, management and policy retined assues in foreign trade in the griptic context.	
Ce	rurse Contenta Credita 3	
No	Mei- Unit-was questions will not be asked. There will be 2 (Two) Sections: Section A will have 10 (Ten) compulsory short enswer type quantions of 2 monte each. Section B will have 8 (Eight) quastions of 10 marks each, out of which 5 (five) qualitizers are to be answered. Time allowed - 3 Hra.Mac.Marks.76, Min.Past Marks.26.	
	India's Foreign Trade in the Okobal Context Structure and Equilibrium of India's Balance of Paymenta. Recent Transk in India's foreign state. Directorial Poterni Major export compositions: Alapor Insport Commodity Groups, Trade Context in India Foreign Their domestions: Major Insport Commodity Groups, Trade Context in India Foreign Their (Development and Regulation) Act, Impart and Equat Context in India Foreign Their Barris Payments Redaining Context in India. Earlist Payment Restain Import Busellation and Export Promotion Redees Export Insuring Context Indiane. Import Busellation and Export Promotion Redees Export Insuring Context Insurances. Influence Payment Bystem and the Role of EXM Bark of India, Daport Circuit Insurances. Influencement Bystem Export Promotion Redees Export Insurance. Commodity Boards-Protect Export Development Automates specific Service Institutions. Role of Base Trading Organizations of Receipt Trade Export Promotion Science Team Export Origins United Units, and Export Protect Export Development Automatics and Balanesian in India's International Baseness.	
Su	ggested Readings	
1	Shalla,V.K. (2001), International Business Environment and Management (8th ed.), Delhi; Anmol.	
•]	Bhashyam,S. (1988). Export Promotion in India: The Institutional Infrastructure. Delhi: Commonweath Pub.	1
13.	Khanna, Sri Ram. (1986). Export Marketing in India's New Manufacturers. New Delhi: University of Delhi.	
4.	Jain, S. K. (1988) Export Performance and Export Marketing Strategies Dehl: Common wealth Pub.	
5.	Nayyar, Deepak. (1976). India's Export and Export Policies in the 1980s. Cambridge University Press.	
The annu	list of cases and specific references including recent articles and reports will be sunced in the class at the time of comencement of the bold for the time of comencement of the bold for the time of time of the time of	1

Course Outcomes:

On successful completion of this course, the students will be able to understand the recent trends in India's foreign trade and policies related to Indians foreign trade in the global context.

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	OBH-3304: HUMAN RESOURCE PLANNING AND DEVELOPMENT
	Otjectives
	The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organizations.
0	Curse Contentas Credits 3
N	CE:- Unit-was questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Tem) computingly short answer type questions of 2 marks each. Section 5 will have 6 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hos Max Marker 70, Min Pass Marks 29.
	Macro level Manpower Planning and Labour Market Analysis. Organisational Human Plassurce Planning, Sick Taking Won, Frice, Flow Mapping Apis and Grade Distribution Mapping. Models and Techniques of Marpower Demans and Supply Forecasting, Behavioural Factors in Human Resource Planning-Wastage Analysis, Relation, Redeployment and Exil Strategies, Career Management and Career Planning. Purformance Planning, Potentials Appraisal and Career Development. HRD Climate: Culture QNL and Management of Charge TOM and HRD Strategies. HRD in Strategie Corporations. Human Resource Information System, Human Resource Valuation and Accounting, Competency mapping and HR Audi.
1	ggestad Readings
	Arthur, M. (1991). Career Theory Handbook. Englewood Catt. Prentice Hall Inc.
	Selkaout, A. R., and Belkaout, J.M. (1985). Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood: Quorum Books.
	Dale, B. (1992). Total Quality and Human Resources: An Executive Guide. Oxford: Blackwell.
	Greenhaus, J. H. (1967). Career Management. New York: Dryden.
	Kavanagh, M. J., etc. (1993). Human Resource Information System: Development and Applications. Boston: PWS-Kent
	Mabey, C., and Salama, G. (1995). Strategic Human Resource
	Management Cuford Blackwell. Thomson, P.R., and Mabey, C. (1994). Developing Human Resources Mon Catord Butterworth-Helnemann. Ist of cases and specific references including recent articles will be
	unced in the class at the time of commencement of course.
	K

Course Outcomes: At the end of the course the learner is expected to

1. Analyze the theory and concepts of human resource planning and Development 2. Identify the evolution of HRP throughout the organization.

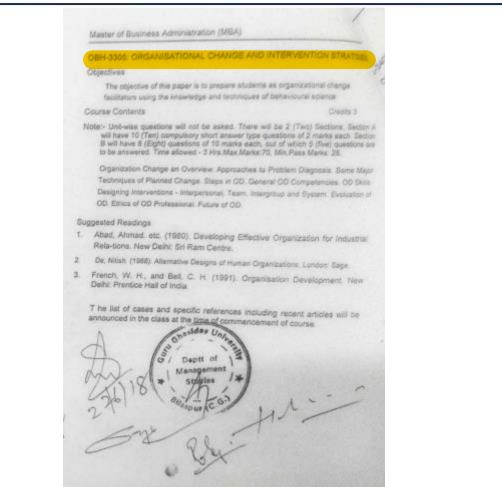
3. Relate and apply models and methods used in forecasting.

4. Describe the applications of a Human Resources Information System.

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Department of Management Studies, G.G. Verwavidyalaya

igested Readings

- Keen, Peter G.W. Decision Support System an Organisational Perspective. Addison Wesley Pub.
- 2 Theirauff, Robert J. (1982). Decision Support System for effective planning. Prentice Hall.
- 3 Wrober, Donald W., and Hugh, J. Watson (1984). Computer Based Information System Newyork.
- Davis, L., and Michael, W. A. Management approach. New Jersey, Macmiltan Publishing Company, Prendice Hall.
- Andrew, P. (1991). Decision Support System Engineering. New York: Sege, John Wiley & Sons.
- Leod, Raymond, Me J.R. (1983). Management information systems (5th ed.). New York: Macmillan Publishing Company.
- Terben, 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.



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

Criteria - I (1.1.3)

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Core-3	102: CORPORATE LEGAL FRAMEWORK
Object	IVES
	he course is designed to eased the atucents in understanding basic laws affecting he operations of a business enterprise.
Note	e Contents Credits 3. Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A ill have 10 (Ten) computiony short antiwer type questions of 2 marks each. Section s will have 6 (Eight) questions of 0 marks each, out of which 5 (five) questions are o be antiwared. Time allowed - 3 Hrs. Mark. Marks 70. Min Pass Marks 30.
	ndian Contract Act, 1872 - Essentials of valid contract, Performance of contracts, Diacharge of contract, Binach of contract, Quissi contract. The Sale of Goods Act, 1830- Conditions and Warranties, Rights of unpaid seller.
	The Gentral 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, Dishon-our and Discharge of N.I. The Component Act 2013: Nature and laces, Comparison Memory and and
	Article of Association, Prospectus, and Allithment of shares, Company,
	Management, Winding up and dissolution of companies. Consumer Protection Act 1985 (nature, rights, grievance redressal machinery). FEMA 2000. SEB1 Act 1992. Cyber Law. WTO - Framework, Principles and Charter, TRIPSand TRIMS.
Sug	pested Readings
1.203 4.6	Singh, Avtar, Company Law (110 ed.), Lucknow: Eastern, Tuteja, S.K. (1998), Business Law for Managers, New Dathi: Suitan Chand, Bhandari, M.L. Guide to Company Law. Procedure - Vols. I, II, and III. New Dethi: Jain Bock Agency. Khergmasia, J.S. (1990), The Nepotable Instruments Ast, Borobay; M.M. Tripathi Singh, Awthen, GST made Eimple, Centar Pice pytilitied; 2018-19
Con	The list of cases and specific references including recent articles will be announced in the class at the time of comencement of the course e-303: SUMMER TRAINING PROJECT Credits 3
	At the end of accord semester, all students will have to updargo summer training of 6-8 weeks with an industrial, business or service organization by taking up a project study.

Course Outcomes:

- Acquire a sound understanding of the corporate legal Framework of the affecting businesses legal.
- Apply basic legal knowledge to business transactions.

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	MI-3202 ADVERTISING SALES PROMOTION M	ANAGEMENT
0	Nejectives "	
	The purpose of this course is to develop an unit methods and strategies of sales promotion.	serstanding about concepts,
Ċi	Course Contenta	Credita 3
Ne	Icts- Unit-was questions will not be asked. There will it will have 10 (Tem) computancy short answer type que it will have 8 (Eight) questions of 10 marks auch, ou to be answered. Time allowed - 3 Hrs. Max.Marker.70,	stions of 2 marks each. Section t of which 5 (five) questions are
	Adventising - Retail, Natural, operative, Political, Internal Adventising's mile in the Markeling process, Logal, Adventising's mile in the Markeling process, Logal, Adventising: Process of communication: Two sleps Box objective sating and markel petitioning. Degmar Ap- Autience, Building of Adventising Programme-Meas Bininitation, Appenal layout, Campaign Planning; Media p Rationale of Teating: Opinion and ApSlude Teats, P Organization: Beletico, Compensation and Appenale of Bioling, Adventising Campaign-Adventising Ve/ Cemaum And Markeling Mili, Nature And Types Of Salos Promoto Seles Promotion: Experiments; Strukagic Issues In De Extintantive Finding And Issues On Couparia.	Ethical and Social Aspects of w of communication. Advertising weach, Determination of Target agn, Hoselines, Copy, Logo, lanning: Budgeting, Evaluation - leoception, Recall, Advertising of an Agency, Electronic Media or Behaviour Sales Promotion Mon. Consumer Behaviour Acd n. Jonnet On Science Endexide
ŝa	oggested Readings	
5	Alleni, and Charas, Dan. Promotion: A Guide Planning, Strategies and Executions. New York: -	John Wilwy
2	Annasi, Harvy. (1987). Computer Reported and Manager	
1.	Battberg, Robert C., and Scott, A. Neslin (1990), Methods and Strategies, Englewood Cliffs, New Jersey.	Sales Promotion: Concept
1	Schaltz, Don E., and William, A Robinson. (Managament, Chicago: Crain Books.	(1982). Sales promotion
١.	Process Progenties (1900). The Promotional Planning Process	. New York: Pranger.
5	Totten, John C., and Block, Martin P. (1987). An Text and Cases. Chicago: Commerce Communication	alysing Sales Promotion:
	Clanoff, Starley M. (1985). Handbook of Sales Promotion M.	and a second
	The last of cases and specific references including recent announced in the class at the time of commencement of 1	and the course of the state of the second of

Course Outcomes: At the end of the course, the students are expected to have a fair knowledge of legislations governing human relations

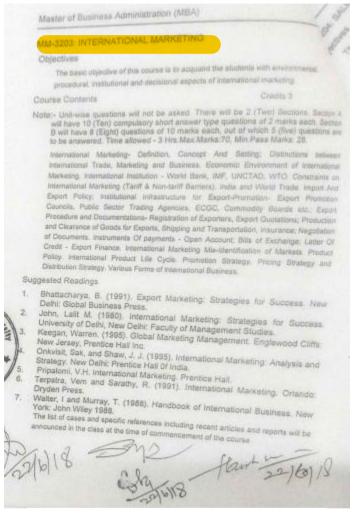
Courses Focus on Employability/Entrepreneurship/Skill Development

Criteria – I (1.1.3)

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Course Outcomes:

Students will able to-1. Understand the peculiarities of international marketing 2. Develop the students' ability to devise

marketing mix for international marketing

गुरू घासीदास विश्वविद्यालय हेन्द्रीय विश्वविद्यालय अधिनियम 2009 क्र. 25 के अंतर्गत स्थापित केन्द्रीय विश्वविद्यालय) कोनी, बिलासपुर - 495009 (छ.ग.)



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Department of Management Budies, G.G. Vahwavityalaya

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.

Course Contonte

Notin- Unin-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Tem) computercy ePort answer type guestions of 2 marks each. Section & will have 8 (Eight) questions of 10 marks each, out of which 5 (they questions are to be entered. Time allowed – 3 Htm.Max.Marks:70, Min.Pass Markal 28.

Nature and Stope of Sales Management: Setting and Formulating Personal Setting objectives. Recruiting and selecting Solas personnel. Developing and conducting Solas Training, Programmes, Designing and Administering compensation plans. Dispension of Salasman, Motivating Sales Personnel, Sales meetings and Sales contexts. Designing Territories and Allocating sales affords. Objectives and Quoles for Sales Personnel Developing and Managing Sales Evaluation Programme, Sales for cases retraining developing and messaging date creation interaction, functions, and relationships, Channel Intermediates - Wholesaling and Retailing, logistics of distribution. Channel planning, organizational patients in marketing changels. Marketing channel Policies, and legal issues. Assessing performance of Marketing Gun

Suggested Readings

- 1 Anderson, R. Prufessional Sales Management. Englewood Citite, New Jonus
- 2. Stanton, William J., etc. Management of Sales Force. Chicago: Invid-
- Anterson, R. Professional Personal Selling, Engloweed Cilitis, New Jensey: PHI
- Darlymple, DJ. (1989). Sales Management: Concepts and Cases. New York: John Wiley.

The list of cases and specific references including recent atticles and reports will be announced in the class at the time of pommencement of the pourse.

Course Outcomes:

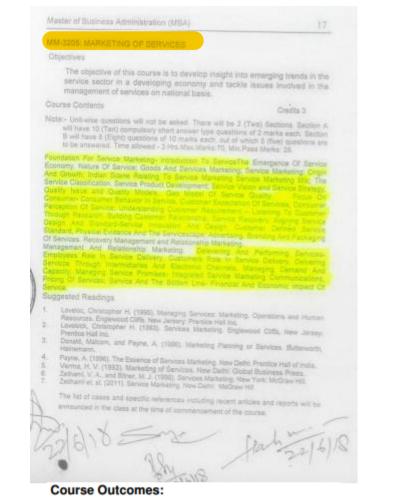
- Students will able to-
- 1. Distinguish importance of services marketing
- in the global economy
- 2. Evaluate, classify, imagine and plan the successful service marketing.

Analyze the challenges and opportunities before the marketing of services and to develop the suitable marketing mix or plans.

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Students will able to-

1. Explain the significance of services marketing in the global economy and the deeper aspects of successful services marketing also found challenges and opportunities in services marketing

Understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner.

 Understand the expectations of customers and know how to translate this knowledge into genuine value for customers

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	INTERNATION
	INTERNATIONAL BUSINESS AREA
1	IB-3401 to IB-3405
	3401: INTERNATIONAL FINANCIAL MANAGEMENT
01	jectives
	The objective of this paper is to give students an overall view of the international financial system and how multivational corporations operate.
Co	Jrae Contents
Not	Credits 3 will have 10 (Ten) computery short access there will be 2 (Two) Sections. Section A
	B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrz Max, Marks 70, Min Pare Mexico 3
	Monetary and Financial Management: An overview. Evolution of the International Monetary and Financial System. Long-run Investment Decisions: The Foreign Investment Decision: Politic: Risk Management, Multivational Capital Budgeting-Application and Interpretation. Cost: Capital and Capital Structure of the Multinational Firm. Dividend Policy of the Multivational Firm. Taxation of the Multivational Firm. Country Risk Analysis Long-term Financing.
Sug	gested Readings
14	Abdullah, F. A. (1967). Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey: Prentice H Inc.
2.	Bhalla, V. K. (2001). International Financial Management (2nd ed.). Greatides U. New Deihi: Anmol.
2	Buckley, Adrian. (1986). Multinational Finance. New York: Prentice Hall Inc. 6/ Deptt of
4	Kim, Suk, and Kim, Seung. (1993). Global Corporate Finance: Text and Menagemen Cases (2nd ed.). Miami Florida: Kob. Stydies
5.	Shapiro, Alan C. (1995). Multinational Financial Management. New Dethi and State of India.
£.	V. Sharan, International Financial Management, Prentice Hall of India, 4th Edition, New Deihl.
7.	Sharan, V. India's External Sector Reforms, New Delhi: OUP,
	The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.
	Horand Brank

urse Outcomes:

- 1. Explain operations in foreign exchange market.
- 2. Describe complexities of managing finance of multinational 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.

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1	tasser of Business Administration (MBA)	21
	8 - 3402 : INTERNATIONAL MARKETING	
0	Rjectives	Criedits 3
	The basic objective of this course is to acquaint the atlatent	
	procedural, institutional and decisional aspects of internation	si maheten
N	ola:- Unit-wase questions will not be asked. There will be 2 will have 10 (Ten) computery short answer type question B will have 8 (Eight) questions of 10 monte seech, out of to be answered. Time allowed - 3 Hm. Mac.Markz-70, Min	(Two) Sections. Section A ns of 2 marks each. Section
	International Marketing: Geletiston: Concept and Setting, Dest Trade, Marketing and Business. Economic Similation International Institutions: World Bank, Nan, UNICTAD, GAT markets, Free Trade Zomes, Economic Communities Constitution Frecal and Nor-facel Banker, Non- tarth Bonnes, Trading Agreements, Connection Agreements and GEP, India and Wo Policy, Direction and Quantum of India's Exports, Institution promotion, Export Prinnedis Councils, Public Sector Trading Boards etc.: Processure and Documents - Registration of E Production and Cleanance of Goods for Exports, Shoping an Negotiation of Documents, Instruments Of Phymerics: Open Aco of Count: Export Prinnets, Instruments, Of Phymerics, Open Aco of Count: Export Prinnets, Instruments, Marketing et Jusiet Various Forms of International Business, Marketing of Jusiet Various	Sociaria Selveen International af Jaternational Visitioting 7. Guaterna Union, Common is on International Materiating a Partners - Bibeteral Trade de Thefe, Import And Elegon mail Hrhettanatus Sar Elepon Agemens, ECGC, Commonly Agemens, ECGC, Commonly Agemens, ECGC, Commonly Agemens, ECGC, Commonly Agemens, ECGC, Commonly Agemens, ELGC, Commonly Agemens, Elactoriage, Loreor on Gillartella, Product Parky,
SU	ggested Readings	Contraction of the second
orsin	Bhattacharya, B. (1991). Export Marketing: Strater Delhi Global Business Press.	gies for Success. New
12/14	John, Lalit M. (1980). International Marketing: St University of Delhi: Faculty of Management Studies.	tratègies for Success.
3	Keegan, Warren. (1995). Global Marketing Managon New Jersey: Prentice Hall Inc.	nent. Englewood Cliffs,
5.	Terpstra, Vem, and Sarathy. R. (1991). Internation Dryden Press.	al Marketing, Orlando;
A 6.	Waiter, I., and Murray, T. (1988). Handbook of Intern York: John Wiley.	ational Business. New
P?	The list of cases and specific references including recent a announced in the class at the time of comencement of the c	ficies and reports will be ourse.
	•	by 1112

Criteria – I (1.1.3)

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Course Outcomes:

Students will able to-

- 1. Explain Nature, importance and scope of international marketing
- Define International marketing management process Scanning and monitoring global marketing environment
- 3. Analyzes International Market Segmentation and Positioning
- Elaborate Screening and selection of markets, International market entry strategies
- Explain Major Product decisions-Product features and quality, Product design, labelling, packaging
- Explain Pricing for International Markets.
- Formulate Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies
- Define structure of international distribution systems; Distribution channel strategy-International distribution
- 9. Explain International Promotion Strategies.

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Master of Business Administration (MBA)	13
M-3102 : SECURITY ANALYSIS AND PORTFOLIO MANA	GENENT
Objectives	
The objective of this paper is to impart knowledge to stude theory and practice of Security Analysis and portfolio many	rits regarding the
Course Contents	Credits 3
Note:- Unit-wise questions will not be asked. There will be 2 (Tw will have 10 (Ten) computery short answer type questions of 8 will have 5 (Eight) questions of 10 marks each, out of which to be accevered. Time allowed - 3 Hzs. Max.Markz. 70, Min.Page	o) Sactions, Section A 2 marks each. Section
Investment- Return and Risk . Security market, New iss	ue market -Listing of
Securities. Market indices. Share valuation, bond ve	duation. Government
securities. Non securities form of investment. Real estat market.	le Investment, Money
Stock Market analysis- Fundamental and Technical Ana theory. Introduction to perifolio management- Portfolio in optimum portfolio. Selection protein, Markowic portfolio of criterion(MIVC). Portfolio of two risky securities and the Efficient frontier, the relationship between the unleve portfolio. Sharpe single index model. Capital Asset E Characteristics. Ines. Factor models; Arbitrage Prior revision. Bond Portfolio Management Strategies. Perform	vestment process. An theory, Mean-vertance se securities portfolio; raged and leveraged Pricing Model(CAPM); ring Theory, Portfolio
Suggested Readings:-	
Bhalla, V.K. Investment management: Securities Al Management. New Delhi: S.chand. Fisher, Donald E., and Jordan, Ronald J. Security A Management. New Delhi: PHI. Haugen, Robeit H. Modern Investment Theory. Engle Weod Cit 4. Chandra, Prasanna, Investment Management, New D	Inalysia and Portfolio
The list of cases and specific references including announced in the class at the time of commencement of	ment articles will be
Ad18 5-2-	Hand 1
Course Outcomes: Students will able to –	
1. Understand the	characteristics
of different finance	
as money market	instruments,
bonds, and stocks	, and how to
buy and sell thes	
financial markets.	
Designing and ma	anaging the

bond as well as equity portfolios in the real word.

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bje	ctives	
	The objective of this course is to acquaint the participants with concept techniques used in Micro Economic Theory and to enable them to appli knowledge in business decision-making. Emphasis is given to changes i noture of business firms in the context of globalization.	
ou	rse Contenta Credita 5	
ole	I- Unit-wate questions will not be select. There will be 2 (Two) Sections. Section will have 10 (Ten) computery short answer type quastions of 2 marks each. Se B will have 8 (Eght) quastions of 10 marks each, aut of which 5 (five) quastions for 10 marks each, aut of which 5 (five) quastions to 10 marks each, and a marker and the section 2.8 (first section 2.8 marks) and the section 2.8 marker and the section 2.8 marks each and the section 2.8 marker and the section 2.8 mar	lon A Iction Is are
	Concepts And Techniques, Nature And Scope Of Managerial Economics: Fundar- Economic Concepts, Demand Analysis Theory Of Demand (Law, Elesticity, Foreca UNITY Analysis- Castinal And Drithat, Production Function, One & Two Variatios, I macros. Theory of Cost. Types Of Cost, Cost Output Retartionship, Cest Curves, I Markat Ebucture, Manapoly, Olgopoly, Monopola-Ic, Pricing Practices-Dar tennolog pricing, Macro Economic Concepts: Na-tonal Income Concepts GOP, Economic Cycles- Nature, Prases, Theories, Inflation: Types, Importance, Role, O measures.	ting). aw of ticing oping,
i ug	Igested Readings	alty
	Baumel, William J. Economic Theory and Operations Analysis. Prentice Here's	1 1
	Chopra, O.P. Managerial Economics: Tata - MC Graw Hill	10
	Dean, Joel Managerial Economics. New Delhi: Prentice Hall.	A.
	Adhikary, M. Business Economics. New Delhi: Excel Books.	10:
	Mehta, P.L. Managerial Economica. Himalaya Publishing House.	AJAN
	Dwivedi, D.N. Managerial Economics. PHI.	Sec.
	The fist of cases and specific references including recent articles w announced in the class at the time of commencement of the course.	l þe
	Approved Shall pypon	A

Course Outcomes:

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

- Know basic concepts of managerial economics and how they are applied in different decisional situations.
- 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.
- 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

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0	OPE-104: BUSINESS ENVIRONMENT
0	Djectives
	The course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.
G	ourse Contents Credits 3
N	Create a vill have 10 (Ten) computery short answer type questions of 2 marks apd. Section B will have 8 (Eight) questions of 10 marks such, void of which 5 (the) questions are to be answered. Time allowed - 2 Hirs. Max. Marks: 70, Min. Pase Marks: 29.
	Theoretical Frame Work of Business Environment, Genospt, Significance and Na-ture
	Contenting of controlment + internal and External Economic Contentioned of South
	contents and significance. Economic System, Economic Planning in In dia discussion
	Commission and NDC, Function, Role, Government Palining, Institution India
	Policy, Monetary Policy, EXIM Policy, Licensing Policy, Role of Public and Private Sector In Economic Divelopment Reliance Policy
	In Economic Development, Politicol and Legal Environment, MCTP, mate providens & amendmenta related to unfair trade procless. FEMA-objectives, administration & man
	provisions & preadles, Social And Cutural Environment Of Business, Social Responsibility Of Business, Social System and Social Institutions, Emerging Rural Sactur In India, Consumerism In India.
Si	iggested Readings
1	Shukla , M.B. Business Environment. Aliahabad: Kitab Mahal
2	Adhikury, M. Economic Environment of Business. New Debl: Sultan Chand & Sons.
1	Ahlywalla, I.J. Industrial Growth in India. New Debi: Oxford University Press.
4	Alaph Y K Indian Development Transition of the
5	Alagh, Y.K. Indian Development Planning and Policy. New Dehl: Vikas Pub.
	Publishing House. Hintalaya
6	Cherunitam, F. Business Environment, munical: Himaloga Publishing House. The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.
1	Emor WATT
f	004 101
-	1 - Olivino

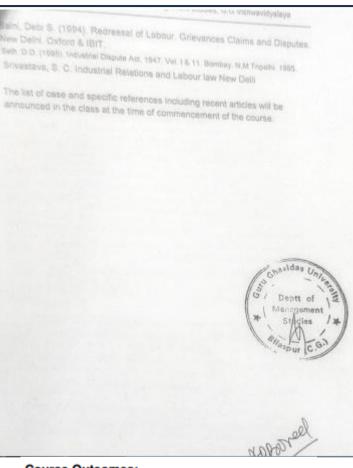
Courses Focus on Employability/Entrepreneurship/Skill Development

Criteria – I (1.1.3)

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Course Outcomes:

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

- Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.
- Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.
- Analyze the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.
- Understand the international influences on domestic business and measures to be taken for successful global business operations.

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	3303 MANAGEMENT TRAINING AND DEVELOPMENT
Objer	Cives
	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.
Cour Note	The Contents Credits 3 - Unit-wate questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) computery short answer type questions of 2 marks each. Section I will have 8 (Eight) questions of 10 marks each, out of which 5 (5w) operations are to be answered. Time allowed. 3 Hirs Mark Merker van vie.
	Training Process- an Overview, Role, Responsibilities and Challenges to Training Managers, Organization and Management of Training Punction Training Media Assessment and Action Research. Instructional Objectives and Lesson Planning Learning Process Training Climate and Pedagogy. Developing Training Modulas. Training Alde, Training Communication, Training Methods and Techniques, Facilities Planning, Training Alde, Training Communication, Training Evaluation, Training and Development in Index.
Sup	gestod Readings
1,	Beunet, Roger ed. (1958). Improving Training Effectiveness. Aldershot: Gower.
2	Buckley, R., & Caple, Jim. (1995). The Theory & Practice of Training. London: Kogan & Page.
3.	Lynton, R., and Pareek, U. (1990). Training for Development (2nd ed.). New Dethi: Vistaar.
4,	Pepper, Allan D. (1984) Managing the Training and Development Function Aldershot: Gower.
5.	Ree, L (1986). How to Measure Training Effectiveness. Aldershot: Gower.
6.	Reld, M.A., etc. (1992). Training Interventions: Aldershot Gower. Development (3rd, ed.). London: IPM.
7.	
	The list of cases and specific references including recent articles will be

Course 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

Courses Focus on Employability/Entrepreneurship/Skill Development

Criteria – I (1.1.3)

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SEMESTER	- IV
ore 401: STRATEGIC MANAGEMENT	
Objectives	and an and the second se
The objective of this course is to develop processes and their impact on a firm.	o understanding about strategic
Course Contenta	Credits 3
Ioter - Unit-wase questions will not be asked. The will have 10 (Ten) computery short answer 10 B will have 8 (Eight) questions of 10 marks 4 to be answored. Time allowed - 3 Hrs Max Ma	ach, out of which 5 (five) questions are
Business policy- An introduction Overview of SM- meaning & definition of strat Process of Strategic management. Role of strategics in Strategic management.	
Strangic Intent -vision, mosion, goal & object Environment appraisal- sectors of scanning, Organisational appraisal, Strategic advantage Corporate lovel strategies- grind strategies, gies, retrenchment strategies. Business lovel strategies, Strategic analysis and choice, corporate lev	notical and techniques of Escanning, sis,methods and techniques of profile stability strategies, expension strate- strategies, el strategie analysis, cusiness level
strategic analysis, subjective factors in strateg Strategy implementation- project impleme Structural implementation, Behavioral imple- implementation, Strategy evaluation and control- Evaluation te	nentation, Procedural Implementation, nentation, Functional and operational
 Suggested Reading Area0I, H. Iger, (1954). Implanting Strategic I Justage Prentice Heal Inc. Budhingia, S. E., and Almeya, M. B. (1996). C Datis: Tata McCraw Hill. Christamaer, C. R. eds. (1957). Business Pol Binlos: Richard D Invin. Hume, G., and Phathaid, C. K. (1994). Compe School Press. Chaitawardy, S. K. (1993). Managerial Transfe Sage. David, Fred. (1967). Strategic Management (7 sag: Prentop Hall Inc. Discolar, Pedar F. (1952) The Changing work Boola. 	Management: Englewood Cilits, New 34 asses in Strategic Management. New Itoy Cases (5 th edition). Homewood, ting for the Future. Harvard Business armation Through Values. New Deth: th edition). Eglewood cilits, New Jer-
CP-402: PROJECT REPORT The final project will be evaluated at the end of the external assemblers. This would be eculvatent to it	a fourth semantier by the internal and na marks of two grades

Course Outcomes:

Student will-

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

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Master of Busine	ss Administration (N	IBA)	
	ELECTIV	/E COURSES	05
FM-3101: MANAG	SEMENT CONTROL	SYSTEM	
Objectives The objective management public organiz	control system as i	appraise the students well as its role in effic	and the second second second
Course Contents			Credits 3
will have 10 (To	n) compulsory short an	id. There will be 2 (Two lower type questions of) larks each, out of which fax. Marks 70, Min Pass	5 (five) questions are
Management Co	ntrol- An Overview, Natu	es. Scope and Concept of	Management Control
System, Organizz	dional Goals; Strategic p	lanning and implementatio	115.
Management C Procedures, Bu Accounting As; Value for Mone Management Co Dost Centre, Pr Divisional Perform Qualitative and Management Co part of Informatic Management Co	Control Process- Prog odgetary control: Anai pects of Control ind y; Analysis and Repo- ntrol Structure- Respo- ofit Centre; Inter-Divi- ance including Perform Quantitative Investm antrol- Motivation an In Process.	luding Internal Audit rting: Variance Report isbility Centre, Bespon ional Transfer Friding, ance Evaluation. sent Centre - Behavio d Morale; Goal Cong manization Selected C	Planning and and Control and ing. sibility Accounting. Measurement of sural aspects of rulence; Hurnan
Suggested Readings			
Anthony, R.N. an Taraporevala, Chi	d Govindrajan V. Ma cago, Invin, 1995.	napement Control Sys Hawirk	nems, a st ed
22(6)10	4.4	Acurry	104 - 1018

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

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Department of Management Buddes, G.G. Valheavidysbye	
PEI-3102 MANAGEMENT OF FINANCIAL BISTITUTIONS	
Chiedhes.	
The objective of this course is to discuss the financial management problems of financial institutions including a detailed study of the working of this leading financial institution in India.	
Course Contents Credits 3	
Notur- Unit-wise quantitions will not be asked. There will be 2 (Twoy Bactions: Section A will have 10 (Teojoornpulsicery short answer type questions of 2 marks each: Section is wit have 8 (Eight) questions of 10 marks each, out of which 5 (I)ve) questions are to be answerd. Thre allowed - 3 Hrs. Marc.Marks.70, Min Pase Marks: 25.	
The Role and Importance of Financial Institutions: Evaluating Role and Neturns of Assam- and Lamilians of Financial Institutions: Industrial rate analysis; Interest rate in Financial System, Yant Carve: Risk and Initiation; Liquidity and profability of commercial Banks, Spatian, Yant Carve: Risk and Initiation (Liquidity and profability of commercial Banks, Banking Law and Regulation; Financial Science, Credit and Moneture Planning, Insurance Companies. Thrit Institution: Development Banks; Role: Of Development Banks; in Initiation; Financial institutions in Initiations Viening and Organization of Officent Financial Institutions.	and the
Suggested Readings	Dec
1. Inalia, V.K. (1998). Indian Finacial System. New Debit: Annul Pub. Pvt.Ltit.	59
 Dougell, Herbert E., and Gaumnitz. Capitul Markets and Institutional Englewood Gitts, New Jarsey: PHL 	Haspi
 Hempel, George H., and Yolwitz, Jass B. Financial Management of Financial Institu-tions. Englewood Cliffs, New Jansey. PHI. 	
4. Kane, Joseph A. Development Banking. Toronto: Leidning too books.	
E. Pose, Peter B., and Ecaser, Donald. Financial Institutions. Ontario: Insin Donary	
 V), Madou. Management of Financial Institution in India. New dath: Annot. 	
7. Bhole, L.M. Financial Institutions and Markets. TMII	
The list of cases and specific references including recent articles will be smounced in the class at the time of commencement of the course	
APPROVER AND AND	4
6	
Course Outcomes:	

At the end of the Course, Student will be able to:

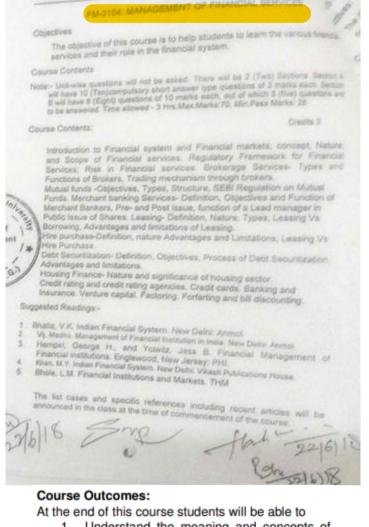
Understand the role and importance of financial institution. They are expected to manage the risk and returns of different financial institutions.

Courses Focus on Employability/Entrepreneurship/Skill Development

गुरू घासीदास विश्वविद्यालय (केंद्रीय विस्तविवालय अधिन्यम 2008 क्र. 25 के अंतर्गत स्वापित केंद्रीय विश्वविद्यालय) कोनी, बिलासपुर - 495009 (छ.ग.)



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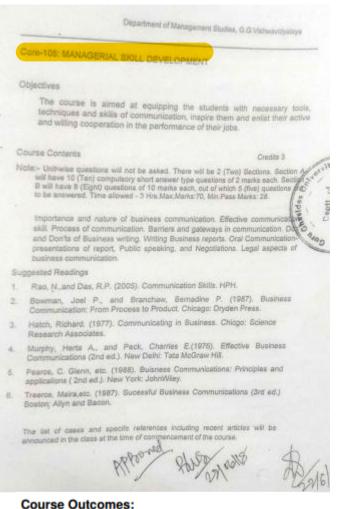
- Understand the meaning and concepts of financial markets and financial system.
- Understand the intricacies of managing different types of financial services

Criteria - I (1.1.3)

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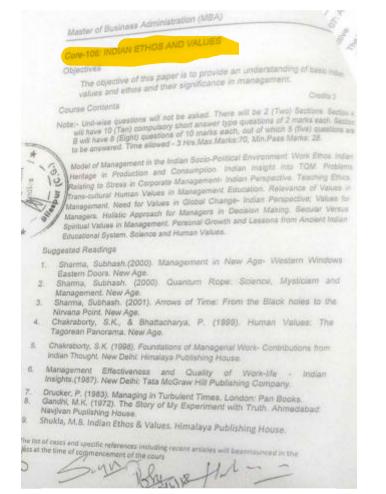
Course Outcomes:

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

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Course Outcomes:

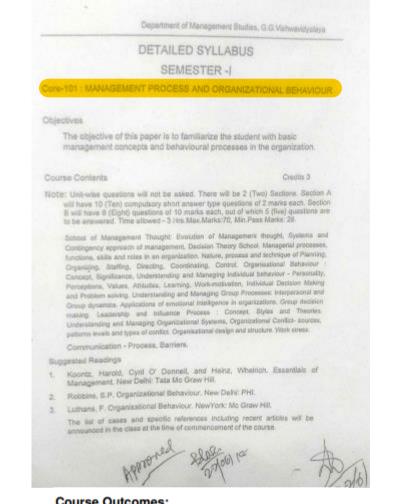
On successful completion of this course, the learner will be able to –

- Develop and understanding of Indian value system and its application in managerial practices and their perspectives.
- Practice value based management and ethical norms in business.

गुरू घासीदास विश्वविद्यालय केन्द्रीय विश्वविद्यालय अधिनियम 2009 क्र. 25 के अंतर्गत स्थापित केन्द्रीय विश्वविद्यालय) कोनी, बिलासपुर - 495009 (छ.ग.)



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Course Outcomes:

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

1. relate the different aspects of the human behavior to the individual, group & organizational perspectives of the workplace.

2. apply the frameworks & tools effectively to analyze & approach various Organizational situations.

3. modify their own beliefs, assumptions, and behaviors with respect to how individuals, groups and organizations act in order to expand the options of approaches and increase the own effectiveness.

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	Master of Business Administration (MBAV
	Objectives The objective of the course is to make the students familiar with some basic, statistical and linear programming techniques. The main focus basic, statistical and linear programming techniques. The main focus basic devices and linear programming techniques. The main focus basic devices and linear programming techniques. The main focus techniques and linear programming techniques. The main focus techniques and linear programming techniques and linear programming techniques. The main focus techniques and linear programming techniques and linear programming te
	Conducts and Conduct Station Station Station Station Station Stationers
	Course contents Note:- Unlivere do (Tran) computancy short answer (pre questions of 2 marks each. Section with have 10 (Tran) computancy short answer (pre questions of 2 marks each. Section with have 10 (Tran) computancy short answer (pre questions of which 5 (five) questions are B will have 5 (Eight) questions of 10 marks each, out of which 5 (five) questions are B will have 5 (Eight) questions of 10 marks each, out of which 5 (five) questions are been answered. Time allowed - 5 Hzs. Max Marks: 70, Min. Pass Marks: 28. Mathematical basis of managenial decision: Functions, Application: of Functions. Some Mathematical basis of managenial decision: Functions, Application, Matrices, Markov Chame special Functions. A P. & G.P. and their managenial application. Matrices, Markov Chame 5 mer applications. Frequency Distribution and Their analysis. Probability Theory and A mer applications. Frequency Distribution and Their analysis. Probability Theory and Regression Analysis. Time Senies Analysis and Forecasting. Linear Programming - Base Concepts, Model Formulation, Solution Methods, Duality. Introduction to some Base Questions Markeds Package.
1	Suggested Readings
1	Chadha, N.K. (1996). Statistics for Benavioral and Social Scientists. New Delhi: Relance Publishing House.
2.	Oupla, S.P., and Gupta, M.P. (1997). Bouneus Statistics. New Cleffic Sultan Chana.
3	Kazmier, T. J., and Pohl, N. F. (1983). Basic Statistics for Business and Economics. New York: McGraw Hill.
4.	Kelvin, Richard I., and Rubin David, S. (1995). Statistics for Management. New Jersey: Prentice Hall Inc.
5.	Delhi Suitan Chand.
6. 7. 8.	Shama J.K. (2001). Fundamentals of Operations Research, New Detric Macmidian Terry, Shnich. (1990). Business Statistics by Examples. London: Collier Me Millian Publishers. Shrivestava, Shanoy, and Shanma. (2004). Quantitative Techniques for Managerial Decisions: New Age.
	The list of cases and specific reterences including recent articles will be announced in the class at the time of commencement of the course
118	St Hol - 28 m

Course Outcomes:

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

- 1. Apply statistical analysis in business decision making
- 2. Apply LP to business decision making

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HUMAN RESOURCE MANAGEMENT	
WIR .	
The objective of this course is to sensitize managing people and to create an under and practices of human resource manager	rstanding of the various policies
se Contents	Credita 3
 Unit-wise questions will not be asked. There will have 10 (Ten) computency shart enswer by 5 will have 8 (Eight) questions of 10 marks ear to be answered. Time allowed - 3 Hrs. Max. Mark 	e questions of 2 marks each. Section th, out of which 5 (5ve) oxections are
Concepts and Perspectives on Human Resc objectives, scope, challanges of Human Objectives and Human Resource Planning, I	Resource Management. Corporate
Succession Planning, Job Analysis, Job E Role Description.	nlargement, Job Enrichment and
Methods of Manpower Search- Recru recruitment, Good Recruitment policy, typ	
Induction and Socialization. Manpower Training a Types of Performance Appraisal and Potential Ev Determination.	
Grievance management. gested Readings	0102
Aswathappa, K.(1997). Human Resour New Dehi Tata Mc.GrawHill.	
De Canzo, & Robbins, S. P. (1994). Hu ed.). New York: JohnWifey,	iman Resource Management (5th
Dawar, Sudhir, Human Resource Manage	ement, PHI.
Monappa, A., and Saiyadain, M. (1966). New Dohl: Tata Mo-Graw-Hill.	Personnel Management (2nd ed.).
Rao, N., and Das, P.P. (2002). Cases in Hum	an Resource Management, HPH.
The list of cases and specific reference announced in the class at the time of comm	
K	Service Lafferday

Course 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

Courses Focus on Employability/Entrepreneurship/Skill Development

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Vate:- Unli-wase questions will not be asked. There will be 2 (Tw will have 10 (Ten) computery short answer type questions of 8 will have n (Eight) questions of 10 marks each, out of which	Credits 3
framework of financial decision-making in business unit. Course Contents Vote:- Unit-was questions will not be asked. There will be 2 (Tw will have 10 (Ten) computery short answer type questions of B will have 8 (Eight) questions of 10 maris each, such of which	Credits 3
will have 10 (Ten) compulsory short answer type questions of 8 will have 8 (Eight) questions of 10 marks each, out of which	
B will have 8 (Eight) questions of 10 marks each, out of which	a manufacture of
to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Past	2 marks each. Section 5 (five) questions are
Aims and objectives of Financial Management, Fini financial forecasting, Finance function.	ancial planning and
Time value of money. Investment Decisions- Significance of capity types of capital expenditury projects, Techniques of Capital Budge	
Instruments of Long Term Finance; Cest of different ac Capital, Weighted Average Cost of Capital.	ources of Long Term
Operating and Financial Leverage. Capital structure structure theories and optimum capital structure.	e decisions. Capital
Management of working capital - Cash, Receival Management Internal Financing and Dividend Policies Dividend Theories: Bonus shares,	
Financing the Infrastructure: Basic Issues	
Suggested Readings	
1. Home, Van, and James, C. (1997). Financial Managem ed.). New Delhi: Prentice Hall of India.	nent and Policy (10th
 Hampton, John. (1997): Financial Decision Making. Er Jersey: Prentice Hall Inc. 	nglewood Cliffs, New
 Pandey, I.M. Financial Management. New Deth: Vikas Brealey, Richard A., and Myers, Stewart C. Principles t (V^R ed.). New Deth: Mc Graw Hill. Sharan, V. Fundamentals of Financial Management. Pear 	of Corporate Finance
The list of cases and specific references including recent a announced in the class at the time of commencement of th	

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Department of Management Studies, G.G. Vishwavidyalaya

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, Translal reports generation, practical knowledge on Wings Accounting and Wings Trade (Software). Usage of statistical packages for analyses in research-totax and Excel, SPBIS and SYSTAT.

Suggested Readings

- 1. Data, C. J. An Introduction to Database Systems. Massachusetts: Addison Wesley.
- Dienes, Sheila S. Microsoft Office- Professional for Windows 95. Delhi: BPB Publication.
- 3 Manufeld, Ron. The Compact Guide to Microsoft office. Dethi: BPB Publication.
- Summer, M. Computers concepts and uses (2nd ed.). Englewood Cliffs, New Jersey: Prentice Hall 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.



Course Outcomes:

Student will

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 this which facilitate the decision making in Business situations.

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	1.1
SEMESTER-III	1000
Core-301: DECISION SUPPORT SYSTEMS AND MANAGEMENT	2
Objective	
The objective of this course is to develop the basic understanding of the decision approxi-	
system of the artificial intelligence for business organization.	
Course Contents Credits 3	
Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Tan) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (I/ve) questions are to be answered. Time adowed - 3 Hrs. Max.Marks170, Min. Pass Marks128	
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 Hentors - specific DSS; Constructing a DSS, Steps in designing a DSS identification of decision building of DSMS, building of MBMS - implementation performance testing.	
Databasi mananeman Auron a	
Database management System: Sources of data: Data file environment: Database environment; Data models relevance of environment.	
detailed of relational data base design in DRX	
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 too too	
alog Generation Management System: User Interface; Graphics	
Shills the four Blyins	
Course Outcomes:	

Student will-

- Record the current issues of information technology and relate those issues to the firm.
- Reproduce a working knowledge of concepts and terminology related to information technology.
- Analyze how information technology impacts a firm.
- Describe the role of information technology information system in business.

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