



GURU GHASIDAS VISHWAVIDYALAYA
(A CENTRAL UNIVERSITY)
BILASPUR, CHHATTISGARH

SYLLABUS
MBA PROGRAMME
(EFFECTIVE FROM 2024-25 BATCH)

DEPARTMENT OF MANAGEMENT STUDIES
SCHOOL OF STUDIES IN COMMERCE AND MANAGEMENT

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CBCS-NEW SYLLABUS
PROPOSED (W.E.F. SESSION 2024-25)

MBA FIRST YEAR
SEMESTER: I

Sl. No.	COURSE Code	SUBJECT	PERIODS			EVALUATION SCHEME			CREDIT S
			L	T	P	IA	ESE	SUB TOTAL	
1	MSPATT 01	PRINCIPLES AND PRACTICE OF MANAGEMENT	3	1	0	30	70	100	4
2	MSPATT 02	QUANTITATIVE METHODS	3	1	0	30	70	100	4
3	MSPATT 03	MANAGERIAL ECONOMICS	3	1	0	30	70	100	4
4	MSPATT 04	BUSINESS ENVIRONMENT	3	1	0	30	70	100	4
5	MSPATT 05	MANAGERIAL SKILL DEVELOPMENT	3	1	0	30	70	100	4
6	MSPATT 06	INDIAN ETHOS AND VALUES	3	1	0	30	70	100	4
7	MSPATT 07	ACCOUNTING FOR MANAGERS	3	1	0	30	70	100	4
8	OE	OPEN ELECTIVE	3	1	0	30	70	100	4
TOTAL			24	8	0	240	560	800	32

Total Credits: **32**

Total Contact Hours: **32**

Total Marks: **800**

L: LECTURE, T: TUTORIAL, P: PRACTICAL, IA: INTERNAL ASSESSMENT, ESE: END SEMESTER EXAMINATION

*INTERNAL ASSESSMENT- In each course, internal assessment will consist of internal test of 15marks (best out of two tests), group assignment and presentation of 10 marks and class participation Of 05 marks.

Open Elective – 1			
Open Elective	MSPCTO 01	ENTREPRENEURSHIP DEVELOPMENT	4

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MBA FIRST YEAR
SEMESTER: II

Sl. No.	COURSE Code	SUBJECT	PERIODS			EVALUATION SCHEME			CREDITS
			L	T	P	IA	ESE	SUB TOTAL	
1	MSPBTT01	ORGANIZATIONAL BEHAVIOUR	3	1	0	30	70	100	4
2	MSPBTT02	OPERATIONS RESEARCH	3	1	0	30	70	100	4
3	MSPBTT03	HUMAN RESOURCE MANAGEMENT	3	1	0	30	70	100	4
4	MSPBTT04	FINANCIAL MANAGEMENT	3	1	0	30	70	100	4
5	MSPBTT05	MARKETING MANAGEMENT	3	1	0	30	70	100	4
6	MSPBTT06	PRODUCTION AND OPERATIONS MANAGEMENT	3	1	0	30	70	100	4
7	MSPBTT07	COMPUTER APPLICATIONS IN MANAGEMENT	3	1	0	30	70	100	4
8	MSPBTC01	RESEARCH METHODOLOGY AND PUBLICATION ETHICS	3	1	0	30	70	100	4
TOTAL			24	8	0	240	560	800	32

Total Credits: **32**

Total Contact Hours: **32**

Total Marks: **800**

L: LECTURE, T: TUTORIAL, P: PRACTICAL, IA: INTERNAL ASSESSMENT, ESE: END SEMESTER EXAMINATION

***INTERNAL ASSESSMENT-** In each course, internal assessment will consist of internal test of 15marks (best out of two tests), group assignment and presentation of 10 marks and class participation Of 05 marks.

Note:

- At the end of the second semester, all students will have to undergo summer training of 4-6 weeks with an industrial, business, or service organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the executive in organizations as approved by the Department from time to time. Each student will be required to submit a project report to the Department for the workundertaken during summer training within four weeks of the commencement of the third semester for the purpose of evaluation in the third semester.
- Confidential reports of the student's performance in the training will be collected fromthe concerned organization. Reports will be a part of the evaluation process.

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**MBA SECOND YEAR
SEMESTER: III**

Sl. No.	COURSE Code	SUBJECT	PERIODS			EVALUATION SCHEME			CREDIT S
			L	T	P	IA	ES E	TOTAL	
1	MSPCTT 01	DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM	3	1	0	30	70	100	4
2	MSPCTT 02	CORPORATE LEGAL FRAMEWORK	3	1	0	30	70	100	4
3	MSPCEF 01	SUMMER TRAINING PROJECT	-	-	-	-	100	100	4
4	OE	OPEN ELECTIVE	3	1	0	30	70	100	4
5	DSE	DISCIPLINE SPECIFIC ELECTIVE-5	15	5	0	250	350	500	20
TOTAL			24	8	0	340	630	900	36

Total Credits: **36** Total Contact Hours: **36** Total Marks: **900**
L: LECTURE, T: TUTORIAL, P: PRACTICAL, IA: INTERNAL ASSESSMENT, ESE: END SEMESTER EXAMINATION

*INTERNAL ASSESSMENT- In each course, internal assessment will consist of internal test of 15marks (best out of two tests), group assignment and presentation of 10 marks and class participation of 05 marks.

Open Elective-2			
Open Elective	MSPCTO 02	INDIAN FINANCIAL SYSTEM	4
Open Elective	MSPCTO 03	APPLICATION OF EXCEL IN FINANCE	4
Open Elective	MSPCTO 04	STRESS MANAGEMENT	4
Open Elective	MSPCTO 05	DIGITAL MARKETING	4

Discipline Specific Elective (DSE) -5			
Finance (F) Area			
DSE (F)	MSPCTD01	MANAGEMENT CONTROL SYSTEM	4
DSE (F)	MSPCTD02	SECURITY ANALYSIS AND NPORTFOLIO MANAGEMENT	4
DSE (F)	MSPCTD03	MANAGEMENT OF FINANCIAL INSTITUTIONS	4
DSE(F)	MSPCTD04	PROJECT APPRAISAL AND MANAGEMENT	4
Marketing(M) Area			
DSE(M)	MSPCTD05	CONSUMER BEHAVIOUR	4
DSE(M)	MSPCTD06	INTEGRATED MARKETING COMMUNICATIONS	4
DSE(M)	MSPCTD07	INTERNATIONAL MARKETING	4
DSE(M)	MSPCTD08	PRODUCT AND BRAND MANAGEMENT	4
Human Resource Management (HR)Area			
DSE(H R)	MSPCTD09	MANAGEMENT OF INDUSTRIAL RELATIONS	4
DSE(H R)	MSPCTD10	LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS	4
DSE(H R)	MSPCTD11	MANAGEMENT OF TRAINING AND DEVELOPMENT	4
DSE(H R)	MSPCTD12	STRATEGIC HRM	4

Note:

- A student has to opt for ‘**anyone area**’ as **Major Specialization** and ‘**another area**’ as **Minor Specialization**.
- There will be three courses/papers in Major and two courses/papers in Minor Specialization.
- The Head of the Department will announce the Major and Minor courses/papers available in different groups at the beginning of the semester.

Total Credits in Semester III: (9 x 4 = 36 Credits)	36
Core 2+ Open Electives 1 + Field Project 1+ DSE 5 = 9	

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**MBA SECOND YEAR
SEMESTER: IV**

S.No	COURSE Code	SUBJECT	PERIODS			EVALUATION SCHEME			CREDITS
			L	T	P	IA	ESE	TOTAL	
1	MSPDTT01	STRATEGIC MANAGEMENT	3	1	0	30	70	100	4
2	MSPDDF01	DISSERTATION PROJECT REPORT	-	-	-	-	100	100	4
3	DSE	DISCIPLINE SPECIFIC ELECTIVE -3	9	3	0	90	210	300	12
TOTAL			12	4	0	120	380	500	20

Total Credits: **20**

Total Contact Hours: **18**

Total Marks: **500**

L: LECTURE, T: TUTORIAL, P: PRACTICAL, IA: INTERNAL ASSESSMENT, ESE: END SEMESTER EXAMINATION

*INTERNAL ASSESSMENT- In each course, internal assessment will consist of internal test of 15marks (best out of two tests), group assignment and presentation of 10 marks and class participation of 05 marks.

Discipline Specific Elective (DSE) - 3			
Finance (F) Area			
DSE (F)	MSPDTD01	MANAGEMENT OF FINANCIAL SERVICES	4
DSE (F)	MSPDTD02	INTERNATIONAL FINANCIAL MANAGEMENT	4

DSF (F)	MSPDTD03	FINANCIAL DERIVATIVES	4
Marketing(M) Area			
DSE(M)	MSPDTD04	SALES & DISTRIBUTION MANAGEMENT	4
DSE(M)	MSPDTD05	MARKETING OF SERVICES	4
DSE(M)	MSPDTD06	CUSTOMER RELATIONSHIP MANAGEMENT	4
Human Resource Management (HR)Area			
DSE(HR)	MSPDTD07	HUMAN RESOURCE PLANNING & DEVELOPMENT	4
DSE(HR)	MSPDTD08	ORGANIZATION DEVELOPMENT AND CHANGE	4
DSE(HR)	MSPDTD09	GLOBAL HRM	4

Note:

- A student has to continue **with the same Major and Minor Specialization** as opted in the third semester. There will be two courses/papers in Major and One course/paper in Minor Specialization.
- The Head of the Department will announce the Minor course/paper in different groups at the beginning of the semester.

Total Credits in Semester IV: (5 x 4 = 20 Credits)	20
Core 1+ Dissertation Project Report 1 + DSE 3 = 5	

Total Credits	
Semester	Number of Credits
I	32
II	32
III	36
IV	20
Grand Total	120

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Programme Outcomes: Students will be able to:

PO1: Fundamentals: Apply knowledge of management.

PO2: Decision Making: Develop decision making capability by applying managerial concepts.

PO3: Understanding Behavior: Understanding the way people behave to improve managerial capabilities.

PO4: Investigation: Investigate complex problems by analysis and interpreting the data to synthesize valid solution.

PO5: Problem analysis: Identify, formulate and solve managerial problems.

PO6: Society: Apply the knowledge to assess societal, health, safety, legal and cultural issues for practicing management profession.

PO7: Environment: Understand the importance of the environment for sustainable development.

PO8: Ethics: Apply ethical principles and commit to professional ethics, and responsibilities.

PO9: Teamwork: Function effectively as an individual and as a member or leader in diverse teams and multidisciplinary settings.

PO10: Communication: Communicate effectively by presentations and writing reports.

PO11: Experiential Learning: Ability to solve real life problem by experiencing the real issues of management.

PO12: Life-long learning: Engage in independent lifelong learning in the broadest context of technological change.

Programme Specific Outcomes:

PSO1: MBA Programme is oriented towards professional augmentation amongst the students.

PSO2: The curriculum intends to reduce the gap between industry and academia, with the right blend of theory and practice.

PSO3: Students shall gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various functions of management in the emerging globalized environment.

M.B.A. 1st YEAR/ 1st SEMESTER SCHEME

MBA – I SEM

Principles and Practice of Management

Subject Code - MSPATT01

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT01	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this paper is to familiarize the students with basic management concepts. Besides, students will also learn about how these concepts are put into practice in organizations.

Syllabus Content:

Introduction - Nature, function, definition and importance of management, purpose and scope of management, Principles and Functions of management. Is management a science or art? Development of Management Thought - Scientific management; Contribution of Taylor, Henry Fayol, Mary Follet, Elton Mayo, and Peter Drucker; Hawthorne experiments, Systems and Contingency approach, Skills required for manager, Classification of skills and Roles of Managers.

Management Planning and Organisation - Concept of planning, objectives, Types of plan, Stages involved in planning, Importance, Limitations of planning, Strategic planning in Indian Industry - Case Study, MBO. Decision Making - Concept, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making - Case Study. [Organisation - Concepts, Features of good organization structure, Types of Organisation structure. Authority, Responsibilities and Accountability, Delegation of Authority Barriers to effective delegation, Span of control].

Coordination and Direction: Concept - Importance and need for coordination, Principles of coordination; Meaning of direction, Importance and Principles of direction. motivation – motivation theories. Leadership- Meaning, qualities of good labour, types and theories of leadership, Case Study.

Staffing and Control – Staffing -Meaning, Objectives, Importance. Control Concept, importance, process of control, Dimensions or Types of Control.

Text/Reference Books:

1. Harold Koontz and Cyril O'Donnell (2000), Essentials of Management, Tata McGraw Hill.
2. L M Prasad (2020), Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Robbins S.P. (2010), Coulter Mary and Niharika Vohra, Management by Pearson Education(10th edition).
4. Robbins, S. P., & Anderson (2016), I. Fundamentals of management (8th Canadian ed.).Pearson Education, Canada.
5. William H. Newman and E. Kirby Warren (2008), The Process of Management: Concepts, Behaviour and Practice, Prentice Hall.

Course Outcome:

- CO1: To know Basic aspects of management thinking & Develop ability of managerial thinking and cultivate business acumen and to understand different approaches to management thoughts and philosophy.
- CO2: To develop managerial effectiveness through managerial thinking Knowledge.
- CO3: Students will be able to prepare and implement good plan and will also become good decision maker, coordinator and motivator.
- CO4: Students will able to differentiate authority, responsibility and accountability in the organization structure. Students will know good staffing policies and dimensions of control.

MBA – I SEM

Quantitative Methods

Subject Code - MSPATT02

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT02	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of the course is to make the students familiar with some basic, statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

Syllabus Content:

Basic Mathematical Concepts, Arithmetic Progression (A.P.) & Geometric Progression (G.P.) with Managerial Applications, Introduction to Matrices and Basic Operations.

Measures of Central Tendency (Mean, Median, Mode), Measures of Dispersion (Range, Variance, Standard Deviation), Introduction to Probability Theory, Basic Probability Concepts, Probability Distributions, Binomial and Poisson.

Normal Distribution, Exponential Distribution, Correlation Analysis, Pearson's Correlation Coefficient.

Regression Analysis, Simple Linear Regression, Multiple Regression (Basic Concepts), Time Series Analysis, Components of Time Series, Basic Forecasting Techniques (Moving Averages, Exponential Smoothing).

Linear Programming, Formulation of Linear Programming Problems (LPP), Graphical Method of Solution, Introduction to Simplex Method, Introduction to Quantitative, Methods Software, Basic Usage of Excel for Quantitative Analysis.

Text/Reference Books:

1. Thukral, J.K., (2009). Business Mathematics & Statistics. Mayur Publications.
2. Sharma J K.(2009). Business Mathematics: Theory & Applications. ANE Books.
3. McClave, J. and Benson, P.G. (2018). Statistics for Business and Economics. Pearson.
4. Vohra, N.D. (2009). Quantitative Techniques in Management. Tata McGraw-Hill Publishing Company Ltd., New Delhi.
5. Thompson, T. Lucey. (2002). Quantitative Techniques. London: Learning Publishers.
6. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D. & Cochran, J.J. (2014). Statistics for Business & Economics. Cengage Learning Custom Publishing.

Course Outcomes (COs):

- CO1. To understand and apply fundamental mathematical concepts, including functions and progressions, in managerial decision-making scenarios.
- CO2. To summarize, analyze and interpret data using descriptive statistics and apply basic probability theory to business problems and various probability distributions and understand the relationship between variables through correlation analysis.
- CO3. To conduct simple and multiple regression analyses and apply basic time series forecasting techniques to predict future business trends.
- CO4. To formulate and solve linear programming problems and use Excel for basic quantitative analyses relevant to business applications.

MBA – I SEM
Managerial Economics
Subject Code - MSPATT03

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT03	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this course is to acquaint the participants with concepts and techniques used in Micro Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in business firms in the context of globalization

Syllabus Content:

Concepts and Techniques, Nature and Scope of Managerial Economics. Fundamental Economic Concepts. Demand Analysis Theory of Demand (Law, Elasticity, Forecasting). Utility Analysis- Cardinal and Ordinal, Production Function, One & Two Variables, Law of returns. Theory of Cost, Types of Cost, Cost Output Relationship, Cost Curves. Pricing Market Structure, Monopoly, Oligopoly, Monopolistic, Pricing Practices, Business Cycles- Nature, Phases, Theories. Inflation- Types, Importance, Role, Control measures.

Text/Reference Books:

1. Dominick, S. (2014). Managerial Economics A Global Economy. McGraw Hill Inc., Princeton.
2. Dornbusch, R. & Stanley, Fisher (2012). Macroeconomics. New York: McGraw Hill.
3. Williamson, S.D. (2013). Macroeconomics. Pearson.
4. Mishkin, F. (2016). Macroeconomic: Policy and Practice, Pearson.
5. Snowdon, B., and Vane, H.R. (2005). Modern Macroeconomics: Its Origins, Development and Current State. Edward Elgar, USA.

Course Outcomes:

- CO1. Know basic concepts of managerial economics and how they are applied in different decisional situations.
- CO2. 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.
- CO3. Understand how output and price decisions are taken by a firm in different market structure to maximize the profits beside different price tactics adopted by firm.
- CO4. The students will be able to analyze the impact of Business Cycle, Inflation, and impact of Government on Business.

MBA – I SEM

Business Environment

Subject Code - MSPATT04

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT04	3	1	0	3 hours	30	70	100	4

Course Objectives:

The course develops the ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.

Syllabus Content:

Theoretical Frame Work of Business Environment, Concept, Significance and Nature. Elements of Environment - Internal and External. Economic Environment of Business Elements and Significance.

Economic System. NITI Aayog in India. Government Policies - Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy, Licensing Policy, MRTP- main provisions & amendments related to unfair trade practices. FERA- objectives, administration & main provisions & penalties.

Role of Public and Private Sector in Economic Development. Emerging Rural Sector in India. Political and Legal Environment.

Social and Cultural Environment of Business. Social Responsibility of Business. Social System and Social Institutions. Consumerism in India.

Text/Reference Books:

1. Sinha, V.C., Sinha, R. et al. (2021). Business Environment. SBPD Publications.
2. Aswathappa, K. (2014) Legal Environment of Business. Mumbai: Himalaya PublishingHouse.
3. Cherunilam, F. (2018). Business Environment. Mumbai: Himalaya Publishing House.
4. Jain & Verma, (2015). Business Environment. Sahitya Bhawan, Agra.

Course Outcomes:

- CO1. Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.
- CO2. Present a business environmental analysis and recommendations to reduce the risk of the identified issues.
- CO3. Analyze the competitive forces in environment and accordingly devise business policiesand strategies to stay in competitive position.
- CO4. Conduct a business analysis of the local and national environment.

MBA – I SEM
Managerial Skill Development
Subject Code - MSPATT05

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT05	3	1	0	3 hours	30	70	100	4

Course Objectives:

The course is aimed at equipping the students with necessary tools, techniques and skills of communication inspire them and enlist their active and willing cooperation in the performance of their jobs.

Syllabus Content:

Importance and nature of business communication. Effective communication skill. Process of communication. Barriers and gateways in communication. Dos and Don'ts of Business writing. Writing Business reports. Oral Communication- presentations of report, public speaking, and Negotiations. Legal aspects of business communication.

Text/Reference Books:

1. Anjanee Sethi & Bhavana Adhikari (2010), Business Communication, Tata McGraw Hill, New Delhi.
2. Herta A. Murphy and Charles E. Peck, Effective Business Communication, Tata McGraw Hill Publishing Company Limited, New Delhi.
3. Hory Sankar Mukerjee (2013), Business Communication, Oxford, New Delhi.
4. Leena Sen (2013), Communication Skills, Prentice-Hall of India, New Delhi.
5. M. Ashraf Rizvi (2005), Effective Technical Communication, Tata McGraw Hill, New Delhi.
6. Pettett and Lesikar, Essentials of Business Communication, Tata McGraw Hill Publishing Company Limited, New Delhi.

Course Outcomes:

- CO1. Define the term communication and understand the nature and process of communication.
CO2. Describe the barriers to communication and its effectiveness.
CO3. Explain the significance of business communication and write business letters, memos and business reports.
CO4. Identify and apply new ideas, methods and ways of thinking.

MBA – I SEM
Indian Ethos and Values
Subject Code - MSPATT06

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT06	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this paper is to provide an understanding of basic Indian values and ethos and their significance in management.

Syllabus Content:

Model of Management in the Indian Socio-Political Environment. Work Ethos. Indian Heritage in Production and Consumption. Indian Insight into TQM. Problems Relating to Stress in Corporate Management- Indian Perspective. Teaching Ethics. Trans-cultural Human Values in Management Education. Relevance of Values in Management. Need for Values in Global Change- Indian Perspective; Values for Managers. Holistic Approach for Managers in Decision Making. Secular Versus Spiritual Values in Management. Personal Growth and Lessons from Ancient Indian Educational System. Science and Human Values.

Text/Reference Books:

1. Kaushal, Shyam L. (2008). Business Ethics: Concepts, Crises and Solutions. New Delhi: Deep & Deep Publications Pvt. Ltd.
2. Khandelwal, N.M. (2011). Indian Ethos and Values for Managers. Himalayan Publications.
3. Chaturvedi, B. (2006). The Mahabharata: An Inquiry in the Human Condition. Orient Longman.
4. Das, G. (2009). The Difficulty of Being Good, On the Subtle Art of Dharma. India: Penguin Books.
5. Kautilya's Arthashastra (2016), King, Governance, and Law in Ancient India. Oxford University Press.

Course Outcomes:

- CO1. Develop an understanding of the Indian value system and its application in managerial practices and their perspectives.
- CO2. Practice value-based management and ethical norms in business.
- CO3. Appraise the significance of Indian ethos and values in managerial decision-making.
- CO4. Exhibit value-centered leadership.

MBA – I SEM

Accounting for Managers

Subject Code - MSPATT07

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPATT07	3	1	0	3 hours	30	70	100	4

Course Objectives:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

Syllabus Content:

Financial Accounting- Concept, Importance and Scope. Generally Accepted Accounting principles. Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Inventory Valuation and Depreciation. Financial Statement Analysis. Funds Flow Analysis. The Statement of Cash Flows. Management Accounting - Concept, Need, Importance and Scope. Cost Accounting Records and Processes. Cost Ledger and Control Accounts. Reconciliation and Integration between Financial and Cost Accounts. Overhead Cost and Control. Job and Process Costing. Budget and Budgetary Control. Performance Budgeting. Zero-Base Budgeting. Relevant Costing and costing for Decision- Making. Standard Costing and Variance Analysis. Marginal Costing and Absorption costing.

Text/Reference Books:

1. Maheshwari & Maheshwari, Accounting for Managers 2019, Vikas Publishing House.
2. Management Accounting by I M Pandey. Third Edition, Vikas Publishing House.
3. Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, 5e. PHI.
4. Goldwin, Alderman & Sanyal (2016). Financial Accounting. Cengage Learning.
5. Horngren (2013). Introduction to Financial Accounting. Pearson Accounting.
6. Lal, Jawahar (2016). Advanced Management Accounting, Text and Cases. New Delhi: S.Chand & Company.

Course Outcomes:

- CO1. Prepare and understand financial statements.
- CO2. Understand the application of different analytical tools like ratio analysis, cashflow statement, funds flow statement, etc.
- CO3. Apply different financial tools for decision making.
- CO4. The students of this course will have the ability to identify and analyze complex financial accounting problems and opportunities in real life situations,

MBA – I SEM
Entrepreneurship Development
Subject Code - MSPCT001 (Open Elective)

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCT001	3	1	0	3 hours	30	70	100	4

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:

Foundations of Entrepreneurship: Understanding the definition and characteristics of entrepreneurship, its significance in economic development, and a historical overview of its evolution. Exploring creativity and innovation, and distinguishing between entrepreneurs and employees.

Identifying and Planning Business Opportunities: Techniques for generating business ideas, such as identifying trends and emerging markets and brainstorming. Developing a value proposition and unique selling proposition (USP). Components of a comprehensive business plan, including marketing and sales strategies, operations and management plans, revenue streams, cost structures, and pricing strategies. Assessing the feasibility and potential of business ideas. Utilizing business proposal templates, crafting mission and vision statements, creating effective elevator pitches, and presenting business ideas to investors and stakeholders. Enhancing persuasive communication skills.

Market Research and Customer Insights: Market research, including primary and secondary research methods such as surveys, interviews, and focus groups, is important. Performing market analysis, identifying market gaps and unmet needs, and defining the target market. Exploring customer segmentation, assessing competition and competitive advantages, and understanding customer relationships and distribution methods.

Financial Management, Funding, and Risk Mitigation: Developing budgeting and financial projections, exploring various sources of startup funding (bootstrapping, angel investors, venture capital), and managing cash flow and financial sustainability. Understanding and managing risk, learning from failure, navigating uncertainty, and adapting to changes. Building resilience and perseverance.

Legal Structures and Ethical Considerations: Choosing the appropriate legal structure (sole proprietorship, partnership, corporation, etc.) and addressing ethical challenges in entrepreneurship. Guidance on obtaining support from state and central government institutions.

Text/Reference Books:

1. "The Lean Start-up" by Eric Ries
2. "Business Model Generation" by Alexander Osterwalder and Yves Pigneur
3. Online articles, case studies, and TED Talks related to entrepreneurship
4. Guest speakers from the local entrepreneurial community

Course Outcome:

CO1: Comprehensive Understanding: Students will demonstrate a thorough understanding of entrepreneurship, its characteristics, and its role in economic development.

CO2: Effective Business Planning: Students will be able to generate business ideas, develop value propositions, and create detailed and viable business plans.

CO3: Proficient Market Analysis: Students will conduct effective market research, identify market gaps, define target markets, and segment customers accurately.

CO4: Financial Acumen and Risk Management: Students will manage financial projections, explore funding options, and implement risk management strategies effectively.

M.B.A. 1st YEAR/ 2nd SEMESTER SCHEME

MBA – II SEM

Organizational Behaviour

Subject Code - MSPBTT01

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT01	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this paper is to understand the human interactions in an organization find what is driving it and influence it for getting better results in attaining business goals.

Syllabus Content:

Concept, Significance, Understanding and Managing Individual Behaviour - Personality, Perceptions, Values, Attitudes, Learning, Work-motivation, Individual Decision Making and Problem solving.

Understanding and Managing Group Processes: Interpersonal and Group dynamics, Applications of emotional intelligence in organizations, Work stress. Power and Politics, Employee Involvement and Empowerment, Organizational Learning. Creativity and Innovation. Intergroup Behaviour and Collaboration, Employee Generation and Gender Issues. Cross-Cultural Dynamics, Organizational Culture and Climate, Stress Management, Work-life Balance, Organizational Conflict- Sources, Patterns, Levels and Types of Conflict.

Text/Reference Books:

1. Robbins, S. P., & Judge, T. (2013). Organizational behavior (15th ed.). Boston: Pearson.
2. Newstrom J. W., & Davis, K. (2011). Human behavior at work (12th ed.). Tata McGraw Hill.
3. Nelson, D, Quick, J.C., & Khandelwal, P., (2011). ORGB. Cengage Learning.
4. Pareek. U. (2010). Understanding Organizational Behavior (2nd ed.). Oxford University Press
5. Luthans, Fred (2013). Organizational Behaviour. McGraw-Hill, Indian Edition.
6. Pareek, U. & Khanna, S. (2016). Understanding Organizational Behaviour, Oxford University Press.

Course Outcome:

- CO1. The changemanagement process and apply it for the effectiveness of the organization.
- CO2. Group dynamics and demonstrate skills required for working in groups.
- CO3. The processes used in developing communication and resolving conflicts.
- CO4. Complexities faced by the organization due to individual differences in behavior.

MBA – II SEM

Operations Research

Subject Code - MSPBTT02

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT02	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this course is developing an understanding of basic operations research techniques and their role in managerial decision-making. Also to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that is used in solving business decision problems.

Syllabus Content:

Operation Research: Concept and significance of Operation Research, Evolution and Role in decision making. Origin & development of OR, Scope and limitations of OR, Applications of OR, Sensitivity Analysis. Integer Programming. Simplex method and Graphical method Duality problem.

Transportation and Assignment Models. Goal Programming. Dynamic Programming. Non- linear programming (Introductory only).

Waiting line Models: Waiters and services, Mathematical distribution of queues, Basic Models of Queuing Theory and Applications.

Inventory Management: Techniques, Deterministic and Probabilistic models. Introduction to Inventory Management, Different types of costs in inventory system, Selective inventory classification (VED, XML, FNSD, ABC) and its use in controlling inventory. Game Theory: Zero sum game, pure and mix strategies.

Network Analysis: PERT/CPM, Application areas of PERT and CPM. Decision Theory and Decision Trees.

Text/Reference Books:

1. Gillett, B.E. (2021). Introduction to Operation Research -A Computer Oriented Algorithmic Approach. Tata McGraw Hill Publishing Ltd., New Delhi.
2. Frederick S. Hiller & G.J. Liberman (2005). Introduction to Operations Research. Tata McGraw- Hill Publishing Company Ltd.
3. Rath, R.R. (2019). Operations Research. Bhavya Books.
4. V.K. (2012). Operations Research: Concepts, Problems and Solutions. Sultan Chand & Sons

Course Outcomes:

- CO1. Explain the meaning and scope of operational research. Develop models for optimizing the management and production systems from the verbal description of the real system. Apply various tools for business decision-making and optimizations of organizational resources.
- CO2. Make use of LPP techniques for optimization of Production mix problem in industry. Determine the extreme values of some real-world objective.
- CO3. Mathematical theory of queues and its applications, Reliability of a system and its various configurations
- CO4. Gain an understanding of key concepts of inventory management and its role in various organizations. Apply selective inventory control techniques and understand its significance. To apply and extend inventory models to analyze real world systems.

MBA – II SEM

Human Resource Management

Subject Code - MSPBTT03

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT03	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Syllabus Content:

Concepts and Perspectives on Human Resource Management. Nature, feature, objectives, scope, challenges of Human Resource Management. Corporate Objectives and Human Resource Planning. HR Policy. Job Analysis, Job Description, Job Specification. Human Resources Recruitment and Selection, Placement, and Socialization (Induction and Orientation). Manpower Training and Development, Performance Appraisal and Potential Evaluation; Compensation Management and Job Evaluation & Wage Determination. Grievance Management, Employee Welfare.

Text/Reference Books:

1. David A. DeCenzo & Stephen P. Robbins (1999): Fundamentals of Human Resource Management, Wiley.
2. K. Aswathappa (2017), Human Resource Management, Text & Cases, McGraw Hill, New Delhi.
3. L. M Prasad (2007), Human Resource Management, Sultan Chand Publishing House, New Delhi.
4. Uday Kumar Haldhar and Juthika Sarkar (2012), Human Resource Management, Oxford, New Delhi.
5. V. S. P Rao (2010), Human Resource Management, Excel Publishing House, New Delhi.

Course Outcome:

- CO1. The students can understand how to manage people effectively at workplace.
- CO2. The students will be able to learn concepts of human resources management and human resources planning.
- CO3. The students will be able to explain how human resource managers align the recruitment and selection process and employee training process.
- CO4. The students can assess and evaluate the concepts of Wages and Salary Administration and Performance Appraisal of Employee.

MBA – II SEM

Financial Management

Subject Code - MSPBTT04

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

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.

Text/ Reference Books:

1. IM Pandey, Financial Management 12/e, Pearson.
2. Prasanna Chandra (2011). Financial Management 6/e. Mumbai. Tata McGraw Hill.
3. M.Y. Khan & P.K. Jain (2010). Financial Management 4/e, Mumbai. Tata McGraw Hill
4. Brearly and Myers (2004). Principle of Corporate Finance-7/e. Mumbai Tata Mc Graw Hill –
5. Sudhindra Bhat (2011). Advanced Financial Management New Delhi Excel Books.
6. Vanhorne (2010). Financial Management & Policy. New Delhi. Pearson

Course Outcome:

- CO1. Have a deeper understanding in objectives of financial management and enable the students to access the proper sources of finance for the business.
- CO2. Enable the students to evaluate the finance plans on the basis of cost of capital and to acquaint a deeper knowledge in leverages in order to arrive a better finance decisions.
- CO3. Equip the students to construct an optimal capital structure through the conceptual knowledge on capital structure theories and enable them to take better dividend decisions.
- CO4. Impart deeper understanding in working capital management to avail the adequate working capital for business functions and to evaluate the capital budgets through capital budgeting techniques.

MBA – II SEM

Marketing Management

Subject Code - MSPBTT05

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT05	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various constraints.

Syllabus Content:

Introduction: Concept, Nature, Scope and Significance of marketing; Old and new concepts, core concepts and philosophies of marketing and; Marketing management philosophy.

Marketing Analysis: Marketing Environment; Macro and Micro components and their impacts; Marketing organization and Market segmentation and; Consumer behaviour. Marketing Research: Meaning, nature, scope, objectives of organization for marketing research, marketing research procedure. Limitations. Types of data analytics in marketing.

Product Decision: Concept of a product; Classification of product; Product line; Product mix; branding, packaging and labelling; Product life cycle, development of new product.

Pricing: Importance of pricing; Pricing policy considerations; Factors affecting price policies, Pricing objectives. Different price policies, strategies, and methods of setting prices.

Distribution Management: Concept of distribution; channels of distribution; wholesaling and retailing.

Product Promotion. Promotion mix. Advertising. Sales Promotion, Personal Selling & Publicity, Promotion Decision. Levels and types of Marketing Analytics.

Text/Reference Books:

1. Kotler, P. & Keller, K. L. (2017). Marketing Management. Pearson.
2. Kotler, Philip, & Gary Armstrong. (2017). Principles of Marketing. Pearson.
3. McCarthy, E. J., Cannon, J. & Perreault, W. (2014). Basic Marketing. McGraw-Hills Education.
4. Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2010). Marketing Concepts and Cases. Tata McGraw Hill.
5. Saxena, R. (2009). Marketing Management. McGraw Hill Education.

Course Outcome:

CO1. Relate Marketing Mix as a framework for Marketing Decision making.

CO2. Understand the need, importance and process of Marketing Planning and Control.

CO3. Learn and examine the students to the dynamic nature of Marketing Function.

CO4. Students will learn to assess the market opportunities, create marketing strategies and communicate their recommendations.

MBA – II SEM

Production and Operations Management

Subject Code - MSPBTT06

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT06	3	1	0	3 hours	30	70	100	4

Course Objectives:

The course is designed to acquaint the students with decision making in: planning, scheduling control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow replenishment and control of materials with reference to both manufacturing and services organizations.

Syllabus Content:

Nature and Scope of Production and Operations Management, Types of Manufacturing Systems & Layouts, Layout Planning and Analysis, Facility Location and Layout Design, Material Handling Principles and Equipment.

Control Mass Production, Batch Production, and Job Order Manufacturing, Capacity Planning Models, Aggregate Planning and Process Planning, Scheduling Techniques and Line Balancing Problems, Maintenance Management Concepts and Practices.

Work Study: Method Study, Work Measurement, and Work Sampling, Work Environment: Industrial Safety and Ergonomics, Maintenance Management and Safety Management.

Overview of Material Management, Material Planning and Budgeting, Inventory Control Systems and Techniques, Just-In-Time (JIT) Inventory Management, Material Requirements Planning (MRP), Purchase Management and Stores Management.

Quality Assurance and Acceptance Sampling, Statistical Process Control (SPC), Total Quality Management (TQM), ISO 9000 Standards and Certification, Lean Manufacturing and Six Sigma.

Text/ Reference Books:

1. Bhat, K. Shridhara (2011). **Production and Operations Management**. Himalaya Publishing House.
2. Martand T. Telsang (2007). **Production Management**. S Chand & Company.
3. Aswathappa, K. & Reddy, S. (2010). **Production and Operations Management**. Himalaya Publishing House.
4. Paneerselvam, R. (2012). **Production and Operations Management**. PHI Learning Private Limited, New Delhi.
5. Stevenson, W.J. (2018). **Operations Management**. McGraw-Hill Education.

Course Outcome:

- CO1. The scope and significance of production and operations management in manufacturing and service sectors.
- CO2. Apply various production planning and control techniques to optimize production processes and resource utilization.
- CO3. Conduct work studies to improve productivity and ensure a safe work environment. Implement effective material management and inventory control strategies to enhance operational efficiency.
- CO4. Utilize quality management principles and tools to maintain and improve product and process quality.

MBA – II SEM

Computer Applications in Management

Subject Code - MSPBTT07

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTT07	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this course is to provide an understanding of computers, computer operating system and application of relevant software's in managerial decision-making.

Syllabus Content:

Introduction to Computers - Architecture of Computer, Classification of Computers, Computer Memory, Input and Output Devices. Use of MS Office tools: Basics of MS- Word, Features of MS Word Processor, MS- Excel and MS- PowerPoint: Applications in document Preparation, Making Reports, Presentation, Tables, Graphs and Applications of Excel Mathematical formulas.

Introduction to Operating Systems and Computer Networks: Meaning, Types, Functions of Operating System. Application and System Software. Types of Network; Network Topologies; Network Protocol; OSI and TCP/IP model.

Data Base Management Systems – Meaning, Elements, Functions, Advantages and Disadvantages of Data Base Management System, Database Models, Data Warehousing and Data Mining.

The Future Internet Technology and Introduction to Accounting and Statistical Packages; Internet Protocol; World Wide Web; E-mail; Search Engines. Artificial Intelligence- Introduction of AI, Concept, Artificial Intelligence and Machine Learning, Uses of Artificial Intelligence in various sectors. Usage of statistical packages for analyses in business research and Accounting- Excel, introduction of SPSS, SYSTAT, and Tally.

Text/Reference Books:

1. Jain, S. (2018). Computer Course Windows 10 with MS Office. BPB Publication.
2. Walia, E. (2019). Operating System Concepts. New Delhi: Khanna Publishers.
3. Norton, P. (2017). Introduction to Computer. McGraw Hill Education.
4. Dr. Mukesh Negi, (2019), Fundamentals of Database Management System, BPB Publications
5. Dr. Dheeraj Mehrotra, (2019), Basics of Artificial Intelligence & Machine Learning, Kindle Edition
6. Khurana, R. (2010). Computer Fundamentals and Internet Basics. APH Publishing Corporation.

Course Outcome

- CO1. Students will get knowledge of Basics of Computer and will learn to use various features of MS-Excel, Word and PowerPoint.
- CO2. Student will understand Operating System, Types of Network and Network topologies for Business Applications.
- CO3. Learn to manage database of business by using IT enabled technology.
- CO4. Students will get the knowledge of existing and future internet technologies. Student will also learn Statistical and accounting tools for analysing and solving Business Problems.

MBA – II SEM

Research Methodology and Publication Ethics

Subject Code - MSPBTC01

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPBTC01	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of the course is to equip the students with the basic understanding of research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. Besides, the students will also learn about ethical aspects related to research and publication.

Syllabus Content:

Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

Primary data, Secondary data, Design of questionnaire; Sampling fundamentals, Sampling Design: Meaning, Types and Utility, Determination of the Sample Size, Sampling and Non- Sampling Errors, Sampling Tests (Z tests, T tests, F tests). Measurement and Scaling Techniques, Data Processing.

Hypothesis- Meaning and role in Research, Hypothesis testing Methods - Chi-square test, Z-test, t-test, F-test. Analysis of variance (One and Two way).

Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept) Report writing and presentation: Research Report, Types and significance, Structure of research report, Presentation of report

Publication Ethics: Philosophy and Ethics, Introduction to Ethics, Principles of Ethics, Significance of Ethics in Research and Publication: Informed Consent, Plagiarism, Self- Plagiarism, Authorship, Research with Human Subjects, Research Misconduct, Predatory Publishers and Journals, Conflicts of Interest, Indexing and Citation Databases, Impact Factor and Matrices, Plagiarism Detection Tools, Obligations of Researchers, Ensuring Ethics in Research and Publication.

Text/Reference Books:

1. Kothari, C.R. (2019). Research Methodology, New Age International, New Delhi.
2. Taylor, B. (2006). Research Methodology: A Guide for Researchers in Management and Social Sciences. Prentice Hall India Learning Private Limited.
3. Fowler, Floyd, J. JR. (2009). Survey Methods, Sage Publication, New Delhi
4. Gupta, S.P. (2001). Statistical Methods (30th ed.). New Delhi: Sultan Chand.
5. Kumar, R. (2014). Research Methodology: A Step-by-Step Guide for Beginners. Sage Publications Inc.

Course Outcome:

- CO1. Develop an advanced understanding of business research design.
- CO2. Apply various research tools for carrying out effective research for decisions business and will able to know the basics of publication ethics.
- CO3. Understand and comprehend the basics in research methodology and applying them in research/ project work.
- CO4. Develop an understanding of publication ethics.

M.B.A. 2nd YEAR/ 3rd SEMESTER SCHEME

MBA – III SEM

Decision Support System and Management Information System

Subject Code - MSPCTT01

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTT01	3	1	0	3 hours	30	70	100	4

Course Objectives:

The Objectives of this course are

- To understand and assess the importance of information and its role in business.
- Understand DSS technique for making effective decision.
- The students will be able to evaluate information and the tools used for information processing.

Syllabus Content:

Management Information System: Definitions; Basic Concepts, Component, role of MIS in business, Frameworks; Major Trends in Technology; Applications of Information Technology. System & Design: Systems Development initiative; Different Methodologies-Life Cycle & Prototype approach, Detailed study on Life Cycle design & implementation; Case Study.

Managerial Decision Making: Decision making process; Problem solving techniques; How decisions are being supported; Decisions styles; Group decision making; Features of various CBIS.

Decision Support System: An Overview; Relevance and scope of DSS characteristic and capabilities of DSS; Components of DSS; Classification of DSS; Forms of DSS tools; DSS Heritors - specific DSS; Constructing a DSS, Steps in designing a DSS identification of decision building of DSMS, building of MBMS - implementation performance testing.

Database management System: Sources of data; Data file environment; Database environment; Data models relevance of relational data base design in DSS.

Model Base Management system :types of models function ,time, certainty, uncertainty, risk, structure OR models, Dichotomous model of mind – Simon 's model in information system design, simulation technique. Dialog Generation Management System: User interface; Graphics menus; building of DGMS.

ERP: Introduction, Advantages, ERP and Business – Value Creation; Integrated Information Management.

Introduction of AI in Management.

Text / Reference Books:

1. Keen, Peter G.W. Decision Support System an Organisational Perspective. Addison Wesley Pub.
2. Alavi, M., & Leidner, D.E. (2001). Review: Knowledge management and knowledge management systems: conceptual foundations and research issues. MIS Quarterly, 25 (1), 107-136.
3. Keen, Peter G.W. Decision Support System an Organisational Perspective. Addison Wesley Pub Davis, L., and Michael, W. A. Management approach. New Jersey: Macmillan Publishing Company, Prentice Hall.
4. Decision Support Systems for Business Intelligence Vicki L. Sauter, Wiley, 2011.
Terban, Efrain. (1988). Decision Support & Expert Systems - Management Perspective. New York: Macmill.

Course Outcome:

- CO1. Understanding basic concepts, role and components of MIS and Business functions and major Trends in IT.
CO2. Analyze different methodologies of MIS.
CO3. Evaluate effectiveness of decision making and its relation with MIS.
CO4. Understand MIS application and database management system for different sources of data.

MBA – III SEM

CORPORATE LEGAL FRAMEWORK

Subject Code - MSPCTT02

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTT02	3	1	0	3 hours	30	70	100	4

Course Objectives:

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Syllabus Content:

Indian Contract Act, 1872: 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.

Sale of Goods Act 1930: Formation of Contract of Sale: Contract of Sale of Goods, Sale and Agreement to Sell Distinction, Sale and Hire-purchase Agreement, Subject matter of Contract of Sale.

The Partnership Act 1932: Definition, Partnership Distinguished from other relationship, Formation of Partnership, Duration of Partnership, registration of Firm, Procedure of Registration of Firms.

Negotiable Instrument Act, 1881: Definition and Essential Features of Negotiable Instruments, Types of Instruments.

The Companies Act 1956: Definition of Company, Nature of Company, Kinds of Companies, Formation and Incorporation of Company, Memorandum of Association, Articles of Association, Prospectus.

Text/Reference Books:

1. Singh, Awdhish (2018-19), GST made Simple, Centax Pub. Pvt. Ltd. ed.
2. Tuteja, S.K. (1998). Business Law for Managers. New Delhi: Sultan Chand.
3. A legal framework for emerging business model. Emily M. Weitzenboeck. Published by Edward Elgar Publishing Limited.
4. Corporate Laws, Anil Kumar 10th Edition 2021. Published by Taxmann Publications (P.) Ltd.
5. Ashok K Bagrial, Company Law, Twelfth Revised Edition (2006), Vikas Publishing House Pvt. Limited.
6. Kapoor. N. D, Elements of mercantile law 2020, 38th Edition, Sultan Chand & Sons. New Delhi. Publisher- Sultan Chand & Sons.
7. Singh, Avtar Company Law 17th edition Lucknow Eastern.

Course Outcomes:

CO1. Acquire a sound understanding of the corporate legal framework affecting businesses.

CO2. Apply basic legal knowledge to business transactions.

CO3. Develop a complete understanding of various business entities and learn about the business incorporation, administration, and other formalities.

CO4. The students will be able to assess and evaluate different Laws and develop critical thinking using Law Cases.

MBA – III SEM
Summer Training Project
Subject Code – MSPCEF01

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCEF01	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective is to provide practical experience to the students in real life business environment.

Syllabus Content:

An important component of MBA program is summer training in a reputed organization. During training, the students carry out an intensive work on a specific management project assigned by the organization. The students gain practical insight into working of the organization and the organization, in turn, gets an opportunity to evaluate the worth of students. The internship is done after MBA First Year at the end of Second Semester. At the end of second semester, all students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization by taking up a project study. The Summer Training Project Report will be of 100 marks and has to be submitted within four weeks from the commencement of the third semester

Course Outcomes:

- CO1. Demonstrate the application of knowledge and skill sets acquired from the course and workplace in practice;
- CO2. Solve real life challenges in the workplace by analysing work environment and conditions, and selecting appropriate skill sets acquired from the course and the practical training.
- CO3. Apply various soft skills such as time management, positive attitude and communication skills during performance
- CO4. Student will be able to test the theoretical learning in practical situations by accomplishing the tasks assigned during the internship period.

MBA – III SEM
Indian Financial System
Subject Code - MSPCTO02 (Open Elective)

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTO01	3	1	0	3 hours	30	70	100	4

Syllabus Content:

Financial System: Introduction– Meaning – Classification of Financial System. Financial Markets – Functions and Significance of Primary Market, Secondary Market, Capital Market, and Money Market.

Financial Institutions: Types of Banking and Non-Banking Financial Institutions. Constitution, Development Banks. Commercial Banks: Introduction: Role of Commercial Banks – Functions of Commercial Banks – Primary Functions and Secondary Functions – Investment Policy of Commercial Banks. Narasimham Committee Report on Banking Sector Reforms.

Regulatory Institutions: Reserve Bank of India (RBI): Organization – Objectives – Role and Functions. The Securities Exchange Board of India (SEBI) – Organization and Objectives.

Financial Services: Meaning and Definition – Features – Importance. Types of Financial Services – Factoring, Leasing, Venture Capital, Consumer Finance – Housing and Vehicle Finance, Fin Tech and Financial Services.

Text/Reference Books:

1. Khan M.Y. (2019) Indian Financial System, 11/e, McGraw-Hill Education.
2. Machiraju (2002), 'Indian Financial System' – Vikas Publishing House, 2nd Edition.
3. Varshney P.N., & Mittal D.K. (2002), 'Indian Financial System', Sultan Chand & Sons, New Delhi.
4. Bharati V. Pathak (2014), Indian Financial System, Pearson Education India.
5. Murthy, D.K. (2010), Indian Financial System, I.K. International Publishing House Pvt. Limited.

COURSE OUTCOME:

- CO1. Understand the role and importance of the Indian financial market. Apply and analyse the Concepts relevant to Indian financial markets and financial institutions.
- CO2. Understand and analyse the mechanics and regulations of financial instruments.
- CO3. Evaluate empirical evidence of the market performance and accordingly the role of regulatory authorities to develop the financial market. Research and analyze specific problems or issues related to financial markets and institutions. To enable the students to understand the role & functioning of regulatory bodies in financial sector.
- CO4. To understand the various financial intermediaries and their importance in the financial system. To familiarize students with recent changes and elements of financial markets and services.

MBA – III SEM
Application of Excel in Finance
Subject Code - MSPCTO03 (Open Elective)

	Sub Code	L	T	P	Duration	IA	ESE	Total	Credits	
	MSPCTO03	3	1	0	3 hours	30	70	100	4	

Course Objectives:

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

Syllabus Content:

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

Text/Reference Books:

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

Course Outcomes:

CO1. Demonstrate how to apply basic and advanced functions in Excel.
CO2. Become knowledgeable about the intricacies of Excel, including shortcuts, functions, and graphical displays.
CO3. Use Excel to build models for financial, statistical and investment concepts.
CO4. Apply corporate finance, accounting and investment concepts in the Excel framework.

MBA – III SEM
Stress Management
Subject Code - MSPCTO04 (Open Elective)

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTO04	3	1	0	3 hours	30	70	100	4

Course Objectives: The course is planned for the students who want to augment their knowledge and skills in the area of Stress Management. The overall objective of the course is to make the students able to comprehend the meaning, causes, effects and symptoms of stress and to use measures available to cope up with and manage stress.

Syllabus Content:

Meaning and Definition of Stress as well as Stress Management, Eustress and Distress. Sources/Causes of Stress: Psychological, Social, Environmental, Academic, Family and Work Stress. Effects of Stress: Physiological, Psychological and Social Effects. Response to Stress: Fight or Flight. Symptoms of Stress: Headaches, Fatigue, Gastrointestinal problems, Hypertension, Heart problems, Lack of concentration, Sleep disturbances, Anxiety, Sexual problems. Behavioural Changes: Irritability, Disruptive eating patterns: Over eating and under eating, Increased smoking or alcohol consumption. Stress Coping and Management Techniques/Strategies: Exercise, Time Management, Relaxation, Meditation, Proper Sleep, Proper Food Habits, Organizing Oneself, Deep Breathing, Biofeedback.

Text/Reference Books:

1. Chen, D. (2016). Stress management and prevention: Applications to daily life (3rd ed.). NewYork: Routledge. ISBN 978-1138906280.
2. Davis, M., Eshelman, E., & McCay, M. (2008). The relaxation and stress reduction work book(6th ed.). Oakland, CA: New Harbinger. ISBN 9781572245495.
3. Greenberg, J.S. (2017). Comprehensive stress management (14th ed). Boston: McGraw-Hill. ISBN: 9781259848247
4. Pestonjee, D. M. (1998) Stress and Coping: The Indian Experience, SAGE Publications Pvt. Ltd; Second Edition.
5. Allen, T. D., Herst, D. E. L., Bruck, C. S. and Sutton, M. (2000).” Consequences Associated with Work-to-Family Conflict: A Review and Agenda for Future Research.” Journal of Occupational Health Psychology 5:278-308.

Course Outcomes:

- CO1. Understand the nature of stress.
- CO2. Identify stressors/triggers which may cause stress.
- CO3. Recognize physiological and psychological effects of stress.
- CO4. Learn how to use the techniques/strategies of stress management effectively.

MBA – III SEM
Digital Marketing
Subject Code - MSPCTO05 (Open Elective)

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTO05	3	1	0	3 hours	30	70	100	4

Course Objectives:

The course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing.

Syllabus Content:

Internet Penetration and Digital Commerce, Similarities and Differences between, Online and Offline Marketing, Internet Marketing in India, Business Response to Emerging Digital Revolution.

Digital Conversion Funnel: Customer Acquisition, Conversion, and Retention, Acquisition Strategies: Search Engine Optimization (SEO), Paid Advertising, Search Advertising, Display Advertising, Social Media Marketing, Email Marketing, Measuring Success of SEO and Other Acquisition Strategies.

Social Media Analytics: Data Type and Collection, Structured and Semi-Structured Data, Social Networks and Social Network Analysis, Customer Relationship Management (CRM),

Big Data and Its Applications in Digital Marketing, Introduction to Direct Marketing, Multi-level Marketing, and Retail Marketing, Mobile Marketing and E-marketing
 Internet Marketing Strategy: Content Marketing

Advanced SEO Techniques, Programmatic Advertising, Influencer Marketing
 Video Marketing Strategies, Data Privacy and Ethical Considerations in Digital Marketing, Future Trends in Digital Marketing.

Text/Reference Books:

1. Aslam, K. (2017). **The 7 Critical Principles of Effective Digital Marketing**. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly, R. W. (2018). **The Digital Marketing Handbook**. Entrepreneur Press.
3. Giovannoni, E. (2018). **The Digital Marketing Planning**. Brisbane: Chasefive.com.
4. Maity, M. (2017). **Internet Marketing**. New Delhi: Oxford University Press.
5. Ryan, D., and Russ, H. (2017). **Digital Marketing for Dummies**. NJ: John Wiley.
6. Chaffey, D., and Ellis-Chadwick, F. (2020). **Digital Marketing: Strategy, Implementation and Practice**. Pearson.

Course Outcomes:

- CO1. Understand the fundamental principles and strategies of digital marketing and their application in various business contexts.
- CO2. Develop effective customer acquisition, conversion, and retention strategies using digital marketing tools.
- CO3. Analyze and interpret social media metrics and analytics to measure and improve digital marketing performance.
- CO4. Apply emerging digital marketing trends and technologies, including big data, mobile marketing, and content marketing, to enhance business strategies.

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

MBA – III SEM Management Control System Subject Code – MSPCTD01

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD01	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this paper is to appraise the students about the concept of management control system as well as its role in efficient management of public organization.

Syllabus Content:

Management Control- An Overview, Nature, Scope and Concept of Management Control System, Organizational Goals; Strategic planning and implementations. Position of Controller in the Organization Structure of all Organization. Management Control Process- Programming; Budgetary Planning and Procedures, Budgetary control; Analysis of variances. Accounting Aspects of Control including Internal Audit and Control and Value for Money; Analysis and Reporting; Variance Reporting.

Management Control Structure- Responsibility Centre; Responsibility Accounting; Cost Centre; Profit Centre; Inter-Divisional Transfer Pricing; Measurement of Divisional Performance including Performance Evaluation.

Qualitative and Quantitative Investment Centre, Behavioural aspects of Management Control-Motivation and Morale; Goal Congruence; Human part of Information Process.

Management Control in Specialized organization. Selected Case Studies on Non-Profit and Public Service Organizations.

Text/Reference Books:

1. Anthony, R.N. and Govindrajana V. (2017) (Twelfth Edition), Management Control Systems, McGraw Hill.
2. Sharma, Subhash. (1996). Management Control System. Wiley Eastern, New Delhi.
3. Kenneth A. Merchant, Wim A. Van der Stede · (2017), Management Control System.
4. Subhash Chandra Das (2011) Management Control System, Prentice Hall India Pvt., Limited.

Course Outcomes:

CO1. Acquire knowledge and skills to excel in the area of management control systems.

CO1. Apply various concept of management control in different organizations.

CO2. Equip the students with analytical and evaluation abilities to evaluate the management controls and budgetary systems.

CO3. Make the students to apply different management styles in the organization for an efficient and effective control.

CO4. Describe the Guidelines for Designing Control Systems.

MBA – III SEM

Security Analysis and Portfolio Management

Subject Code - MSPCTD02

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD02	3	1	0	3 hours	30	70	100	4

Syllabus Content:

Investment- Return and Risk. Security market. New issue market. Listing of Securities. Market indices. Share valuation, bond valuation. Government securities. Non securities form of investment. Real estate investment. Money market.

Stock Market analysis-Fundamental and Technical Analysis. Efficient Market theory.

Introduction to portfolio management-Portfolio investment process. An optimum portfolio. Selection problem; Markowitz portfolio theory. Mean-variance criterion (MVC).

Portfolio of two risky securities and three securities Portfolio; Efficient frontier, the relationship between the unleveraged and leveraged portfolio. Sharpe single index model. Capital Asset Pricing Model(CAPM); Characteristics lines. Factor models; Arbitrage Pricing Theory. Portfolio revision. Bond Portfolio Management Strategies. Performance evaluation.

Text/Reference Books:

1. Fisher & Jordon: Security Analysis and Portfolio Management (2023)
2. Jack clark Francis: Management of Investments Mc Graw hill. (2023)
3. Markowitz: Portfolio Selection yale University Press, yale. (2022)
4. Boltem: Security analysis and Portfolio Management. (2023)
5. Jones Tuttle, Heulton: Essentials of Modern Investments. (2023)
6. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, (2008)

Course Outcomes:

- CO1. Identify the investment opportunities and the nature of investment decisions. To provide a theoretical and practical background in the field of investments.
- CO2. Interpret the investment environment and assess the procedural issues of the security markets. Students would be acquainted with various technical analysis tools like Charts, Patterns and other mathematical and market indicators.
- CO3. Choose from a framework of risk and return for enabling an understanding of the theoretical tenets of investment analysis. Discuss and explore the relational and exploratory methods and influences considered by technical analysts.
- CO4. Organize the various instruments and their regulatory systems on the portfolio analysis. To enable students to examine and describe various theories in Portfolio Management. Students would be able to describe various efficient market theories w.r.t. to managing a portfolio.

MBA – III SEM
Management of Financial Institutions
Subject Code - MSPCTD03

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD03	3	1	0	3 hours	30	70	100	4

Course Contents:

The Role and Importance of Financial Institutions- Evaluating Risk and Returns of Assets and Liabilities of Financial Institutions;

Interest rate analysis; Interest rate in Financial System; Yield Curve; Risk and Inflation; Liquidity and profitability of commercial Banks,

Banking Law and Regulation. Provision of RBIs Operation; Credit and Monetary Planning. Insurance Companies.

Thrift Institution. Development Banks; Role of Development Banking in Industrial Financing in India;

Financial Planning of Financial institutions; Working and Organization of Different Financial Institutions in India like IFCI, IDBI, Brokerage firms, investment bank, LIC, Mutual Funds. International Aspects of Financial Institutions.

Text/ReferenceBooks:

1. Financial Institutions and Markets, LM Bhole, Jitendra Mahakud (2017), McGraw-Hill Education.
2. Clifford Gomez, (2008), Financial Institutions and Markets, Publisher-PHI Learning.
3. Dougall, Herbert E., and Gaumnitz. Capital Markets and Institutions. Englewood Cliffs, PHI. New Jersey.
4. Paul Justin, Suresh Padmalatha (2018) Management of Banking and Financial Services. Pearson Education India.
5. John C. Hull, Risk Management and Financial Institutions, Publisher-Wiley.

Course Outcomes

CO1. Enable students to understand the latest developments in the rapidly changing scenario of the Indian financial System

CO2. The student will be able to identify the effect of liquidity management on banks profitability.

CO3. To provide the student an understanding of legal and regulatory aspects of banking. To make the students understand the conceptual and legal aspects.

CO4. Integrate ethical decision-making processes into all aspects of the financial planning profession.

MBA – III SEM

Project Appraisal and Management

Subject Code - MSPCTO04

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTO04	3	1	0	3 hours	30	70	100	4

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:

- CO1. To provide students an understanding of the commercial, financial and socio-economic aspect of project.
- CO2. Understanding project risk analysis, project success/failure analysis.
- CO3. Develop the strategies employed in managing risk.
- CO4. To develop the abilities in project evaluation techniques like PERT, CPM, etc.

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

MBA – III SEM

CONSUMER BEHAVIOUR

Subject Code - MSPCTD05

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD05	3	1	0	3 hours	30	70	100	4

Course Objective:

To develop an understanding of underlying concepts and issues in Consumer behavior in marketing.

Syllabus Content:

Introduction to Consumer Behaviour: Definition, Nature, Scope, Application of Consumer Behaviour in Marketing, Consumer research process –Defining Research Objectives, Collecting & Evaluating Secondary Data, Primary Research Design, Collecting Primary Data, Analyzing Data & Report Preparation.

Factors affecting Consumer Behaviour: Factors influencing Consumer Behaviour– External Influences – Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes.

Consumer Decision Making Process: Types of consumer decisions, Consumer Decision Making Process - Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation, Buying pattern in the new digital era.

Consumer Motivation & Personality: Consumer Motivation– Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs, Freud's Theory of Motivation , Consumer Personality – Self-concept theory, Psychoanalytic Theory, Neo-Freudian Theory, Trait Theory.

Marketing Communications, Decision Making Models, Consumer Rights: Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication, Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model, Consumer Protection Act 1986, rights of consumers.

Text/Reference Books:

1. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi
2. John A Howard, Consumer Behaviour in Marketing Strategy, Prentice Hall New Delhi
3. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi
4. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi
5. Sarkar A Problems of Consumer Behaviour in India, Discovery Publishing House New Delhi

Course Outcomes:

CO1. To explain the concept of Consumer Behaviour & describe Consumer research process in detail.

CO2. To evaluate the factors affecting consumer behaviour in detail.

CO3. To analyze the consumer decision process.

CO4. To assess the impact of consumer's motivation, personality on the buying behaviour.

MBA – III SEM
Integrated Marketing Communication
Subject Code - MSPCTD06

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD06	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme.

Syllabus Content:

Introduction to IMC, IMC as an Integral Part of Marketing, IMC Process, Understanding Consumer Behaviour, Understanding the Communication Process, Understanding the Advertising and Promotion World, Advertising Management, Advertising Strategy: Creative Execution in Print and Broadcast Media, Advertising Agency, Point of Purchase Advertising, Sales Promotion Management, Trade-oriented Sales Promotion, Customer- oriented Sales Promotion, Direct Marketing Management, Database Marketing, Personal Selling Management, Hiring and Motivating the Sales Force, Public Relations Management, Event and Sponsorship Management, Communication via New Media, Mobile Marketing Communication, Corporate Image Management and Brand Building, Integrating Global Marketing Communication, Measuring, Monitoring and Evaluation of IMC Ethical and Social Perspectives. Understanding web analytics and using analytics tools like google analytics to measure the campaign effectiveness.

Text/Reference Books:

1. Kriti Dutta, Integrated Marketing Communications, Oxford University Press. Delhi.
2. Kruti Shah, Advertising and Integrated Marketing Communication, McGraw Hill.
3. Georg E. Belch, Michael A. Belch, Keyoor Purani, Advertising and Promotions: An integrated marketing communications perspective, Ninth Edition (2009) Tata McGraw Hill.
4. S H H Kazmi, Satish K Batra (2009) Advertising And Sales Promotion, Publisher- Excel Books.
5. John R. Rossiter, Larry Percy (1997), Advertising Communications and Promotion Management, McGraw-Hill.
6. Chris Hackley, Rungpaka Amy Hackley (2021), Advertising and Promotion, Publisher- SAGE Publications.

Course Outcomes:

- CO1. Participants will learn about multiple communication channels, the advantages, and disadvantages of each type of communication that will enhance their crucial and analytical skills.
- CO2. Participants will learn the holistic development of promotional mix and how to utilize the promotional mix in decision making to evaluate and solve the business problems.
- CO3. Students will learn the overall and holistic decision making as which kind of communication strategy is best suitable for a business. This will also equip them to make informed decision during uncertainty and help business during crisis.
- CO4. Participants will learn about the planning, execution, and evaluation pf marketing communication strategies.

MBA – III SEM
International Marketing
Subject Code - MSPCTD07

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD07	3	1	0	3 hours	30	70	100	4

Course Objectives:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing

Syllabus Content:

International Marketing- Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business. Economic Environment of International Marketing. International Institution - World Bank, IMF, UNCTAD, WTO. Constraints on International Marketing (Tariff & Non-tariff Barriers). India and World Trade. Import And Export Policy; Institutional Infrastructure for Export-Promotion- Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Export Procedure and Documentations- Registration of Exporters, Export Quotations; Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance; Negotiation of Documents. Instruments Of payments - Open Account; Bills of Exchange; Letter Of Credit - Export Finance. International Marketing Mix- Identification of Markets. Product Policy. International Product Life Cycle. Promotion Strategy. Pricing Strategy and Distribution Strategy. Various Forms of International Business. Use and application of marketing analytics in International Marketing.

Text/Reference Books:

1. Niland, J. R., etc. (1994). The Future of Industrial Relations. New Delhi: Sage.
2. U C Mathur (2008), International Marketing Management, SAGE Publications.
3. Daniel W. Baack, Barbara Czarnecka, Donald Baack (2018), International Marketing, SAGE Publications.
4. Rakesh Mohan Joshi 2014, International Marketing, Oxford University Press.

Course Outcomes:

- CO1. Understand the peculiarities of international marketing and domestic marketing.
CO2. Develop the students' ability to devise marketing mix for international marketing.
CO3. Apply core theoretical concepts in international marketing to find practical solutions to constraints of small businesses.
CO4. Students will learn about the challenges and opportunities of marketing products and services globally, and evaluate the potential of international market.

MBA – III SEM

Product and Brand Management

Subject Code - MSPCTD08

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

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. Use of marketing analytics for brand building.

Text/Reference Books:

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

Course Outcomes:

- CO1. Understand the basic concepts in product management and the steps involved in the New product development process.
- CO2. Gain knowledge of branding and its applications.
- CO3. Appreciate the brand management process and apply branding decisions effectively.
- CO4. Develop strategies to be adopted for the product, pricing, and distribution aspects of the brand

Discipline Specific Elective (DSE) – Human Resource (HR) Area

MBA – III SEM Management of Industrial Relations Subject Code - MSPCTD09

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD09	3	1	0	3 hours	30	70	100	4

Course Objectives:

Organizational efficiency and performance are intricately interlinked with industrial relations. This course is attempted to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Syllabus Content:

Industrial Relations: -Meaning Concept and Evolution and Objectives, Importance, and approaches to Industrial Relations, Developing sound industrial Relations. Constitutional framework for Industrial Relations. Worker's Participation in Management: Meaning, objectives, Essential Conditions, forms, Reasons for limited success and suggestions for improvement, WPM in India, Collective Bargaining: Meaning, Functions, Process and Prerequisites. Industrial Relations & Trade Unions; Trade Union and The Management. Role and Future of Trade Unions. Grievance: Definition, and Grievance Handling, Disciplinary procedures- Meaning, Need and Procedure. Labor Welfare: Concept, Scope, Types, Theories and Principles. Social Security: Concept and Scope. Industrial Dispute Act, Employment Standing Order Act. Trade Union Act.

Text/Reference Books:

1. Rao, P Subba & Mamoria, S. (2016). Dynamics of Industrial Relations. Himalaya Publishing House.
2. Chhabra, T.N & Suri, R K. (2020). Industrial Relations (Concept And Issues). Dhanpat Rai & Company Pvt Ltd.
3. Chhabra, T.N & Suri, R K. (2007). Dynamics of Industrial Relations. Pentagon Press.
4. Sinha, P.R.N.(2017). Industrial Relations, Trade Unions and Labour Legislation. Pearson Education.
5. Ghosh, P. (2017). Industrial Relations and Labour Laws. McGraw Hill Education.

Course Outcomes:

- CO1. Develop fair knowledge of industrial relations which help them to effective IR managers.
- CO2. Understand collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution.
- CO3. Understand the various processes and procedures of handling Employee Relations.
- CO4. The students can understand the functioning of various Laws related to Industrial Relations.

MBA – III SEM

Legal Framework Governing Human Relations

Subject Code - MSPCTD10

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD10	3	1	0	3 hours	30	70	100	4

Course Objectives:

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of various labour laws and their implications for industrial relations and labour issues.

Syllabus Content:

Introduction to labour Laws and Laws relating to Industrial Relation: Emergence and Objectives of labour laws and their Socio-economic Environment. Laws relating to Working Conditions: The Factories Act, 1948. The Workmen's Compensation Act, 1923. The Employees' Provident Funds And Miscellaneous Act, 1952. The Payment of Gratuity Act, 1972. The Maternity Benefit Act, 1961. Laws Relating to Wages and Bonus: The Payment of Wages Act, 1936. The Minimum Wages Act, 1948. The Payment of Bonus Act, 1965. The Contract Labour (Regulation & Abolition) Act, 1970. The Child Labour (Prohibition and Regulation) Act, 1986. Laws relating to Mines: The Mines Act, 1952.

Text/Reference Books:

1. Ghaiye, B .R. (1994). Law and Procedure of Departmental Enquiry in Private and Public Sector. Eastern Book, Lucknow.
2. Dynamics of Industrial Relations by Mamoria & Mamoria – Publisher: Himalaya Publishing House.
3. Industrial Jurisprudence & Labour Legislation by A.M. Sarma, 9 th revised edition – Publisher: Himalaya Publishing House
4. Labour Laws --- Taxman's
5. Essentials of Human Resource Management & Industrial Relations by P. Subbha Rao – Publisher: Himalaya Publishing House.
6. Industrial Relations by C. S. Venkata Ratnam – Publisher: Oxford University Press.
7. Employee Relations Management, Singh, Kumar ,Pearson Publications
8. Kapoor.N.D, Elements of mercantile law 2020, 38th Edition, Sultan Chand & Sons. New Delhi.
9. Malik, P. I. (1995). Handbook of Industrial Law. Eastern Book, Lucknow.
10. Ghaiye, B .R. (1994). Law and Procedure of Departmental Enquiry in Private and PublicSector. Eastern Book, Lucknow.

Course Outcome:

- CO1: Knowledge of Industrial Relation framework.
- CO2: Competency to understand the importance of Employee Relation within the perspective of Industrial Relation.
- CO3: Analyse different laws, rules and regulation applicable to the working conditions of the employees and labour.
- CO4: Competency to interpreted and implement the Labour Laws related to wages and bonus. Understand and Implement the laws relating to Contract Labour and Child Labour.

MBA – III SEM
Management Training and Development
Subject Code - MSPCTD11

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD11	3	1	0	3 hours	30	70	100	4

Course Objectives:

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and processes.

Syllabus Content:

Training Process- an Overview, Role, Responsibilities and Challenges to Training Managers. Organization and Management of Training Function. Training Needs Assessment and Action Research. Instructional Objectives and Lesson Planning. Learning Process. Training Climate and Pedagogy. Developing Training Modules. Training calendar / Schedules. Training Methods and Techniques. Facilities Planning. Training Aids. Training Communication. Training Evaluation. Training and Development in India.

Text/Reference Books:

1. Graig, Robert L. and Bittel, Lester r. (Ed): Training and Development Hand Book, McGraw-Hill, New Delhi.
2. Irwin L. Goldstein and J. Kevin Ford (2007), Training in Organizations, Cengage Learning, NewDelhi.
3. Lynton, Rolf. P and Pareek, Udai (2011), Training for Development, Vastaar Publishers, NewDelhi.
4. P. L. Rao (2008), Training and Development Excel Books, New Delhi. Raymond A. Noe 2010, Employee Training and Development, McGraw Hill.

Course Outcomes:

- CO1. An in-depth understanding of the role of training in the HRD.
- CO2. To enable the course participants to manage the training systems and processes.
- CO3. Ability to prepare training calendar, training modules and training schedules.
- CO4. Relevance and usefulness of training expertise in the organizational work environment.

MBA – III SEM
Strategic Human Resource Management
Subject Code - MSPCTD12

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTD12	3	1	0	3 hours	30	70	100	4

Course Objectives:

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

Syllabus Content:

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

Text/Reference Books:

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

Course Outcomes:

- CO1. To Understand Strategic HRM, Aligning systems with business strategy.
CO2. Learning of difference between traditional and virtual organization.
CO2. Understanding of Human Resource Accounting.
CO3. Understanding of Human Resource Information System.

M.B.A. 2nd YEAR/ 4th SEMESTER SCHEME

MBA – IV SEM

Strategic Management

Subject Code – MSPD TT01

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPCTT01	3	1	0	3 hours	30	70	100	4

Course Objectives:

The objective of this course is to develop an understanding of strategic processes and their impact on a firm.

Syllabus Content:

Business Policy: An Introduction, Overview of Strategic Management: Meaning and Definition of Strategy, Process of Strategic Management, Role of Strategists in Strategic Management, Strategic Intent: Vision, Mission, Goals, and Objectives.

Environmental Appraisal: Sectors of Scanning, Methods and Techniques of Environmental Scanning, Organizational Appraisal: Internal Analysis, Methods and Techniques of Organizational Appraisal, Strategic Advantage Profile.

Corporate Level Strategies: Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Business Level Strategies and Tactics, Strategic Analysis and Choice: Corporate Level Strategic Analysis, Business Level Strategic Analysis, Subjective Factors in Strategic Choice.

Project Implementation, Procedural Implementation, Structural Implementation, Behavioral Implementation, Functional and Operational Implementation.

Strategy Evaluation: Methods and Techniques, Operational Control: Evaluation Techniques, Strategic Control Systems, Balanced Scorecard and Performance Metrics, Continuous Improvement and Feedback Mechanisms.

Text/Reference Books:

1. Ansoff, H. Igor (1984). Implanting Strategic Management. Prentice Hall Inc.
2. Budhiraja, S. B., and Athreya, M. B. (1996). Cases in Strategic Management. Tata McGraw-Hill, New Delhi.
3. Christensen, C. R. et al. (1987). Business Policy Cases (6th edition). Richard D. Irwin.
4. Hamel, G., and Prahalad, C. K. (1994). Competing for the Future. Harvard Business School Press.
5. David, Fred (1997). Strategic Management (7th edition). Prentice Hall Inc.
6. Hill, C. W. L., and Jones, G. R. (2012). Strategic Management: An Integrated Approach (10th edition). Cengage Learning.
7. Wheelen, T. L., and Hunger, J. D. (2015). Strategic Management and Business Policy: Globalization, Innovation, and Sustainability (14th edition).

Course Outcome:

- CO1. Conduct comprehensive environmental and organizational appraisals using various techniques.
- CO2. Formulate effective corporate and business-level strategies based on thorough strategic analysis.
- CO3. Implement strategies through structured projects and processes, addressing structural and behavioral considerations.
- CO4. Evaluate and control strategic initiatives using advanced performance metrics and continuous improvement methodologies.

MBA – IV SEM

Dissertation Project Report

Subject Code - MSPDDF01

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDDF01	-	-	-	-		100	100	4

Course Objectives:

The purpose of a Dissertation Project Report is to enable the student to develop deeper knowledge, understanding, capabilities and attitudes in the context of the programme of study and research. Considerably more in-depth knowledge of the major subject/field of study, including deeper insight into current research and development work. Deeper knowledge of methods in the major subject/field of study. A capability to contribute to research and development work.

Syllabus Content:

The Project Report will be of 100 marks (project Report 50 marks + Viva Voce Examination 50 marks) and shall commence from the third semester and the report shall be submitted towards the end of the fourth semester. A student will not be given any special permission to leave the Department for a long time to do the project, as he/she will be missing fourth- semester classes. Preferably, market surveys, organization surveys in the local organizations can be done. A Board of Examiners consisting of internal and external examiners will evaluate the report.

Course Outcome:

- CO1. The students are able to construct and carry out independent project and researchwork.
- CO2. The student should be able to develop independent thinking and write project reports.
- CO3. Apply principles of research design to the question, and select an appropriate methodology;
- CO4. Clearly present and discuss the conclusions as well as the knowledge and arguments that form the basis for these findings

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

MBA – IV SEM Management of Financial Services Subject Code - MSPDTD01

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD01	3	1	0	3 hours	30	70	100	4

Course Contents:

Introduction to Financial system and Financial markets, concept, Nature, and Scope of Financial services. Regulatory Framework for Financial Services;
Risk in Financial services. Brokerage Services- Types and Functions of Brokers, Trading mechanism through brokers. Mutual funds -Objectives, Types, Structure, SEBI Regulation on Mutual Funds.
Merchant banking Services- Definition, Objectives and Function of Merchant Bankers, Pre- and Post issue, function of a Lead manager in Public Issue of Shares.
Leasing- Definition, Nature, Types, Leasing Vs Borrowing, Advantages and limitations of Leasing. Hire purchase- Definition, nature Advantages and Limitations, Leasing Vs Hire Purchase. Debt Securitization- Definition, Objectives, Process of Debt Securitization, Advantages and limitations. Housing Finance- Nature and significance of housing sector. Credit rating and credit rating agencies. Credit cards. Banking and Insurance. Venture capital. Factoring. Forfeiting and bill discounting.
Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
Know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features. Interpret what type of risk involved in financial services.

Text/ReferenceBooks:

1. R. Shanmughan, Second Edition, Wiley (2017), Financial Services.
2. Bhalla, V.K. (15 April 2004), Indian Financial System. Anmol Publications Pvt Ltd., New Delhi.
3. Khan, M.Y. (1 January 2017), Indian Financial System. McGraw Hill Education, New Delhi.
4. Kapur, Deepak, Kaur, Parmjit, Subera Gill (1st, Nov. 2018), Management of Financial Services: Bharti Publications.
5. Jain, Kanu (1 January 2015), Management of Financial Services: Gullybaba Publishing House (P) Ltd.

Course Outcome

- CO1. To understand the nature and management of merchant banking and their role in IPO.
CO2. Understand the importance, functions and working Fee and Fund base financial services.
CO3. Explain the working of Indian financial system and its significance in the growth of economy.
CO4. Understand the importance, functions, working and the regulatory framework of Indian banks and insurance companies. Recognise the new reforms taken place in banking and insurance sector.

MBA – IV SEM
International Financial Management
Subject Code - MSPDTD02

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD02	3	1	0	3 hours	30	70	100	4

Course Objectives:

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

Syllabus Content:

Overview of International Financial and Monetary system- Balance of payment, IMF and Exchange rate regime; IMF and international liquidity. Foreign Exchange Market-Spot and forward; Determination of exchange rate in spot and forward market; Arbitrage, Hedging and Speculation in Foreign exchange market. Market for currency derivatives-Futures and options. Exchange rate risk-measurement and management of MNCs' Capital budgeting. International Portfolio investment. Working Capital Management among MNCs. International Financial Market- International and regional Development banks; Euro- currency market. International securities markets. Interest rate risk management.

Text/Reference Books:

1. Apte , P G Kapshe, Sanjeevan (20 July 2020), International Financial Management: Publisher McGraw Hill.
2. Sharan, V (1 January 2010), International Financial Management; Prentice Hall India Learning Private Limited.
3. Adrain Buckley (2000), Essence of International Money: Eastern Economy Edition.
4. Cheol S Eun, Bruce Resnick (8th Edition 2021): International Financial Management: Publisher McGraw Hill.
5. Alang C. Shapiro, 11th Edition, Multinational Financial Management, Wiley.

Course Outcome:

- CO1. Explain operations in foreign exchange market
- CO2. Describe complexities of managing finance of international firm.
- CO3. Understand the regulatory framework within which the operations can take place.
- CO4. Understand Exchange rate risk-measurement and management of MNCs' financial decision making.

MBA – IV SEM

Financial Derivatives

Subject Code - MSPDTD03

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

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. John C. Hull. Options, Futures and Other Derivatives (latest ed.). Pearson Education.
2. Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems (latest ed.), PHI Learning Publications.
3. Chance, Don M: DERIVATIVES and Risk Management Basics, Cengage Learning, Delhi.
4. Stulz M. Rene, RISK MANAGEMENT & DERIVATIVES, Cengage Learning, New Delhi.

Course Outcome:

- CO1. Demonstrate knowledge of all aspects of derivative market theory and the roles they play in the financial markets.
- CO2. 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.
- CO3. Outline the process and methods of financial decision-making.
- CO4. Students acquire ability to selection of various options and then apply them in specific markets. They will be able to strategically manage the financial derivatives.

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

MBA – IV SEM **Sales & Distribution Management** **Subject Code - MSPDTD04**

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD04	3	1	0	3 hours	30	70	100	4

Course Objectives:

The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Syllabus Content:

Nature and Scope of Sales Management: Setting and Formulating Personal Selling objectives. Recruiting and selecting Sales personnel. Developing and conducting Sales Training, Programmes, Designing and Administering compensation plans. Supervision of Salesman, Motivating Sales Personnel, Sales meetings and Sales contests. Designing Territories and Allocating sales efforts. Objectives and Quotas for Sales Personnel Developing and Managing Sales Evaluation Programme, Sales cost and cost analysis. An overview of Marketing channels, their structure, functions, and relationships, Channel Intermediaries - Wholesaling and Retailing, logistics of distribution. Channel planning, organizational patterns in marketing channels. Marketing channel Policies, and legal issues. Assessing performance of Marketing channel.

Text/Reference Books:

1. Tapan K. Panda , Sunil Sahadev (1 August 2019), Sales & Distribution Management, Oxford University Press.
2. Krishna Havaladar, Vasant Cavale (25 March 2011), Sales & Distribution Management, McGraw Hill Education.
3. Panda Tapan (2012), Sales & Distribution Management, OUP India.
4. Richard R. Still, Edward W. Cundiff (26 July 2017), Sales & Distribution Management, Pearson Education.
5. Pingali Venugopal (01-Oct-2008), Sales & Distribution Management, SAGE Publishing, India.

Course Outcome:

- CO1. Appreciate various facets of a job of sales manager.
CO2. Make and implement decisions for sales and distribution management.
CO3. Build knowledge, understanding, and skills in Sales and Distribution management.
CO4. Develop and implement Sales and Channel management strategies.

MBA – IV SEM

Marketing of Services

Subject Code - MSPDTD05

SubCode	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD05	3	1	0	3 hours	30	70	100	4

Course Objective:

The course focuses on enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Syllabus Content:

Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape, Service marketing mix.

Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

Building customer relationships, Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations -Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

Services in Organized Retailing Health care industry in India, Marketing E- services, Business process outsourcing (BPO), medical transcription, knowledge process outsourcing (K PO) E – learning (Indian context)

Text/Reference Books:

1. Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, Ajay Pandit, Mcgraw Hill
2. Services Marketing –Karunakaran K - Himalaya
3. Services marketing, Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson
4. S M Jha, Services Marketing, Himalaya Publishing House, Mumbai 2000.

Course Outcomes:

- CO1. To analyze and develop students' understanding of those aspects of marketing of particular relevance to service producing organizations.
- CO2. To recognize the present strategies and approaches for addressing these challenges.
- CO3. To employ the basic knowledge on challenges in distribution process.
- CO4. To give an overview and analyze the present scenario on the services in the organized retailing.

MBA – IV SEM

Customer Relationship Management

Subject Code - MSPDTD06

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

Course Objective:

The course focuses on helping in recognizing the key elements need to be addressed and reflects the need to create an integrated cross-functional focus - one that emphasizes retaining as well as winning customers.

Syllabus Content:

Evolution of Customer Relationship CRM: Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support, use of marketing analytics for CLV (Customer Life Time Value).

Planning for CRM Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

CRM and Marketing Strategy CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centres. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

CRM Planning and Implementation Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

Text/ReferenceBooks:

1. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, "Customer Relationship Management", Emerging Concepts, Tools and Application", 2010, TMH.
2. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.
3. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, Pearson Education.
4. Kumar, V., Reinartz, Werner Customer Relationship Management Concept, Strategy and Tools, 1st edition, Springer Texts, 2014
5. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2010 Excel Books, 2nd edition

Course Outcomes:

- CO1. To be aware of the nuances of customer relationship.
- CO2. To analyze the CRM link with the other aspects of marketing.
- CO3. To impart the basic knowledge of the Role of CRM in increasing the sales of the company.
- CO4. To make the students aware of the different CRM models in service industry.

Discipline Specific Elective (DSE) – Human Resource (HR) Area

MBA – IV SEM Human Resource Planning & Development Subject Code - MSPDTD07

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

Course Objectives:

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations.

Syllabus Content:

Macro level Manpower Planning and Labour Market Analysis. Organisational Human Resource Planning. Stock Taking. Work Force. Flow Mapping. Age and Grade Distribution. Mapping. Models and Techniques of Manpower Demand and Supply Forecasting. Behavioural Factors in Human Resource Planning-Wastage Analysis; Retention; Redeployment and Exit Strategies.

Career Management and Career Planning. Performance Planning. Potentials Appraisal and Career Development. HRD Climate; Culture. QWL and Management of Change.

TQM and HRD Strategies. HRD in Strategic Organisations. Human Resource Information System. Human Resource Valuation and Accounting. Competency mapping and HR Audit.

Text/Reference Books:

1. Bhattacharya (1 July 2016), Human Resources Planning & Development, Excel Books, Thrissur.
2. P.C. Tripathi (1 January 2013), Human Resources Planning & Development, Sultan Chand and Sons, Delhi.
3. Tapomoy Deb (1 December 2008), Human Resources Planning & Development, Ane Books, New Delhi.
4. Arun Sekhri (1 October 2013), Human Resources Planning & Development, Himalaya Publishing House, Bengaluru, Karnataka.
5. Mabey, C., and Salama, G. (1995). Strategic Human Resource Management. Oxford, Blackwell, UK.

Course Outcome:

- CO1. Analyze the theory and concepts of human resource planning and Development
CO2. Relate and apply models and methods used in HR demand and supply forecasting.
CO3. Describe the applications of a Human Resources Information System.
CO4. Identify the evolution of HRP throughout the organization.

MBA – IV SEM
Organizational Development and Change
Subject Code - MSPDTD08

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD08	3	1	0	3 hours	30	70	100	4

Course Objectives:

To emphasize and understand the necessity for change. To understand the resistance to change and the process of change. To familiarize the concepts and techniques of OD.

Syllabus Content:

An overview of Organizational structure, Behavioral implication of organizational structure, factors influencing design/designing of organizational structure. Organizational Effectiveness: Approaches, need and significance. Organizational development: Definition, Assumptions, goals, process, Strategies, OD interventions.

Organizational change: Basic Concept and definition; Nature of Organizational Change (Need, factors influencing change); Types of Change; Process of change, Models, change agent (Roles and responsibilities, Resistance to change); Overcoming resistance (Strategies & Techniques); Planned Change.

Organizational conflicts: Causes, nature, measures to resolve organizational conflicts, Organizational Culture and Climate: power and politics in the organization, Cross culture dynamics, The process of Empowerment, Creativity in organization.

Text/Reference Books:

1. French and Bell, Organisational Development, Pearson Education
2. D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education
3. F. Luthans , Organisational Behaviour TMH, New Delhi
4. S.P.Robbins, "Organisational Behaviour", Pearson Education
5. Prasad, Organisation Development for Excellence, McMillan, India.
6. Kondalkar, Organization Effectiveness and Change Management, PHI Learning, New Delhi, 2009.
7. Dwivedi RS. 2006. Human Relations and Organization Behaviour- A Global Perspective. 5th Ed.
8. Macmillan.
9. Kumar A. 2000. Organizational Behaviour Theory and Practice. Anmol Publ.
10. Newstrom JW & Davis K. 1997. Human Behaviour at Work. Tata McGraw Hill.
11. Robbins SP. 2007. Organizational Behaviour. Prentice Hall.
12. Shaun T & Jackson T. 2003. The Essence of Organizational Behaviour. Practice Hall of India.

Course Outcomes:

- CO1. Understand key concept of organization change and development.
CO2. Analyze change at the individual, group, and organizational levels.
CO3. Examine the different reasons for resistance to change and how to effectively address and manage change and development.
CO4. Identify the role of leaders and managers, change agents, and change recipients in various stages of organization change and development.

MBA – IV SEM

Global HRM

Subject Code - MSPDTD09

Sub Code	L	T	P	Duration	IA	ESE	Total	Credits
MSPDTD09	3	1	0	3 hours	30	70	100	4

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:

Global HRM: 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.

Text/Reference Books:

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

Course Outcome:

CO1. Give exposure to understand international HR

CO2. Understand cultural aspect, various initiatives, and various issues in global HRM

CO3. Students will be able to take decisions regarding recruiting methods, selection procedures and staffing decisions for expatriate employees.

CO4. Design a training program using an effective framework for evaluating training needs, designing a training program, and evaluating training results. Students will Properly interpret salary survey data, design a pay structure and monitor the implementation of performance-based pay system and design employee benefit schemes.