



GURU GHASIDAS VISHWAVIDYALAYA

**(A CENTRAL UNIVERSITY)
BILASPUR, CHHATTISGARH**

**PROPOSED MODIFICATIONS IN THE
MBA 2YEARS SYLLABUS FROM THE ADMISSION BATCH2023-24**

DEPARTMENT OF MANAGEMENT STUDIES

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

Semester wise new elective paper and syllabus is as follows:

SECOND SEMSESTER

The highlighted portion is proposed to be added in the syllabus of Financial Management

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.

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 in third and fourth semesters.

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

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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 and Bankers perspectives

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 Udhayog Bhawan: Tax benefits in India for Entrepreneurship in different sectors, Partnerships and Joint venters, introduction of proprietorship, LLP, Pvt LTD firms. How to select and open desired firm.

Text/Reference Books:

1. Entrepreneurship Development & Management, Vasant Desai, Kulveen Kaur, HPH, 2021
2. Entrepreneurship, Rajeev Roy, Oxford University Press, 2020
3. Entrepreneurial Development, Sangeeta Sharma, PHI, 2022
4. Entrepreneurship Management, Bholanath Dutta, Excel Books, 2012

Course Outcomes:

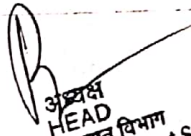
1. Learn concept of entrepreneurship and its importance in the economy.
2. Evaluate business opportunities through market analysis and customer needs assessment.
3. Develop a business idea and create a feasible business plan.

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	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3

CO2	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	1	3	3	3	3	3	3	3

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


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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:

Introduction: Meaning, Need & Significance of Project Appraisal, Project Lifecycle, Role & Responsibility of Project Management

Project Analysis: Market & Demand Analysis, Technical Analysis, Social Cost Benefit Analysis, Financial Analysis

Project Selection Process: Investment Criteria, Project Cashflow, Project Cost of Capital

Project Finance: Venture Capital & Private Equity, Financing of Infrastructure Projects

Project Implementation: Project Organisation, Project Planning & Control, Human Aspect of Project Management.

Project Control Tools: Gantt Charts, Basic Concept of Networks, Line Estimations, C.P.M, P.E.R.T, Activity based Costing.

Text/Reference Books:

1. Projects, Prasanna Chandra, Tata McGraw Hill Publications, 2019
2. Project Management, Vasant Desai, Himalaya Publication House, 2016
3. Project Management, K. Nagarajan, New Age International Publishers, 2005

Course Outcomes:

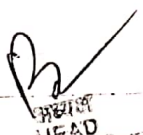
At the end of this course, the students will be able to:

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
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3

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


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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, Lehmann, Winer, McGraw Hill Education, 2017
- 2) Innovation Management and New Product Development, Paul Trott, Pearson, 2009
- 3) Strategic Brand Management, Kapferer, Kogan Page Limited, 1997
- 4) Product Strategy and Management, Baker, Hart, Pearson Education, 2007

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	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
CO1	3	3	3	3	2	3	3	2	3	3	3	3	3	2	3
CO2	3	3	3	3	2	3	3	2	3	3	3	3	3	2	3
CO3	3	3	3	3	2	3	3	2	3	3	3	3	3	2	3

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

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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

Strategic Human Resource Management

Course Objectives:

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

Syllabus Content:

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

Text/Reference Books:

1. Strategic Human Resource Management, Susan E. Jackson, Wiley India Pvt. Ltd, 2008
2. Strategic Human Resource Management, Mathur, New Age International (P) Ltd, 2015
3. Human Resource Management, S S Khanka, S. Chand Publications, 2003
4. Human Resources Management and Human Relations, V.P. Michael, Himalaya Publishing House, 2016
5. Stress Management, Alok Chakrawal, Pratibha Goyal, Studera Press, 2018

Course Outcomes:


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

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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
CO1	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO2	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO3	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3

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


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FOURTH SEMSESTER

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:

1. Financial Derivatives- Theory, Concepts and Problems, S. L. Gupta, PHI, 2005
2. Derivatives and Risk Management, Srivastava, Oxford, 2014
3. Derivatives and Risk Management, J. R. Varma, TMH, 2008
4. Fundamentals of Financial Derivatives, N. R. Parsuraman, Wiley India, 2008

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		
	P	P	P	P	P	P	P	P	P	P	P	P	PS	PS	PS
	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO2	3	3	3	3	3	3	3	2	3	3	3	3	3	2	3
CO3	3	3	3	3	3	2	2	2	3	3	3	3	3	2	3

Weightage: 1-Slightly; 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. Customer Relationship Management, Jagdish N Sheth, Parvatiyar Atul, G Shainesh, , 1st Edition, McGraw Hill Education, 2017
2. Customer Relationship Management Getting it Right, Kincaid ,Pearson Education, 2005
3. Customer Relationship Management- A Step byStep Approach, Mohamed, Sagadevan, Vikas Publishing House, 2008

Course Outcome:


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

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

Course Outcomes and their mapping with Programme Outcomes:

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

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


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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 Human Resource Management

Course Objectives:

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

Syllabus Content:

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

Cultural Aspect of International Assignments: Basics of Culture Determinants of Culture, Reasons for the Convergence of the Cultures, Importance of Cultural Sensitivity to Organizations, Issues in Organizational 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.

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Text/Reference Books:

1. Strategic Human Resource Management, Schuler and Susan, Blackwell Publishing, 2008
2. Human Resource Champions, Dave Ulrich, Harvard Business School Press, 1996
3. International Human Resource Management, Monir Tayeb, Oxford University Press, 2005
4. Corporate HRD by Biswajeet Pattanayak, Publisher: Excel Books
5. HRM in Global Perspective, Viswanathan, Prasad, Halpeth, Gujral, Himalaya Publishing House, 2017

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		
	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	PO 10	PO 11	PO 12	PS O 1	PS O 2	PS O 3
CO1	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO2	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3
CO3	3	3	3	2	2	3	3	3	3	3	3	3	3	2	3

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

EXAMINATION AND EVALUATION

Examination and Evaluation for the above-mentioned course are as per ordinance no. 72

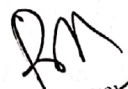
1. Every course shall carry a total of 100 marks. There shall be 70 marks for semester-end external examination and 30 marks for internal assessment until and unless indicated otherwise.

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

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

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

S. No.	Components of End Semester Examination	Marks
1.	Section- 'A' (Very short answer type questions) comprises of 10 questions carrying 2 marks each {All questions are compulsory}.	20 Marks
2.	Section- 'B' (Long answer type questions) comprises of 08 questions carrying 10 marks each {Attempt any five questions}.	50 Marks
	TOTAL	70 Marks


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