

प्रबन्ध अध्ययन विभाग  
गुरु घासीदास विश्वविद्यालय, बिलासपुर (छ.ग.)  
(केन्द्रीय विश्वविद्यालय अधिनियम 2009 के अंतर्गत स्थापित केन्द्रीय विश्वविद्यालय.)

क्रमांक 392 / प्र.अ. / 2023

बिलासपुर, दिनांक 17/10/2023

-बैठक सूचना-

अध्ययन मण्डल (Board of Studies) व्यवसाय प्रशासन की बैठक दिनांक 19/10/2023 को पूर्वान्ह 11.00 बजे किया जाना है। सभी सदस्यों का सहयोग/उपस्थिति प्रार्थनीय है।

कार्य सूची-

उक्त बैठक में निम्नलिखित विषयों पर चर्चा उपरांत अनुमोदन किया जाना है।

- 1- सत्र 2023-24 के लिये एमबीए तृतीय एवं चतुर्थ सेमे. में अतिरिक्त Elective विषयों को शामिल किये जाने हेतु चर्चा उपरांत अनुमोदन।
- 2- NEP 2020 के तहत स्नातक स्तर पर लागू किये जाने वाले 02 Minor विषयों को शामिल किये जाने हेतु चर्चा उपरांत अनुमोदन।
- 3- आगामी सत्र 2023-24 से एमबीए पाठ्यक्रम पूर्ण होने पर जारी किये जाने वाली अंकसूची में संबंधित छात्र के Specialisation को अंकित किये जाने पर चर्चा उपरांत अनुमोदन।
- 4- अध्यक्ष की अनुमति से अन्य विषय पर चर्चा।

पृ.क्रं 393 / प्रअवि / 2023  
प्रतिलिपि -

प्रबंध अध्ययन विभाग  
बिलासपुर, दिनांक 17/10/2023

- 1- कुलपति के सचिव की ओर माननीय कुलपति महोदय के सूचनार्थ।
- 2- संकायाध्यक्ष, प्रबंध एवं वाणिज्य विद्यापीठ।
- 3- कुलसचिव के शीघ्रलेखक की ओर कुलसचिव के सूचनार्थ।
- 4- सभी सम्माननीय सदस्यों की ओर सूचनार्थ।
- 5- सहा-कुलसचिव, अकादमी/वित्ताधिकारी की ओर सूचनार्थ एवं आवश्यक कार्यवाही हेतु।
- 6- कार्यालय प्रति।

प्रबंध अध्ययन विभाग  
बिलासपुर, दिनांक 17/10/2023

## Minutes of the Meeting of Board of Studies in Business Administration held on 19/10/2023

A meeting of the of Board of Studies in Business Administration was held on 19/10/2023 at 11.00 AM through online/offline mode.

The following members were present:

- |                            |   |                                     |
|----------------------------|---|-------------------------------------|
| 1. Prof.. B D Mishra       | - | Head of the Department and Chairman |
| 2. Prof. Sanjeev Prashar   | - | External Member(Joined online)      |
| 3. Prof. Harish Kumar      | - | Member                              |
| 4. Dr. Mrs. Bobby B Pandey | - | Member                              |

The Board had a detailed discussion on the proposed agenda. After deliberations the following decisions were taken:

### Agenda No. 1

. The Board approved the revision in course Financial Management in MBA II Sem.

. The Board approved the proposal and the syllabus (as attached) for introduction of new discipline specific electives and open elective courses as mentioned below for MBA III and MBA IV semester students after incorporating the suggestions of the members. These electives will be offered in addition to the existing syllabus. The proposed changes in the syllabus of MBA Programme will be effective for the students admitted in 2023-24 and onwards..

#### Open Elective;

1. Basics of Entrepreneurship- MBA III Sem

#### Discipline Specific Elective:

- |  |                               |
|--|-------------------------------|
| 1. Project Appraisal and Management    | (Finance Area) MBA III Sem    |
| 2. Product and Brand Management-       | (Marketing Area) MBA III Sem  |
| 3. Strategic Human Resource Management | - (HRM Area) MBA III Sem      |
| 4. Financial Derivatives               | - (Finance Area) MBA IV Sem   |
| 5. Customer Relationship Management    | - (Marketing Area) MBA IV Sem |
| 6. Global Human Resource Management-   | (HRM Area) MBA IV Sem         |

### Agenda No. 2

In view of the implementation of NEP 2020 , Board approved the syllabus (as attached) of the following courses:

1. Basics of Entrepreneurship
2. Fundamentals of Human Resource Management

These two courses will be offered as minor courses to the students of I Sem. undergraduate programme from the session 2023-24.

### Agenda No. 3

In view of the requirements of the students for certificate of Specialization the Board recommends that the major and minor specializations opted by the students should be mentioned in the final year Marksheet from 2023-24.

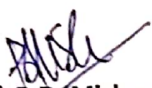
### Agenda No. 4 (With the permission of the chair)

In view of the implementation of NEP 2020 , and the recommendation of the Dean, School of Studies in Management and Commerce and the Head of the Department of Commerce, the Board approved the syllabus (as attached) of the following courses:

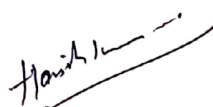
1. Business Law
2. Fundamentals of Banking

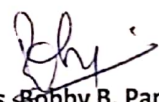
These two courses will be offered as minor courses to the students of I Sem. undergraduate programme from the session 2023-24. These two courses will be offered in addition to the courses mentioned at agenda no.2.

The meeting ended with thanks to the chair.

  
Prof. B.D. Mishra  
(Chairman)

Prof. Sanjeev Prashar  
(joined online)  
(External Expert)

  
Prof. Harish Kumar  
(Member)

  
Dr. Mrs. Bobby B. Pandey  
(Member)



## 4 year UG Programme with Multiple Entry-Exit Options

(Under NEP 2020)

(As Per the Curriculum and Credit framework for undergraduate programme by UGC, New Delhi)

(Ordinance Prepared as per the provisions given in statute 28 (1) (b) of the Central Universities Act, 2009)

### 1<sup>st</sup> Year- I Semester

Minor: <b>Basics of Entrepreneurship</b>	
<b>Objectives</b>	<ul style="list-style-type: none"><li>● Concept of entrepreneurship and its importance in the economy.</li><li>● Evaluation of business opportunities through market analysis and customer needs assessment.</li><li>● How to develop a business idea and create a feasible business plan?</li><li>● Understand the legal and ethical considerations in entrepreneurship.</li><li>● Demonstrate characteristics of entrepreneurship.</li></ul>
<b>Learning Outcomes</b>	Understand characteristics of entrepreneurship Learn concept of entrepreneurship and its importance in the economy. Evaluate business opportunities through market analysis and customer needs assessment. Develop a business idea and create a feasible business plan.
<b>Examination Scheme</b>	This Subject shall carry a total of 100 marks. There shall be 70 Marks for semester-end external examination and 30 marks for internal assessment.
<b>Course Contents:</b>	<p>Definition and characteristics, Importance in economic development, Historical overview &amp; evolution, Creativity and innovation. Entrepreneur vs employee. Idea generation Techniques: identifying trends and emerging markets, brainstorming. Components of a business plan, Marketing and sales strategies. Business proposal template.</p> <p>Importance of market research, conducting surveys, interviews,</p>

Approved in  
BoS  
held on 19/11/2023

*[Signature]*

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Guru Ghasidas Vishwavidyalaya (A Central University of Bilaspur), Koni (C.G.)

## 04 Years UG Program with Multiple Entry-Exit Options

(Under National Education Policy 2020)

(As per the Curriculum and Credit framework for undergraduate program by UGC, New Delhi)

(Ordinance Prepared as per the provisions given in statute 28 (1) (b) of the Central Universities Act, 2009)

### 1<sup>st</sup> Year- I Semester

Minor Course- <b>BUSINESS LAW</b>	
Objectives	The purpose of this paper is to provide in-depth understanding of fundamental legal issues pertaining to the business world and various laws to enhance the ability to manage businesses effectively.
Learning Outcomes	After Completion of the course the students will be able to understand the basic concept of business legislations and able to identify the fundamental legal principles behind contractual agreements and develop legal thinking for smooth establishment of business concern.
Examination Scheme	Paper will be of 100 marks out of which 70 marks shall be allocated for semester-end external examination and 30 marks for internal assessment Time allowed: 3 Hrs. Maximum Marks : 70, Minimum Marks: 28
Course Contents:	<b>Unit I: The Indian Contract Act, 1872</b> Nature of Contract, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Performance of Contract, Discharge of Contract, Remedies for Breach of Contract. Special Contract: Indemnity and Guarantee <b>Unit II: Sale of Goods Act, 1930</b> Formation of Contract of Sale, Sale and Agreement to Sell Distinction, Conditions & warranties, Transfer of ownership, Performance of the Contract of Sale, Rights of unpaid seller, Rights of buyer. <b>Unit III: The Partnership Act, 1932 and LLP, 2008</b> The Partnership Act, 1932: Definition, Partnership, Formation of Partnership, Relations of Partner, duration of Partnership, registration of Firm, effects of Non-Registration, Dissolution of a firm. Limited Liability Partnership Act 2008: Essential features of LLP, Incorporation and differences with other forms of organizations <b>Unit IV: Consumer Protection Act, 2019</b> Consumer Protection Act, 2019: Definition of Consumer, Scope of Consumer Protection Act, Consumer Protection Council,

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BOS held on 19/09/2023

*[Signature]*  
*[Signature]*



Guru Ghasidas Vishwavidyalaya (A Central University of Bilaspur), Koni (C.G.)

## 04 Years UG Program with Multiple Entry-Exit Options

(Under National Education Policy 2020)

(As per the Curriculum and Credit framework for undergraduate program by UGC, New Delhi)

(Ordinance Prepared as per the provisions given in statute 28 (1) (b) of the Central Universities Act, 2009)

### 1<sup>st</sup> Year- I Semester

#### Minor Course: **FUNDAMENTALS OF BANKING**

<b>Objectives</b>	This course is design to enlighten the students with the conceptual framework of banking in India. The main objective of this course is to introduce the basic role and functions of bank as a financial intermediary and bank as a financial institution to the students
<b>Learning Outcomes</b>	After Completion of the course the students will be able to understand the meaning and scope of Banking with functions of Banks and their role into banking
<b>Examination Scheme</b>	Paper will be of 100 marks out of which 70 marks shall be allocated for semester-end external examination and 30 marks for internal assessment Time allowed: 3 Hrs. Maximum Marks : 70, Minimum Marks: 28
<b>Course Contents:</b>	<b>Unit I: Introduction</b> Origin, Meaning and Definition of 'Bank', Evolution and Development of banking in India. Features of Banks, Classification of Banks, Structure of Indian Banking System. Unit Banking Vs. Branch Banking. <b>Unit II: Functions of Banks and Central Banking</b> Functions of Banks: Primary functions- Accepting deposits, Granting Loans and Advances; Secondary functions-Agency Functions, General Utility Functions; Central Banking – Functions of Central Bank – Quantitative Credit Controls and Qualitative Credit Controls; History of Reserve Bank of India. <b>Unit III: Banking Operations</b> Types of Account; Procedure for Opening of Bank Account; Know Your Customer (KYC), Pay-in-slips, Withdrawal slips, Issue of pass book, (Current Savings or Recurring deposits), Issue of Cheque book, Closure of accounts. Types of advances, Advance against various securities. Anti-money Laundering Guidelines. <b>Unit IV: Electronic banking and information technology</b> Need and importance of technology in banking; E-Banking: ATM,

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	Credit card, Debitcard, Mobile Banking, Internet Banking; Concept, and benefits of Core Banking Solution; Electronic Clearing System (ECS); E-payments: Electronic Fund Transfer (EFT) - RTGS, NEFT and SWIFT, Immediate Payment Services (IMPS), E-money; Safeguard for E-Banking.
<b>Suggested Readings:</b>	<ol style="list-style-type: none"> <li>1. Suneja, H.R. Practical and Law of Banking. Himalaya Publishing House.</li> <li>2. Saxena, G.S., Legal Aspects of Banking Operations, Sultan Chand and Sons</li> <li>3. Gordon and Natarajan, Banking Theory Law and Practice, Himalaya Publishing House, Mumbai.</li> <li>4. Sinha C.V., Indian Banking System, SBPD Publishing House</li> <li>5. Gupta, R.K., Banking Law and Practice, Modern Law Publication.</li> <li>6. Varshney, P.N., Banking Law &amp; Practice, Sultan Chand &amp; Sons.</li> </ol>

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## 4 year UG Programme With Multiple Entry-Exit Options

( Under NEP 2020)

( As Per the Curriculum and Credit framework for undergraduate programme by UGC, New Delhi)

(Ordinance Prepared as per the provisions given in statute 28 (1) (b) of the Central Universities Act,2009)

### 1<sup>st</sup> Year- I Semester

Minor: <b>Fundamentals of Human Resource Management</b>	
<b>Objectives</b>	<ul style="list-style-type: none"><li>● This course helps students to acquire knowledge and strategy for picking the right kind of future employees for the company.</li><li>● To sensitize students to the various facets of managing people.</li><li>● To create an understanding of the various policies and practices of human resource management.</li></ul>
<b>Learning Outcomes</b>	After the course the students are expected to know the basics of HRM and apply it for improving human resource management in an organization.
<b>Examination Scheme</b>	This Subject shall carry a total of 100 marks. There shall be 70 Marks for semester-end external examination and 30 marks for internal assessment.
<b>Course Contents:</b>	<p>Introduction, Concepts of Human Resource Management. Nature, feature, objectives, scope, challenges of Human Resource Management. Human Resource Planning.</p> <p>Job Analysis, Job Enlargement, Job Enrichment and Role Description. Methods of Manpower Search- Recruitment &amp; Selection, sources of recruitment, type of tests, Placement.</p> <p>Induction, Manpower Training and Development. Performance Appraisal. Job Evaluation &amp; Wage Determination.</p>

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Suggested Readings:	<p>Raymond A. Noe (Author), Barry Gerhart (Author), Patrick M. Wright (Author), John R. Hollenbeck(2021): Fundamentals of Human Resource Management, McGraw Hill Publishing House.</p> <p>Aswathappa k. Dash Sadhna (2021): Human Resource Management- Text and Cases, McGraw Hill Publishing House.</p> <p>P.SUBBA RAO (2018): Essentials of Human Resource Management And Industrial Relations, Himalaya Publishing House.</p> <p>L.M Prasad (2018): Human Resource Management , Sultan Chand Publishing House.</p> <p>David A DeCenzo , Stephen P.Robbins (2004): Fundamentals of Human Resource Management.Publisher John Wiley &amp; Sons</p>
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# GURU GHASIDAS VISHWAVIDYALAYA

(A CENTRAL UNIVERSITY)  
BILASPUR, CHHATTISGARH

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

DEPARTMENT OF MANAGEMENT STUDIES

Approved in BoS  
held on 19/10/2023  
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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 SEMESTER

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. →

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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 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.

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

**Text/Reference Books:**

1. Entrepreneurship Development & Management, Vasant Desai, 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-Slightly; 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.

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held on 19/10/2022  
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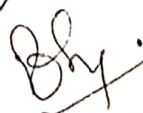
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**Course Outcomes and their mapping with Programme Outcomes:**

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

Approved in  
BOS  
held on 19/10/2022  
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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

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BOS  
held on 19/10/2023  
By:  

### 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	PS 1	PS 2	PS 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-Slightly; 2-Moderately; 3-Strongly

Approved in BOS  
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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.

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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

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## 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, , 1<sup>st</sup> Edition, McGraw Hill Education, 2017
2. Customer Relationship Management Getting it Right, Kincaid ,Pearson Education, 2005
3. Customer Relationship Management- A Step by Step Approach, Mohamed, Sagadevan, Vikas Publishing House, 2008

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### 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		
	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
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-Slightly; 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 Organisations, Issues in Organisational Cultures, Cultural Diversity at Work Place, Motivation and Communication across Culture, Cross-culture Communication.

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

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

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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

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