



**SYLLABUS**  
**AS PER**  
**MULTIPLE ENTRY AND EXIT IN**  
**ACADEMIC PROGRAM**  
**OFFERED IN HIGHER EDUCATION**  
**INSTITUTIONS**  
**SCHOOL OF MANAGEMENT STUDIES &**  
**RESEARCH**

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**2023-24**  
**Master of Business Administration**  
**Two Year Full Time Master Degree**  
(Programme duration: Two years or Four  
semesters)

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**Note: This Regulations, Curriculum Matrix and Syllabus is applicable from the MBA Batch: 2015-2016**



# Regulation & Policies

## 1.A. INTRODUCTION TO THE COURSE

The business world today is more complex, dynamic and ever demanding than before. Computers, information-technology, liberalization and globalization all together are shipping our businesses and lives at an inconceivably fast pace. The technologies are heavy, the challenges are many. The MATS School of Management Studies & Research and Research (MSMSR) has designed management programs to suit dynamic and responsive business and management. These programs strive to inculcate an integration of management through its Dual Specialization MBA programs in Marketing, Finance or Human Resource Management.

The MATS School Of Management Studies & Research and Research strives to embody and usher in a new concept in the field of business studies in India. Its post graduate business study programs, encapsulating the spirit and needs of the time. The relevance and usefulness of these programs is underlined by their pragmatic and innovative yoking together of the theories and practices of management with those of information technology. Such an interdisciplinary integration aims at achieving and inculcating in the students a strategic perspective and edge necessary for effective and incisive decision making within an ever-fluid Indian business and industry scenario. The School offers an interactive learning process through spontaneity in teacher-student relationship. The skills imparted here are in conformity with those demanded by the ever-changing corporate expectations. The industrial exposure vitally supports the honing of the budding managers and provides them with the cutting edge know-how, a primary prerequisite of the new age manager.

One of the key foci of the MATS University MBA is on fostering closer interactions with trade and industry. The school strongly believes in imparting knowledge and training to the students which can be applied in practice and has relevance to the business firms. With this objective in mind, the school invites professionals and practitioners for delivering special lectures to the students. Workshops, symposia, conventions and outbound activities are organized at regular intervals to expose the students to the rigorous of real day business life and changing market environment.

## 1.B. Scope and Content:

1.B.1. The Regulation and policies documented here are applicable for all full-time Post Graduate Programme offered by MATS University.

1.B.2. The user of this document is notified to go through the contents scrupulously. There are certain Regulations and Policies, which would be applicable only for certain, programmes.

As such the applicability of their Regulations and Policies must be understood in the content of the given Course Matrix and Syllabus of each programme.

1.B.3. The Regulations and Policies given here are in addition to the rules and regulation notified at the time of admission.

1.B.4. The authorities of University may modify, add, delete, expand or substantiate any part of the Regulations and Policies without the prior approval of the student.

1.B.5. This document was last updated on 4<sup>th</sup> May 2019

### **1.C. Eligibility for Admission**

1.C.1. The minimum qualification required to be eligible for admission is Graduation in any field, from a recognized university or its equivalent.

1.C.2 The method of selection for the course is as follows –

1.C.2.1. CAT/MAT/XAT/ATMA/MU-MAT or equivalent

1.C.2.2. Group Discussion

1.C.2.3. Personal Interview

### **1.D. Course Matrix**

1.D.1. Each semester of the programme will consists of the following subjects:

1.D.1.1. Core Courses

1.D.1.2. Foundation Course (FC)

1.D.2. Core Courses

Core courses including electives comprise subjects that form an integral part of a high quality MBA (Marketing + HR / Finance) programme. These courses provide a strong grounding in basic Management discipline. The course matrix for these courses has been developed by Board of Studies, represented by Professionals from Industry as well as Academia.

1.D.3. FC Courses

Subjects and issues not covered by the core subjects are delivered here, as the student require personalized attention as they are from different streams. In this Students get deep insight into various subordinate disciplines.

### **1.E. Assessment and Examination**

1.E.1. Credits

Credit Points will be awarded for all core and FC subjects. One credit is equivalent to 1 hour.

Each core and fc subjects will carry 4 credits.

1.E.2. Pattern of Assessment

Assessment of student's performance will be based on two components i.e. Internal Assessment and External Examination conducted at the end of each Semester.

A four-credit subject will comprise an Internal Assessment component of 30 marks and an External Examination component of 70 marks.

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A Board of Examiners constituted as per the provisions in the statutes of MATSUniversity will conduct end-Term exams.

A mid-term exam will be conducted during the course of each semester. Every student must secure a minimum of 45% marks in Mid-term exam, to be eligible for the End-Term exam.

#### 1.E.3. Assessment for foundation Course subjects

A mid-term exam will be conducted during the course of each semester. Every student must secure a minimum of 45% marks in Mid-term exam, to be eligible for the End-Term exam.

#### 1.E.4. Internship

The duration for the internship programme will be seven weeks in an industry of repute or in self managed family business. The internship will carry a total of 100 marks. Of this, 70 marks are for the report, 30 marks for the presentation and the viva-voce examination which will be conducted by external experts in the relevant disciplines.

#### 1.E.5. Eligibility to appear for the Term-end Exam.

Students, who have put in a minimum of 75% attendance in each subject, shall be eligible to appear for the Term-end examination. Minimum of 50% marks in mid-term examination individually in all papers.

### **1.F. Eligibility for Pass**

1.F.1. A student will be declared pass in a particular subject, if he/she has secured minimum 45% marks out of 100 or minimum 4 Grade point in each paper.

### **1.G. Classification of successful candidates**

#### 1.G.1. Grade Point & Letter Credit

Grade Point is an integer indicating the numerical equivalent of the letter grade.

- a) Two methods – relative grading or absolute grading – have been in vogue for awarding grades in a course. The relative grading is based on the distribution (usually normal distribution) of marks obtained by all the students of the course and the grades are awarded based on a cut – off marks or percentile. Under the absolute grading, the marks are converted to grades based on pre- determined class intervals.
- b) MATS University will follow the absolute grading system.

Following Grading system will be applicable for MBA

<b>Marks Secured (in %)</b>	<b>Grade Point</b>	<b>Letter Grade</b>
80 and above	10	Outstanding (O)
70 and above but below 80	9	Excellent (A+)
65 and above but below 70	8	Very Good (A)
60 and above but below 65	7	Good (B+)
55 and above but below 60	6	Above Average (B)
50 and above but below 55	5	Average (C)
45 and above but below 50	4	Pass (P)
Below 45	0	Fail (F)
	0	Absent (AB)

### 1.G.3. Ranks

Only candidates who have passed each of the semester examination at the first appearance shall be eligible for award of Ranks. The first ten ranks shall be notified.

## 1.H. Award of Degree

Students will be awarded Post Graduate Degree upon fulfillment of the following criteria -

1.H.1. A student will be awarded Degree after successful completion of 04 semesters securing 4 Grade in each paper or minimum 45 marks out of 100 as per examination ordinance.

### Note:

- When a candidate appears for the failed papers, the internal assessment marks originally secured by him/her will be carried forward.
- The student must complete the degree within four years from the date of joining.

## 1.I. Academic Integrity and Ethics

A student who has committed an act of academic dishonesty will be deemed to have failed to meet a basic requirement of satisfactory academic performance. Thus, academic dishonesty is not only a basis for disciplinary action but also is relevant to the evaluation of student's level of performance and progress.

Where there has been violation of the basic ethos and principles of academic integrity and ethics, the Director/Board of Examiners/Course coordinator may use their discretion in terms of disciplinary action to be taken.

Academic dishonesty includes, but is not necessarily limited, to the following -

- 1.I.1. Cheating or knowingly assisting another student in committing an act of cheating
- 1.I.2. Unauthorized possession of examination materials, destruction or hiding of relevant materials
- 1.I.3. Act of plagiarism.
- 1.I.4. Unauthorized changing of marks or marking on examination records.

## **1.J. Attendance**

Students are required to attend and participate in all scheduled class sessions, global understanding programme, guest lectures, workshops, outbound learning programs and club / forum activities of both academic and non-academic nature.

A student is eligible for the end-term exam, amongst other regulations, only if he/she has a minimum of 75% attendance in each subject individually.

Students may be dropped from the programs due to excessive and non-intimated absences.

Students must notify the program coordinator in writing, the reasons for absence, if any, from class sessions, activities and assessment components.

On notification of absences (including anticipated absences) The Director/Programme coordinator would determine whether the absences could be rectified or whether it is possible to satisfactorily complete the subject with the number of identified absences.

## **1.K. General Guidelines**

- 1.K.1. The students are expected to spend a considerable amount of time in research, reading and practice.
- 1.K.2. All students are expected to develop and maintain a positive professional attitude and approach throughout the Programme and in conduct of all other activities.
- 1.K.3. Attendance alone is not sufficient. Students are expected to Participate, to help the class learn and understand the topics under consideration.
- 1.K.4. Food and drinks are not permitted in the classroom / conference hall.
- 1.K.5. All students are expected to dress as per stipulated dress code.

## **Program Outcomes:**

PO: At the end of the MBA programme the learner will possess the

1. Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real- world complex business issues.
2. Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business, evaluate alternatives & make a informed decision by social problems systematically applying modern quantitative and qualitative problem solving tools and techniques.
3. Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions.
4. Leadership and Team Work - Ability to collaborate effectively in diverse teams in an organizational context and across organizational boundaries, understand the dynamics of team behavior & leadership style and lead them and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
5. Entrepreneurship - Ability to identify domestic and global entrepreneurial opportunities create business plans & develop a enterpersonal mindset for founding, leading & managing all kind of business minds startups as well as professionalizing and growing family businesses.
6. Life Long Learning - Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

## **Program Specific Outcome of MBA:**

At the End of the MBA Program the students will be able to:

### **Finance:**

1. Analyse financial markets and instruments to make informed investment decisions and evaluate and manage financial risks in corporate finance.
2. Develop expertise in financial modelling and valuation technique and Design and implement financial strategies for wealth creation and management

### **Marketing:**

3. Formulate and execute marketing strategies to create brand awareness and drive sales and Conduct market research and consumer behaviour analysis to identify target markets.
4. Develop and manage marketing campaigns, including digital marketing initiatives.

### **Human Resource Management (HRM):**

5. Develop HR policies and practices to enhance employee engagement and retention and understand talent acquisition processes, including recruitment and selection.
6. Design and implement performance appraisal and talent development programs while and get to know how to resolve workplace conflicts and promote a positive organizational culture.



# Curriculum Matrix

MBA SEMESTER I											
Sl. No	Board of Studies	Subject Code	Subject	Category	Periods Per Week			Scheme of Examination		Total Marks	Credits
					L	T	P	Exam Marks	Internal Exam		
1	MGMT	MSMSR/MBA/101	Management concepts & practices	Major	4	0	0	70	30	100	4
2	MGMT	MSMSR/MBA/102	Organizational Behavior	Major	4	0	0	70	30	100	4
3	MGMT	MSMSR/MBA/103	Accounting for Managers	Major	4	0	0	70	30	100	4
4	MGMT	MSMSR/MBA/104	Business Statistics	Minor	2	0	0	70	30	100	3
5	MGMT	MSMSR/MBA/105	Business Ethics & Corporate Governance	Minor	2	0	0	70	30	100	3
6	MGMT	MSMSR/MBA/106	Managerial Economics	Minor	2	0	0	70	30	100	3
7	MGMT	MSMSR/MBA/107	Soft skill		2	0	0	70	30	100	3
<b>Total Credit SEMESTER I</b>											24

<b>MBA SEMESTER II</b>											
Sl. No	Board of Studies	Subject Code	Subject	Category	Periods Per Week			Scheme of Examination		Total Marks	Credits
					L	T	P	Exam Marks	Internal Exam		
1	MGM T	MSMSR/MBA/201	Human Resource Management	Major	4	0	0	70	30	100	4
2	MGM T	MSMSR/MBA/202	Marketing Management	Major	4	0	0	70	30	100	4
3	MGM T	MSMSR/MBA/203	Financial Management	Major	4	0	0	70	30	100	4
4	MGM T	MSMSR/MBA/204	Indian Economy & policy	Minor	2	0	0	70	30	100	3
5	MGM T	MSMSR/MBA/205	Research Methodology	Minor	2	0	0	70	30	100	3
6	MGM T	MSMSR/MBA/206	Business Law	Minor	2	0	0	70	30	100	3
7	MGM T	MSMSR/MBA/207	Minor Project	Project	2	0	0	70	30	100	3
<b>Total Credits SEMESTER II</b>											<b>24</b>

**MBA SEMESTER III**

Sl. No	Board of Studies	Subject Code	Subject	Category	Periods Per Week			Scheme of Examination		Total Marks	Credits
					L	T	P	Exam Marks	Internal Exam		
1	MGMT	MSMSR/MBA/301	Strategic Management		3	0	0	70	30	100	3
2	MGMT	MSMSR/MBA/302	Entrepreneurship Development		2	0	0	70	30	100	2
3	MGMT	MSMSR/MBA/303	Internship (Report & Viva)	Project	-			Project 70	Viva 30	100	3
4	MGMT		Elective I (Major Sp I; Group I)		3	0	0	70	30	100	3
5	MGMT		Elective II (Major Sp I; Group II)		3	0	0	70	30	100	3
6	MGMT		Elective III (Major Sp II; Group I)		3	0	0	70	30	100	3
7	MGMT		Elective IV (Major Sp II; Group II)		3	0	0	70	30	100	3
<b>Total Credit SEMESTER III</b>											20
<b>Marketing Management</b>											
Group I	MSMSR/MBA/304 (M)		Marketing Research								
	MSMSR/MBA/305 (M)		Consumer Behavior								
Group II	MSMSR/MBA/306 (M)		Services Marketing								
	MSMSR/MBA/307 (M)		Retail marketing								
<b>Finance Management</b>											
Group I	MSMSR/MBA/304 (F)		Security Analysis & Portfolio Management								
	MSMSR/MBA/305 (F)		Working Capital Management								
Group II	MSMSR/MBA/306 (F)		Management of Financial Institutions								
	MSMSR/MBA/307 (F)		Tax Planning & Taxation								
<b>Human Resource Management</b>											
Group I	MSMSR/MBA/304 (H)		Training & development								
	MSMSR/MBA/305 (H)		Stress Management								
Group II	MSMSR/MBA/306 (H)		Compensation Management								
	MSMSR/MBA/307 (H)		Human Resource Planning								

<b>MBA SEMESTER IV</b>											
Sl. No	Board of Studies	Subject Code	Subject	Category	Periods Per Week			Scheme of Examination		Total Marks	Credits
					L	T	P	Exam Marks	Internal Exam		
1	MGM T	MSMSR/MBA/401	International Business		3	0	0	70	30	100	3
2	MGM T	MSMSR/MBA/402	Management Information System		3	0	0	70	30	100	3
4	MGM T		Elective V (Major Sp I; Group I)		3	0	0	70	30	100	3
5	MGM T		Elective VI (Major Sp I; Group II)		3	0	0	70	30	100	3
6	MGM T		Elective VII (Major Sp II; Group I)		3	0	0	70	30	100	3
7	MGM T		Elective VIII (Major Sp II; Group II)		3	0	0	70	30	100	3
<b>Total Credit SEMESTER IV</b>											<b>18</b>
<b>Marketing Management</b>											
Group I	MSMSR/MBA/403 (M)		Product & Brand Management								
	MSMSR/MBA/404 (M)		International Marketing								
Group II	MSMSR/MBA/405 (M)		Sales & Advertisement Management								
	MSMSR/MBA/406 (M)		E-commerce & Digital Marketing								
<b>Finance Management</b>											
Group I	MSMSR/MBA/403 (F)		International Financial Management								
	MSMSR/MBA/404 (F)		Derivatives and Risk Management								
Group II	MSMSR/MBA/405 (F)		Corporate Financial Restructuring								
	MSMSR/MBA/406 (F)		Banking & Financial Management								
<b>Human Resource Management</b>											
Group I	MSMSR/MBA/403 (H)		Industrial Relations & Labour Law								
	MSMSR/MBA/404 (H)		International Human Resource Management								
Group II	MSMSR/MBA/405 (H)		Organisational Change & Development								
	MSMSR/MBA/406 (H)		Human Resource Development								
<b>Total Credits</b>										<b>86</b>	



# Syllabus

## Details Syllabus of Semester I

### MANAGEMENT CONCEPTS AND PRACTICES MSMSR/MBA/101

#### COURSE OUTCOMES:

1. To conceive a strong foundation on management concepts and related terminology
2. To apply the learned concept with sequential process in real organisational aspect.
3. To analyse the learned concepts in present business organisation context
4. To evaluate the learned concept and practice in present application process
5. To create perspective management tools by using learned concept to solve present organisational problem

#### Syllabus Content

##### MODULE I

**Introduction to Management:** Definition of Management, Functions of Management, Difference between Management and Administration, Evolution of Management Thought, approaches of Management. Managerial levels, skills and Roles-Mint berg classifications.

##### MODULE II

**Planning and Decision making:** Meaning and Nature of Planning, types of plans, step in planning process, MBO, Decision Making: Meaning and importance , steps involved in decision making – Rational decision making models, Types of decision programmed VS Non programmed decision, Decision making under various condition-certainty, Risk and uncertainty

##### MODULE III

**Organizing:** Organizing as a managerial function, Purpose of organizing, Formal VS. Informal organization, Organizational structure and Design work specification, Departmentalization, Chain of command, Span of control, Centralization and decentralization, Formalization, Delegation of authority, Line and Staff authority, Mechanistic vs organic organization, Traditional organization

##### MODULE IV

##### Leading and Controlling:

Leading as a function of management, Leadership and Vision, Leadership traits and classic leadership styles, Leaders behavior – Likerts four system, Overlapping role of leader and manager, Transactional vs Transformational leadership, Nature and process of controlling, Types of control system- Feed forward, Concurrent and Feedback, budgetary vs. non budgetary control, requirements of effective control

##### MODULE V

**Key issues in Modern Management:** Management in the 21st century – Manager's external environment, Globalization and management, Easternization of management, Challenges of multiculturalism, Quality Management. (Case study based on above Modules)

#### Text books/ Reference books:

1. Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2006.
2. Heinz Wehrich, Harold Koontz: Management A Global Perspective, 10/e, TataMcGraw Hill, 2007.
3. Prem Vrat, K K Ahuja, P K Jain, Case Studies in Management, Vikas PublishingHouse Pvt. Ltd., 2006.
4. Robbins: Management7/e Pearson Education, 2006.

# ORGANIZATIONAL BEHAVIOR

## MSMSR/MBA/102

### COURSE OUTCOMES:

- 1: Remember the fundamental concepts of individual, group and organizational behaviour
2. Understand and relate to those micro aspects of individual behaviour like learning, perception etc that may create an impact on larger organizational context.
3. Applying knowledge on group formation and group dynamics, functions and challenges of group management.
4. Analyse various personality types and attitudes and utilise the knowledge for augmenting the performance in the organization.
5. Evaluate various nuances involved in leadership
6. Handle conflict resolution technique in more effective manner.

## Syllabus Content

### MODULE I

Meaning, Fundamental concepts, Definition, Approaches to OB, Characteristics and limitations of OB, Challenges and Opportunity utilities of OB, Models of OB.

### MODULE II

Personality: Definition, Features, Big five model, MBTI, Johari Window, Managerial Implications of Personality. Perceptions and Attributions: Definition Features, factors affecting perception, Process. Attribution, perceptual and attribution errors, Managerial Implications of Perception.

### MODULE III

Learning: Definition, Features, Classical and operant conditioning, social learning theory, Behavioral modification. Attitude: Definition, Features, ABC model of Attitude, Managerial Implications of Attitude.

### MODULE IV

Motivation: Concept, Definition, Features, Types of Motivation, Process, Managerial Implications of Motivation. Leadership: Concept, Definition, Leadership Styles, Transactional and Transformational Leadership, Leadership development.

### MODULE V

Groups and Teams: Definition, Features, Group development stages, Group vs. Teams, Managing and developing effective teams. Conflict Management: Definition, Features, Types of Conflict, Conflict Resolution Strategies, Relationship between Conflict and Performance. (Case study based on above Modules)

### Text books/ 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.

# ACCOUNTING FOR MANAGERS

## MSMR/MBA/103

### COURSE OUTCOMES:

1. Remember the concepts of accounting practices.
2. Apply the concept in real life experience
3. Analyze the accounting information
4. Evaluate various alternative of accounting information
5. Create new ideas differently for the analysis of financial statements

## Syllabus Content

### MODULE I

**Fundamental Principles of Accounting:** Introduction and definition, Concept, convention, Accounting standard by ICAI , IFRS, Branches , Rules of Accounting.

### MODULE II

Recording of Journal, Preparation of ledger, Cash book, Trail balance, and Final accounts with primary adjustments

### MODULE III

Introduction to Company accounts: Theoretical aspects on Company, shares, Terms of issues with journal entries.

### MODULE IV

Introduction on Financial Statements: Theoretical Aspects on Financial Statements, Procedure of Financial statement analysis, , Methods and devices of financial statement analysis.

### MODULE V

Financial Planning: Introduction to financial planning and forecasting projected cash flow estimation. (Case study based on above Modules)

### Text Books/ Reference Books:

1. Sehgal, Deepak (2014), "Financial Accounting", Vikas Publishing H House,5th Edition, New Delhi.'
2. Goyal, Bhushan Kumar; Tiwari, HN (2017), "Financial Accounting", 5th Edition Taxmann Publications

# BUSINESS STATISTICS

## MSMSR/MBA/104

### COURSE OUTCOMES:

1. Remember the concept of statistical techniques.
2. Understand the use of quantified / statistical facts
3. Apply statistical technique to convert data in to information
4. Evaluate statistical tools for compare and select for analysis of relevant data
5. Derive objective measurement and the statistical and mathematical analysis of data.

### Syllabus Content

#### MODULE I

Introduction to Statistics: Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis Index Numbers:- Meaning , Types of index numbers, uses of index numbers.

#### MODULE II

Probability and Probability Distribution, Concepts of Probability, Additive and Multiplicative Laws, Decision Rule, Probability Distributions, Binomial, Poisson and Normal Distribution, Theorem's of Probability, concept of sampling.

#### MODULE III

Correlation Analysis, Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Regression Analysis, Concept, Least Square fit of a Linear Regression, Two lines of Regression, and properties of Regression Coefficients

#### MODULE IV

Time Series Analysis, Components, Models of Time Series– Additive, Multiplicative and Mixed models, Trend analysis, Free hand curve, Semi-averages, Moving averages, Least Square method.

#### MODULE V

Decision theory: Decision under certainty, construction of Decision tree. (Case study based on above Modules)

#### Text Book/ Reference Books:

1. U Dinesh Kumar ( 2017), Business Analytics, A Science of Data Driven Decision Making , Wiley India Pvt. Ltd
2. Levin R.I., Rubin S. David (2000) Statistics for Management, 7th Ed, Pearson 3 Gupta S.P, Statistical Methods (1996), Sultan Chand and Sons.



# BUSINESS ETHICS & CORPORATE GOVERNANCE

## MSMR/MBA/105

### COURSE OUTCOMES:

1. Conceive a strong foundation on business ethics and related issues
2. Explain the steps to resolve the ethical dilemma.
3. Resolve business level ethical dilemmas as well as dilemmas in functional areas of management
4. From the above context identify the causes of both explicit and implicit effects
5. Create a green index for a company

## Syllabus Content

### MODULE I

**Introduction to Ethics:** Definition of Ethics – Objectives, nature and sources of ethics – Business Ethics – Nature, Importance and Factors influencing Business Ethics. Values, Norms and Beliefs Ethics v. Morals; Values, Norms, Beliefs and their role; values for managers from Indian ethos; Ethical Codes – Ethical theories; Teleological, Deontological, natural and Kantian.

### MODULE-II

**Corporate Social Responsibility:** Nature and significance; arguments for and against CSR; Shareholders and Business Ethics -Shareholders as stakeholders; the conflicting interests of various stakeholders; CSR initiatives at HSBC: Making good business sense.

### MODULE-III

**Corporate Governance:** Ethical issues in Corporate Governance; The role of Financial Markets (Insider Trading); the role of accountants- The problem of whistle blowing. Cases of Enron Saga, Microsoft Antitrust case, 'Ecomagination' at work; GE's sustainability initiatives

### Module-IV

**Ethical and functional areas of business management:** ethics in human resource management, ethics in marketing management, ethical issues in finance and accounting, ethical issues in production and operation management, ethical issues in emerging technology

### Module- V

**Moral development:** Individual moral development- Moral sensitivity, moral reasoning, moral motivation and moral character, Corporate moral development through development of organizational culture- amoral, legalistic, responsive, emerging ethical and ethical organizations, (Case study based on above Modules)

### Text Books/ Reference Books:

1. M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi, BoS Approved Reference Books: 1 . C.S.V. Murthy, Business Ethics, Himalaya Publishing House; Mumbai , 2007.
2. Andrew Crane and Diark Matten, Business Ethics, Oxford Publication, New Delhi, 2007

# MANAGERIAL ECONOMICS

## MSMSR/MBA/106

### COURSE OUTCOMES:

1. Develop a theoretical understanding of economic concepts
2. Apply the theoretical model to study and implications for price and welfare under different market structure.
3. Analyze the market outcomes under different market structure.
4. Evaluate the role of information and uncertainty in economic decision making
5. Creatively provide solution to real life problems in business cases.

## Syllabus Content

### MODULE 1

Basic economic concept and problems, Product possibility curves (PPC), Theory on Economic systems, and Introduction to Managerial Economics, Nature, Scope, objectives and importance

### MODULE 2

Theory of Demand and Supply: Concept of demand and supply, determinants of demand and supply, law of demand and supply, elasticity of demand supply.

Theory of production: Meaning, production function and types, Law of Variable Proportions, Returns to Scale.

Theory of cost: Cost, Concept and types, Cost, cost function.

### MODULE 3

Market: Structure of market, Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions.

### MODULE 4

Concept and Measurement of National Income Accounting and National Income Equilibrium, Theory of Inflation, Phases of Business cycle, the employment problem and poverty and inequality

### MODULE 5

Role of Government: Introduction to Economic functions of Government, Types of budget, Government Revenue and Government expenditure, public debt and government policy, (Case study based on above Modules)

### Text Books/ References Books:

1. Joel Dean, Managerial Economics, Prentice Hall .
2. Mote Paul, Gupta (1977) Managerial Economics, TMH.
3. H.Craig Peterson, W.Cris Lewis, (1994 )Managerial Economics, PHI

## **SOFT SKILLS MSMSR/MBA/107**

### **COURSE OUTCOMES:**

1. Prepare the strong foundation on different terminology of soft skill
2. Develop the understanding level on interpersonal skill
3. Support for building interpersonal skill
4. To create the ability to work with others as a team.

### **Syllabus Content**

#### **MODULE I**

Communication Skills: Introduction; Listening to customers, team members and managers; listening to electronic media; communication with customers, team members and managers, referencing for verbal communication.

#### **MODULE II**

Presentation Skills – Stages involved in an effective presentation, selection of topic, content, aids, engaging the audience, Time management, Feedback, Mock Presentations.CV, GD and PI: Introduction; SOP; career objective; educational qualification; projects and assignments; skill set; achievements and interests

#### **MODULE III**

Introduction to GD; foundation skills in GD; Mock GD; Introduction to PI; foundation skills in PI; Mock PI; Interpersonal skills: Definition; understanding, analysis and response to the needs, requirements and capabilities of people at different levels.

#### **MODULE IV**

Goal Setting Skills: Introduction; relevance of SWOT on goal setting; setting career goal; action plan and measures to achieve career goal; corporate role models; three to five years career roadmap; competitive work environment and realization of goals; anticipating challenges and utilizing opportunities.

#### **MODULE V**

Time Management Skills: Planning, Scheduling, Prioritizing; multitasking. Corporate Etiquette: Customer interaction etiquette; office etiquette; meeting etiquette; telephone etiquette; presentation etiquette, (Case study based on above Modules)

#### **Text Books/ Reference Books:**

1. Communicating at Work – Principles and Practices for Business and the Professions by Adler, The McGraw Hill Company, 9th Edition REFERENCE BOOKS 1. Business Communication and Personality Development by Biswajit Das & Ipseeti Satpathy, The Encel Publications, 1st Edition
2. Managerial Communication – Strategies and Applications by Hynes; The McGraw Hill Company, 4 th Edition
3. Effective Business Communication by Murphy; The McGraw Hill Company, 7th Edition
4. Winning at Interviews by Edger Thorpe, Showik Thorpe; Pearson Publications, 1st Edition
5. Professional Communication by Aruna Koneru; The McGraw Hill Company



# Syllabus

## Details Syllabus of Semester II

### HUMAN RESOURCE MANAGEMENT MSMR/MBA/201

#### **COURSE OUTCOMES:**

1. Synthesize the role of human resources management as it supports the success of the organization including the K6 Synthesizing effective development of human capital as an agent for organizational change.
2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.
3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.
4. Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.
5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.

#### **Syllabus Content**

##### **MODULE I**

Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs. HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM & productivity.

##### **MODULE II**

Human Resource Planning and Employee Hiring : Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

##### **MODULE III**

Employee Training & Development: Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation.

##### **MODULE IV**

Compensation Management and Employee Relations: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relation and industrial relations.

##### **MODULE V**

Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

#### **Text Books/ Reference Books:**

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
2. 2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and BijuVarkkeyHuman Resource Management, Person Publication, 2013, 14th Edition.
4. SeemaSanghi, Human Resource Management, VikasPubllications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

# MARKETING MANAGEMENT

## MSMSR/MBA/202

### COURSE OUTCOMES:

1. Remember and Comprehend basic marketing concepts.
2. Understand marketing Insights on application of basic marketing concepts.
3. Able to Apply and develop Marketing Strategies and Plans
4. Understand and Analyzing Business/ Consumer Markets .
5. Develop skills and ability Identify & evaluate Market Segments and Targeting.

### Syllabus Content

#### MODULE I

Marketing Management: Introduction, objectives, Scope and Importance. Types of Market, Core Concepts of Marketing, Functions of Marketing, Marketing Orientations Marketing Environment: Introduction, Environmental Scanning, Techniques of Environment Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Marketing Planning and Implementation

#### MODULE II

Consumer buying behavior: Introduction, Characteristics, Factors affecting Consumer Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buying Motives, Buyer Behaviour Models

#### MODULE III

Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyer, Steps in Business Buying Process

#### MODULE IV

Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition, Differentiation Meaning, Strategies

#### MODULE V

Understanding the Marketing-Information Systems (MKIS): Introduction, Characteristics of MKIS, Benefits, Types, Components, Marketing Research

### Text Books/ Reference Books:

# FINANCIAL MANAGEMENT

## MSMSR/MBA/203

### COURSE OUTCOMES:

- 1) Recognize the importance of financial management from a strategic perspective
- 2) Compute cost of capital and analyses project using capital budgeting
- 3) Develop analytical skills to select the best source of capital, structure and leverage
- 4) Understand the use and application of different models for firm's optimum dividend payout.
- 5) Determining Working capital requirement.

### Syllabus Content

#### MODULE I

Introduction: Nature and Scope of Financial Management; Time Value of Money, Profit maximization vs. Wealth maximization; Functions of Financial Manager, Changing Financial Environment, Emerging Challenges faced by the Finance Manager.

#### MODULE II

Investment and Financing Decision: Issues relating to Financing Decisions, Concept of Opportunity Cost, Cost of Capital: Computation of Cost of Equity-cost of Debt-Cost of Preference Capital- Cost of Internal Reserve Weighted Average Cost of Capital, Capital Budgeting Decisions, Calculation of NPV and IRR, Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) Excel Application in Analysing Projects. Risk analysis in capital budgeting.

#### MODULE III

Leverage and Capital Structure Analysis: Analysis of Operating Leverage and Financial Leverage-Combined Financial and Operating Leverage. Concept of Capital Structure: Determinants, Theories of Capital Structure, Relevance and Irrelevance, Problems of Optimal Capital Structure

#### MODULE IV

Dividend Decisions: Issues in Dividend Decisions-Models and Theories of Dividend-Forms of Dividend- Corporate Dividend Behaviour. Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis.

#### MODULE V

Working Capital Management: Nature, Need, Types of Working Capital, Components of Working Capital Management, determination of Working Capital, Forecasting Working Capital Requirements, operating cycle, Management of Cash, Inventory and Receivables.

### Text Books/ Reference Books:

1. Arnold, G.C: Corporate Financial Management, Financial Times Pitmom Publishing. 11
2. Pandey I M - Financial Management (Vikas, 11th Ed.)
3. Besant Raj. A: Corporate Financial Management, Tata McGraw Hill.
4. Block & Hirt: Foundation of Financial Management, Irwin Homewood.
5. Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)

# **INDIAN ECONOMY & POLICY**

## **MSMR/MBA/204**

### **COURSE OUTCOMES:**

1. To understand the features, problems of Indian Economy
2. To apply the subject knowledge in understanding various issues of Indian economy.
3. To Analyze the sector specific problems and contributions towards overall economic growth
4. To evaluate planning models and strategy adopted in India
5. To evaluate various economic policies adopted by the govt
6. To create an awareness about various policies & the impact of that policies in Indian Economy

### **Syllabus Content**

#### **MODULE I**

Features and problems of Indian Economy : Features of Indian Economy • India as a developing economy, • Demographic features • Human Development (HDI), • Problems of Poverty, Unemployment, Inflation, income inequality

#### **MODULE II**

Issues in Agriculture sector in India : Land reforms • Green Revolution • Agriculture marketing in India • Agricultural price policy Industrial and Service Sector • Industrial development; • Micro, Small and Medium Enterprises, • Industrial Policy • Performance of public sector in India, • Service sector in India.

#### **MODULE III**

Planning • Mixed Economy • Bombay Plan • Gandhian Model • Nehru Mahalanobis Model • Objectives and achievements of economic planning in India

#### **MODULE IV**

Monetary policy in India • Instruments of Monetary Policy • Black money in India – Magnitude and Impact Fiscal Policy in India • Tax Revenue • Public expenditure • Budgetary deficits • Fiscal reforms • Public debt management and reforms

#### **MODULE V**

Post-1991 strategies • Stabilisation and structural adjustment packages • Liberalisation Privatisation Globalisation (LPG) Model • Impact of LPG Policies on Indian Economy NITI Ayog • Organization • Functions

#### **Text Books/ Reference Books:**

1. 1. Dutt Ruddar and K.P.M Sundaram (2001): Indian Economy, S Chand & Co. Ltd. New Delhi.
2. Mishra S.K & V.K Puri (2001) "Indian Economy and –Its development experience", Himalaya Publishing House.
3. Kapila Uma: Indian Economy: Policies and Performances, Academic Foundation
4. Bardhan, P.K. (9th Edition) (1999), The Political Economy of Development in India, Oxford University Press, New Delhi.



# RESEARCH METHODOLOGY

## MSMSR/MBA/205

### COURSE OUTCOMES:

1. Knowledge of concept / fundamentals for different types of research.
2. Applying relevant research techniques.
3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques
4. Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.
5. Evaluating statistical analysis which includes various parametric test and non parametric test and ANOVA technique and prepare report.

### Syllabus Content

#### MODULE I

Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

#### MODULE II

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

#### MODULE III

Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

#### MODULE IV

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram.

#### MODULE V

Hypothesis: Qualities of a good Hypothesis – Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t-test (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-square test; Analysis of Variance: One way and two-way Classifications.

### Text Book/ Reference Books:

1. Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education

# **BUSINESS LAW**

## **MSMR/MBA/206**

### **COURSE OUTCOMES:**

1. Acquire a sound understanding of the legal aspects of the laws affecting businesses
2. Apply basic legal knowledge to business transactions.
3. Communicate effectively using standard business and legal terminology
4. Analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.
5. Describe current law, rules, and regulations related to settling business disputes.

## **Syllabus Content**

### **MODULE I**

Law of Contract: Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency

### **MODULE II**

Negotiable instruments act 1881, Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonour of negotiable instruments Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

### **MODULE III**

Companies Act: definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities. modes of winding up of a company.

### **MODULE IV**

Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller. Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

### **MODULE V**

The Information Technology Act, 2000 Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences. The Right to Information Act, 2005 Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, In formation commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

### **Text Books/ Reference Books:**

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014

# MINOR PROJECT MSMSR/MBA/207

## COURSE OUTCOMES:

- 1: Identify and Understand the complexities of the business words.
- 2: Interpret and demonstrate the skills needed to be successful in the business world.
- 3: Analyze and explain the business problems and find out it's probable solution.
- 4: Develop, Plan and convert a business idea into reality.

## Syllabus Content

### The criteria for selection of company (business organization) would be based upon:

1. Goodwill of the company
2. Strength of manpower for training of HR students
3. Sales turnover of the company for marketing students
4. Placement potential in the training organization
5. Existence of training and development department will be preferred
6. Professional approach in management
7. Proximity within or near Chhattisgarh State
8. Suitability of the students with reference to specialization

### Training Diary

Each student has to maintain a diary in which he will record/writing the details of work/activity progress, the diary has to be got checked by the concerned officer/section in-charge

### Preparation of Training Report

The student has to keep record in their training diary regarding organization structure, number of persons working, their designations and nature of duties performed and all other activities relating to work. After the completion of training the student will submit training report to the Head of the Department within 15 days

### Project Work

After carefully having understanding of the working environment of the business organization the student has to undergo a major project work in consultation with company and its guide from the institution in his related field of specialization i.e. Human Resource Management or Marketing Management or Finance. The student is expected to undergo detailed study regarding the topic from books and available journals and prepare a questionnaire duly approved by the company and the faculty. He will collect the relevant data with the help of questionnaire and observation method. He/she is expected to complete the project report in a nice manner (types and bind) after getting consultation from the guide of the company and guide from the institution He is supposed to prepare Two copies of the project report.

### GUIDELINES FOR SUBMISSION PROJECTS AND SUMMER INTERNSHIP

All the candidates of BBM-IV SEMESTER after there term end examinations are required to submit a project-report based on the work done by him/her during the summer period.

### THE GUIDE

The Guide for BBM would be a person From the MATS

A guide cannot guide more than six projects at a given time.

### PROJECT TIME / MAN-HOURS

- The BBM Major Projects would be of approximately 4 to 6 weeks and carries total marks of 200 including project report and viva.
- Number of students in a project group will not be more than three for BBM.

### PROJECT EVALUATION GUIDELINES

**A.)** The evaluation of Major Project /Summer Assignment will be done on the basis of following heads:

Presentation and viva - 50% of total marks.

Thesis/Project report - 50% of total marks.

**B.) To be done at MATS Campus by External Examiner**

Presentation and viva - 50% of total marks.

Thesis/Project report - 50% of total marks.

The evaluation of Major/Minor Project will be done on the basis of following heads:

**SUMMARY/ABSTRACT**

All students must submit a summary/abstract separately with the project report. Summary, preferably, should be of about 3-4 pages. The content should be as brief as is sufficient enough to explain the objective and implementation of the project that the candidate is going to take up. The write up must adhere to the guidelines and should include the following:

- Name / Title of the Project
- Statement about the Problem
- Why is the particular topic chosen?
- Objective and scope of the Project
- Methodology (including a summary of the project)
- What contribution would the project make?

**TOPIC OF THE PROJECT-** This should be explicitly mentioned at the beginning of the Synopsis. Since the topic itself gives a peep into the project to be taken up, candidate is advised to be prudent on naming the project. This being the overall impression on the future work, the topic should corroborate the work.

**OBJECTIVE AND SCOPE:** This should give a clear picture of the project. Objective should be clearly specified. What the project ends up to and in what way this is going to help the end user has to be mentioned.

**RESOURCES AND LIMITATIONS:** The requirement of the resources for designing and developing the proposed system must be given. The resources might be in form of the hardware/software or the data from the industry. The limitation of the proposed system in respect of a larger and comprehensive system must be given.

**CONCLUSION:** The write-up must end with the concluding remarks-briefly describing innovation in the approach for implementing the Project, main achievements and also any other important feature that makes the system stand out from the rest.

**The following suggested guidelines must be followed in preparing the Final project Report:**

Good quality white executive bond paper A4 size should be used for typing and duplication. Care should be taken to avoid smudging while duplicating the copies.

Page Specification :(Written paper and source code)

- Left margin - 3.0 cms
- Right margin- 2.0 cms
- Top margin 2.54 cms
- Bottom margin 2.54 cms
- Page numbers - All text pages should be numbered at the bottom center of the pages.

**Normal Body Text: Font Size:** 12, Times New Roman, Double Spacing, Justified. 6 point above and below para spacing

**Paragraph Heading Font Size:** 14, Times New Roman, Underlined, Left Aligned. 12 point above & below spacing.

**Chapter Heading Font Size:** 20, Times New Roman, Centre Aligned, 30 point above and below spacing.

**Binding::** The project report should be book binding (Spiral binding and other forms of bindings are not permitted)

Colo

**Submission of Project Report to the MATS :** The student will submit his/her project report in the prescribed format. The Project Report should include:

1. One copy of the summary/abstract.
2. Two hard Copy of the Project Report.

3. Soft copy of project on CD in a thick envelope pasted inside of the back cover of the project report.
4. The Project Report may be about 75 pages.

### **FORMAT OF THE STUDENT PROJECT REPORT ON COMPLETION OF THE PROJECT**

- Cover Page as per format
- Acknowledgement
  - Certificate of the project guide as at Annexure III
  - Certificate of the Company/Organisation
  - Synopsis of the Project
  - Main Report
    - ◆ Objective & Scope of the Project
    - ◆ Theoretical Background Definition of Problem
    - ◆ Methodology adopted,

#### **Annexure:**

1. Brief background of the organisation where the student has developed the project.
3. List of abbreviations, Figures, Tables
4. References
  - Bibliography
  - Website
5. Soft copy of the project on CD/Floppy

### **Formats of various certificates and formatting styles are as follows:**

#### **1) Certificate from the Guide**

Guide Name & Designation Full Address

CERTIFICATE

This is to certify that this project entitled " xxxxxx xxxxx xxxxx xxxx xxxx xxx" submitted in partial fulfillment of the degree of Bachelor of Business Management to the MATS, Raipur, done by Mr./Ms. \_\_\_\_\_, Roll No. \_\_\_\_\_ is and is an authentic work carried out by him/her at \_\_\_\_\_ under my guidance. The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Signature of the student

Signature of the Guide

#### **2) Project Report Cover Page Format:**

***Title of the thesis/report*** (Times New Roman, Italic, Font size = 24)

Submitted in partial fulfilment of the requirements for the award of the degree of Bachelor of Computer Applications (Bookman Old Style, 16 point, centre)

Guide  
(Guide Name)

Submitted by:  
(Student's name) Roll No.:

Submitted to MATS, RAIPUR  
LOGO

#### **3) Self certificate by the students**

##### **SELF CERTIFICATE**

This is to certify that the dissertation/project report entitled " \_\_\_\_\_ " is done by me is an authentic work carried out for the partial fulfilment of the requirements for the award of the

MATUniversity

degree of Bachelor of Business Management under the guidance of \_\_\_\_\_ . The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Signature of the student

Name of the Student

Roll No

### **ACKNOWLEDGEMENTS**

In the "Acknowledgements" page, the writer recognises his indebtedness for guidance and assistance of the thesis adviser and other members of the faculty. Courtesy demands that he also recognise specific contributions by other persons or institutions such as libraries and research foundations. Acknowledgements should be expressed simply, tastefully, and tactfully.

### **BIBLIOGRAPHY**

## **Syllabus Content**



# Syllabus

## Details Syllabus of Semester III

### STRATEGIC MANAGEMENT MSMSR/MBA/301

#### COURSE OUTCOMES:

1. Understand terminologies and processes of strategic management and get familiarized with environment scanning for effective strategy formulation.
2. Remember the models VUCA, SWOT, Pestle, BCG Matrix, GE Matrix, McKinsey as tools for strategy formulation; also learn to apply them for strategy fit.
3. Analyze how to leverage and sustain strategic gaps in the market.
4. Evaluate organization's core competence and competitive advantages.
5. Create multi directional, innovative ways for growth of business aligning with Organizational intent: vision, mission, goals and objectives.

#### Syllabus Content

##### MODULE I

##### Strategy and Process

Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy and Strategy Formation Process – Stakeholders in business–Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model

##### MODULE II

##### Competitive Advantage

External Environment – PESTEL Analysis, SWOT Analysis, Porter's Five Forces Model, The Competitive Profile Matrix (CPM), Globalization and Industry Structure – Resources, Capabilities and competencies – Value Chain Analysis – Core competencies, generic building blocks of Competitive Advantage- Distinctive Competencies - Avoiding failures and sustaining competitive advantage.

##### MODULE III

##### The Strategic Alternatives

Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy: Cost, Differentiation, and Focus Strategies- Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – GAP Analysis - Mc Kinsey & 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix

##### MODULE IV

Strategy Implementation & Evaluation The implementation process, Resource allocation, designing organizational structure, Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change, Politics-Power and Conflict-Techniques of strategic evaluation & control.

##### MODULE V

Current Strategic Issues Managing Technology and Innovation- Blue Ocean Strategy, managing in an economic crisis, new directions in strategic thinking, Strategic issues for Non Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.

**Text Books/ Reference Books:**

1. David,F. R., & David,F. R., (2016) Strategic Management: A Competitive Advantage Approach, Concepts and Cases, 16 e , Pearson.
2. Charles W.L. Hill, Melissa A. Schilling & Gareth R. Jones (2016) Strategic Management: Theory: An Integrated Approach, South Western Educational Publishing
3. Thomas L. Wheelen, (2017) Strategic Management and Business policy, 15 ed. Pearson Education.
4. Gregory Dess, G.T., Lumpkin, Alan Eisner & Gerry McNamara (2013), Strategic Management: Text and Cases,7 ed McGraw-Hill Education



# ENTREPRENEURSHIP DEVELOPMENT

## MSMSR/MBA/302

### COURSE OUTCOMES:

- 1: Understand basic concept of Entrepreneur.
- 2: Developing the skill to choose the best type of venture to start entrepreneurial activity.
- 3: To gain knowledge to set up new business through project formulation.
- 4: To understand the concept of MSME and the privileges given to them.
- 5: To gain knowledge on Entrepreneurial support system.

## Syllabus Content

### MODULE I

Introduction to Entrepreneurship- Meaning, concept, who is an entrepreneur? The Entrepreneurial process, Entrepreneurial personality and characteristics, what motives drive an entrepreneur? Challenges and rewards of being an entrepreneur, Historical development of entrepreneurship concept, Patterns and scope of entrepreneurship in Indian context. Entrepreneurial motivation, types of entrepreneurs, born vs. Created entrepreneurs, entrepreneurial competencies, Entrepreneurship development process,

### MODULE II

Entrepreneurial Ventures – Types and features, Start-ups, features of start-up firms, different types of start-ups, proprietorship, partnerships, Pvt. Ltd. companies, Family-owned organizations, corporate venturing. Barriers to entrepreneurship.

### MODULE III

Project Formulation – Steps involved in setting Business – identifying, selecting a Good Business opportunity, Market Survey and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Appraisal – Sources of Information – Classification of Needs and Agencies.

### MODULE IV

Micro, Small and Medium Enterprises Concept, role and importance of MSME Policies governing SMEs - Steps in setting up a small unit. SME funding - Requirements of capital (fixed and working), Factors determining capital requirements, Importance of fixed and working capital, Sources of finance for SME'S.

### MODULE V

Government Initiatives Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants. Role of Incubation centres in helping the start-up firms Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), NABARD, National Small Industries corporation and other relevant institutions / organizations.

### Textbooks/ Reference Books:

## **INTERSHIP ( REPORT & VIVA) MSMSR/MBA/303**

### **COURSE OUTCOMES:**

- 1: Identify and Understand the complexities of the business words.
- 2: Interpret and demonstrate the skills needed to be successful in the business world.
- 3: Analyze and explain the business problems and find out it's probable solution.
- 4: Develop, Plan and convert a business idea into reality.

### **Syllabus Content**

#### **The criteria for selection of company (business organization) would be based upon:**

1. Goodwill of the company
2. Strength of manpower for training of HR students
3. Sales turnover of the company for marketing students
4. Placement potential in the training organization
5. Existence of training and development department will be preferred
6. Professional approach in management
7. Proximity within or near Chhattisgarh State
8. Suitability of the students with reference to specialization

#### **Training Diary**

Each student has to maintain a diary in which he will record/writing the details of work/activity progress, the diary has to be got checked by the concerned officer/section in-charge

#### **Preparation of Training Report**

The student has to keep record in their training diary regarding organization structure, number of persons working, their designations and nature of duties performed and all other activities relating to work. After the completion of training the student will submit training report to the Head of the Department within 15 days

#### **Project Work**

After carefully having understanding of the working environment of the business organization the student has to undergo a major project work in consultation with company and its guide from the institution in his related field of specialization i.e. Human Resource Management or Marketing Management or Finance. The student is expected to undergo detailed study regarding the topic from books and available journals and prepare a questionnaire duly approved by the company and the faculty. He will collect the relevant data with the help of questionnaire and observation method. He/she is expected to complete the project report in a nice manner (types and bind) after getting consultation from the guide of the company and guide from the institution He is supposed to prepare Two copies of the project report.

#### **GUIDELINES FOR SUBMISSION PROJECTS AND SUMMER INTERNSHIP**

All the candidates of BBM-IV SEMESTER after there term end examinations are required to submit a project-report based on the work done by him/her during the summer period.

#### **THE GUIDE**

The Guide for BBM would be a person From the MATS

A guide cannot guide more than six projects at a given time.

#### **PROJECT TIME / MAN-HOURS**

- The BBM Major Projects would be of approximately 4 to 6 weeks and carries total marks of 200 including project report and viva.
- Number of students in a project group will not be more than three for BBM.

#### **PROJECT EVALUATION GUIDELINES**

**A.)** The evaluation of Major Project /Summer Assignment will be done on the basis of following heads:

Presentation and viva - 50% of total marks.

Thesis/Project report - 50% of total marks.

**B.) To be done at MATS Campus by External Examiner**

Presentation and viva - 50% of total marks.

Thesis/Project report - 50% of total marks.

The evaluation of Major/Minor Project will be done on the basis of following heads:

### **SUMMARY/ABSTRACT**

All students must submit a summary/abstract separately with the project report. Summary, preferably, should be of about 3-4 pages. The content should be as brief as is sufficient enough to explain the objective and implementation of the project that the candidate is going to take up. The write up must adhere to the guidelines and should include the following:

- Name / Title of the Project
- Statement about the Problem
- Why is the particular topic chosen?
- Objective and scope of the Project
- Methodology (including a summary of the project)
- What contribution would the project make?

**TOPIC OF THE PROJECT-** This should be explicitly mentioned at the beginning of the Synopsis. Since the topic itself gives a peep into the project to be taken up, candidate is advised to be prudent on naming the project. This being the overall impression on the future work, the topic should corroborate the work.

**OBJECTIVE AND SCOPE:** This should give a clear picture of the project. Objective should be clearly specified. What the project ends up to and in what way this is going to help the end user has to be mentioned.

**RESOURCES AND LIMITATIONS:** The requirement of the resources for designing and developing the proposed system must be given. The resources might be in form of the hardware/software or the data from the industry. The limitation of the proposed system in respect of a larger and comprehensive system must be given.

**CONCLUSION:** The write-up must end with the concluding remarks-briefly describing innovation in the approach for implementing the Project, main achievements and also any other important feature that makes the system stand out from the rest.

**The following suggested guidelines must be followed in preparing the Final project Report:**

Good quality white executive bond paper A4 size should be used for typing and duplication. Care should be taken to avoid smudging while duplicating the copies.

Page Specification :(Written paper and source code)

- Left margin - 3.0 cms
- Right margin- 2.0 cms
- Top margin 2.54 cms
- Bottom margin 2.54 cms
- Page numbers - All text pages should be numbered at the bottom center of the pages.

**Normal Body Text: Font Size:** 12, Times New Roman, Double Spacing, Justified. 6 point above and below para spacing

**Paragraph Heading Font Size:** 14, Times New Roman, Underlined, Left Aligned. 12 point above & below spacing.

**Chapter Heading Font Size:** 20, Times New Roman, Centre Aligned, 30 point above and below spacing.

**Binding::** The project report should be book binding (Spiral binding and other forms of bindings are not permitted)

Colo

**Submission of Project Report to the MATS :** The student will submit his/her project report in the prescribed format. The Project Report should include:

1. One copy of the summary/abstract.
2. Two hard Copy of the Project Report.
3. Soft copy of project on CD in a thick envelope pasted inside of the back cover of the project report.
4. The Project Report may be about 75 pages.

**FORMAT OF THE STUDENT PROJECT REPORT ON COMPLETION OF THE PROJECT**

- Cover Page as per format
- Acknowledgement
  - Certificate of the project guide as at Annexure III
  - Certificate of the Company/Organisation
  - Synopsis of the Project
  - Main Report
    - ◆ Objective & Scope of the Project
    - ◆ Theoretical Background Definition of Problem
    - ◆ Methodology adopted,

**Annexure:**

1. Brief background of the organisation where the student has developed the project.
3. List of abbreviations, Figures, Tables
4. References
  - Bibliography
  - Website
5. Soft copy of the project on CD/Floppy

**Formats of various certificates and formatting styles are as follows:**

**1) Certificate from the Guide**

Guide Name & Designation Full Address

CERTIFICATE

This is to certify that this project entitled " xxxxxx xxxxx xxxxx xxxx xxxx xxx" submitted in partial fulfillment of the degree of Bachelor of Business Management to the MATS, Raipur, done by Mr./Ms. \_\_\_\_\_, Roll No. \_\_\_\_\_ is and is an authentic work carried out by him/her at \_\_\_\_\_ under my guidance. The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Signature of the student

Signature of the Guide

**2) Project Report Cover Page Format:**

***Title of the thesis/report*** (Times New Roman, Italic, Font size = 24)

Submitted in partial fulfillment of the requirements for the award of the degree of Bachelor of Computer Applications (Bookman Old Style, 16 point, centre)

Guide  
(Guide Name)

Submitted by:  
(Student's name) Roll No.:

Submitted to MATS, RAIPUR  
LOGO

**3) Self certificate by the students**

**SELF CERTIFICATE**



# MARKETING RESEARCH

## MSMSR/MBA/304(M)

### COURSE OUTCOMES:

1. Understand the basics of Marketing research, its characteristics, types of research and its evolution.
2. Collect data, validate the data collection instrument, develop a sampling design, select the appropriate sampling method and sample size.
3. Present their research work for decision-making purposes using charts and tables and provide satisfactory interpretation of the data.
4. understand the basic importance of marketing research

### Syllabus Content

#### MODULE I

Introduction: Meaning, Role of marketing research in managerial decision making, Use of marketing research, marketing research process-an overview; Literature review, Accessing and managing source of information and scholarly literature, Steps in literature review development formulation and preparation of research proposal.

#### MODULE II

Research Design and Data Collection Research Design: Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive. Data collection method primary and secondary sources. Primary data collection methods; mail survey, telephone survey and interview, observations; questionnaire administration.

#### MODULE III

Sampling: Steps &Types: Probability / non probability (simple, systematize; stratified proportionate, disproportionate), Sample size determination.

#### MODULE IV

Quantitative Methods: Hypothesis testing-Correlation , Chi square test, ANOVA(one way), reliability and validity-Reporting a quantitative Research(Explanation of the application of statistics in research with simple problems).

#### MODULE V

Application of marketing research: New concept development, Product evaluation, Test marketing, Pricing research, Promotion research-advertising research, purchase research, Media research.

### Text Books / Reference Books:

# CONSUMER BEHAVIOR

## MSMSR/MBA/305(M)

### COURSE OUTCOMES:

- 1 To understand the basic concepts, issues & dimensions of consumer Learners will acquire basic knowledge about issues and dimensions of Consumer Behaviour.
- 2 To understand and analyze the relevance of consumer behaviour theories and concepts to marketing decisions
- 3 To identify consumer decision making process and apply it in marketing function
- 4 To develop the skill of understanding, analyze consumer information and use it to create consumer oriented marketing strategies.
- 5 Use most appropriate techniques to apply market solutions.

### Syllabus Content

#### MODULE I

Introduction to Consumer Behavior; Diversity of consumer behavior; Concept, Scope, Importance and interdisciplinary nature; Marketing management factors influencing consumer-buying behavior; consumer-buying process; Consumer gifting behavior; The consumer research paradigms and process.

#### MODULE II

Consumer Modeling: The economic model; Learning model; Psychoanalytic model; The sociological model; The Howard Seth model of Buying behavior; The Nicosia model; The Engel –Kollat-Blackwell Model. Consumer decision-making and its process: Models and views of Consumer decision making; the process of opinion leadership and motivation behind opinion leadership; Reutilized response, limited and extensive problem solving behavior; Diffusion and adoption process of innovations; Profile of consumer innovators.

#### MODULE III

Individual Determinants of Consumer behavior: Perception (Meaning of Perception, The perceptual process, Factor responsible for perceptual, Distortion). Learning (Elements, Process, Learning theories and measures of consumer learning). Personality (Meaning and Nature, Characteristics of Personality, Stages in the development of personality, personality Influences and consumer behavior, VALS model and its development).

#### MODULE IV

Consumer Attitude and Behavior (The concept of Attitude, Relationship between Attitude and behavior, Attitude formation, Models of Attitude, Strategies for Attitude change (ELM- model), Cognitive Dissonance Theory and its implications). Motivation (Consumer Motivation, Needs and goals, Characteristics, Types and system of needs, measurement of motives).

#### MODULE V

Influence of Social class (Definition, Social stratification, Factors responsible for social stratification); Characteristic features of social Classes; Social influence on consumer behavior. Group Dynamics and Consumer Reference Groups; Family life cycle; Work group-Reference group; Celebrity; Impact of social class; Culture, subculture and cross – culture factors on consumer behavior; Design of persuasive communication.

#### Text Books/ Reference Books:

1. Schiffman & Kanuk - Consumer Behavior- Prentice Hall
2. Michael R. Soloman- Consumer Behavior – Pearson Education
3. Loudon & Della Bitta – Consumer Behavior-Concepts and Applications – Tata McGraw Hill
4. J Paul Peter & Lerry C. Olson - Consumer Behavior & Marketing Strategy – McGraw Hill
5. C.L. Tyagi & Arun Kumar - Consumer Behavior – Atantic Publisher and Distributors

# SERVICE MARKETING

## MSMSR/MBA/306(M)

### COURSE OUTCOMES:

- 1 To understand the theory and concepts pertaining to Services marketing.
- 2 To understand, illustrate and investigate people, physical evidence and process used in marketing of services.
- 3 To analyse the role and relevance of Quality in Services
- 4 To develop the effective service marketing strategies and apply it in the value exchange between suppliers and their customers.

## Syllabus Content

### MODULE I

Introduction: Growth of service sector economy; Service Characteristics, Difference between Goods and Services; Contribution of the services sector to the Economy; Classification of service marketing mix; Service triangle.

### MODULE II

Consumer Behavior in Services: Customer Expectation of Service; Customer Perception of Service; Understanding Customer expectation and Perception through Marketing Research. Service scope effects on behavior: Importance and Strategies for effective delivery through Employees; Intermediaries and Customer Participation; Managing Demand; Managing Capacity; Waiting Line Strategies.

### MODULE III

Segmentation, Targeting & Positioning of services; Branding of services and its difficulties; Communication Strategies; Product Promotion Price, revenue and distribution: Factors related to Pricing, Pricing approaches, Pricing Strategies Physical Evidence of a Service: Introduction, Physical Evidence of a Service, Contribution of Physical Evidence to the Service

### MODULE IV

Service Quality; Measurement and Control (Introduction, Importance, Measurement of Service Quality, Quality Gap Model). Customer Feedback and Service Encounter, Service Recovery (Customer responses to effective Service Recovery, Principles of Effective Service Recovery Systems, Learning from Customer Feedback).

### MODULE V

New Trends and emerging concepts in Service Marketing. Relationship Marketing: Concept, Benefits and Strategies recovery; Service Development and Design; New Service Types, Supplementary Services, After sales service. Managing service delivery process; Customer Experience Management.

### Text Books/ Reference Books

1. Zeithaml V. A. and Bitner M. J. (2003), Services Marketing, 3rd Edition, Tata McGraw Hill, Delhi.
2. Hill, Delhi.
3. Services Marketing – Rao, Pearson
4. Text book of Marketing of Services – Chowdhary and Chowdhary, Mcmillan
5. Services Marketing & Management – B. Balaji, S. Chand
6. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
7. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.).
8. Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)



# RETAIL MARKETING

## MSMR/MBA/307(M)

### COURSE OUTCOMES:

- 1 Apply the conceptual frameworks, theory and techniques to various concepts related to retail management.
- 2 Have a thorough understanding of various retail formats as well as of the opportunities and challenges that are faced by the retail industry.
- 3 Contribute effectively to the decision making process in the areas of store location, brand building, pricing, supply chain management and category management.
- 4 Manage effectively the aspects critical to retail stores like space management, inventory, accounts and audit, building private labels and advertising.
- 5 Understand the customer behaviour, the customers' purchase decision making process and to handle customer complaints. Will be able to manage the retail sales force effectively.

### Syllabus Content

#### MODULE I

Introduction: An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

#### MODULE II

Retail Formats: Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

#### Module III

Retailing Decisions: Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.

#### MODULE IV

Retail Shop Management: Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

#### MODULE V

Retail Shopper Behaviour: Understanding of Retail shopper behaviour – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behaviour – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

#### Text Books/ Reference Books:

1. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007.
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.

# SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

## MSMR/MBA/304(F)

### **COURSE OUTCOMES:**

1. To demonstrate how the firms can benefit from various investment avenues in the financial markets.
2. To understand to calculate the risk and return of various securities.
3. To analysis how to make use of fundamental analysis and technical analysis in evaluating stock market investments.
4. To demonstrate on how to construct portfolio and portfolio revision and evaluation.
5. The students will be able to demonstrate the application of concept learned to practical situations involving several cases of investment decisions

### **Syllabus Content**

#### **MODULE I**

Investment scenario Risk Return analysis: Investor life cycle and investment goals, Investment options available and their comparison, investment constraints, Definition and Measures of return and risk – historical rates calculation, Expected rates, required rate of return, risk free rate of return, & measurement of risk in portfolio context

#### **MODULE II**

Efficient capital markets Hypothesis & capital Market Theory: Need, EMH – forms, tests and results, Implications of efficient capital markets; Random walk Hypothesis, Indian Markets and Efficiency, Capital Market theory - Background, risk free asset, Markowitz portfolio theory, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, CML, SML; Arbitrage pricing theory – empirical test of APT, Stability of beta.

#### **MODULE III**

Fundamental Analysis: Concept, & process of fundamental analysis, Economy analysis, sector analysis, company analysis;, Tools and techniques of fundamental analysis, business cycle and industry life cycle analysis. Analysis of growth companies.

#### **MODULE IV**

Technical Analysis: Concept of technical analysis, Assumptions, advantages and challenges; fundamental Vs. technical analysis, Tools and techniques for analysis; Dow theory, basic types of charts, Price patterns, Trend lines, moving averages and advanced technical tools.

#### **MODULE V**

Optimum Portfolio Selection & Revision –portfolio diversification, Optimal portfolio selection, portfolio revision & its techniques, transaction cost, portfolio monitoring & rebalancing, Performance measurement - Concept, Measures available–Treyner, Sharpe, Jensen, performance attribution analysis and Measuring market timing skills.

### **Text Books/ Reference Books:**

# WORKING CAPITAL MANAGEMENT

## MSMR/MBA/305(F)

### COURSE OUTCOMES:

1. Understand terminologies and Short-term sources of finance.
2. Remember the models operating and cash cycles; also learn to apply them.
3. Analyze Overview of working capital management
4. Evaluate organization's receivables and payables management
5. Create Inventory management understanding leading towards success management of working capital.

### Syllabus Content

#### MODULE I

Introduction to Working Capital Introduction, meaning, concepts, classification and importance of working capital, Relevance of current assets and current liabilities in the balance sheet, Objectives of WCM. Over- capitalization, under- capitalization, zero working capital, Short-term v/s long term financing-A risk-return trade-off. Liquidity v/s profitability trade-off. Cost trade-off, Working capital approaches. Working capital management in some companies.

#### MODULE II

Working Capital requirements Factors determining working capital requirements, Assessment and forecasting of working capital requirements, Assessment and forecasting of working capital requirements, Operating cycle, Weighted Operating cycle.

#### MODULE III

Current Assets & current liabilities Relevance of current assets and current liabilities and their inter-relationship, Management of different current assets, Management of Inventory. Relevance and scope, deciding the optimum level of inventory in a firm, Purpose and benefits of holding inventory.

#### MODULE IV

Introduction to Inventory Management :Risk and cost of holding inventory, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management models.

#### MODULE V

Models of Inventory Management 8 hours Inventory management models, Determining stock levels and safety stocks, Types of organizations holding inventory, Inventory strategies & techniques, Inventory strategies & techniques

#### Text Books/ Reference Books:

1. Working Capital Management by Hrishikes Bhattacharya, PHI publication.
2. Working Capital Management by R.P. Rustagi, Taxman Publication.
3. Financial Management by Prasanna Chandra, McGraw Publications.
4. Financial Management by I.M. Pandey, Vikas Publishing House.

# MANAGEMENT OF FINANCIAL INSTITUTIONS

## MSMSR/MBA/306 (F)

### COURSE OUTCOMES:

- 1 To explore the concept on Indian securities Markets and operations of Indian Stock market, New Issue market, Listing of Securities, Cost of Investing Securities.
- 2 To interpret the mechanism of investing, investment process, market indices, and recent development in Indian stock market
- 3 To elaborate the conceptual frame work of financial instruments
- 4 To understand the conceptual framework of financial service institutions
- 5 To enhance the knowledge on international financial system

### Syllabus Content

#### MODULE I

Introduction to Indian Financial system, Components, Objectives, Functions, Financial Market: Money Market & Capital Market. Primary market: IPO, Public Issue, Rights issue and Private Placement. Secondary Market: Stock Exchange and functions. Concept of Index. Stock Exchange trading mechanism: Regulatory Bodies: RBI & SEBI and their roles. Introduction to Financial Services- Concept, Fee based and Fund based

#### MODULE II

Merchant Banking: Concept, origin, services offered by merchant bankers, difference between merchant banking and commercial banking, Indian and global merchant banking agencies.

#### MODULE III

Introduction to Financial Instruments: Commercial papers, Certificate of Deposits, Treasury bills, Commercial Bills, Gilt-edged securities, Warrants, American Depository Receipts (ADRs) Global Depository Receipts (GDRs)

#### MODULE IV

Introduction to Financial Services Institutions: Clearing Corporation of India Limited (CCIL), Discount and Finance house of India Limited (DFHIL) National Securities Depositories Limited (NSDL) , Securities Trading Corporation of India Limited, Credit Rating Institutions: CRISIL, ICRA

#### MODULE V

International Financial System: Introduction to International Dimensions of Financial markets: Global foreign Exchange Market, Global Forex market vis-à-vis Indian market: General observation, Exchange rates, types and system, Introduction to Multilateral Financial Institutions: World Bank, IDA, IFC, MIGA, ADB, IMF, BIS. Introduction to international financial instruments and its types.

#### Text Books/ Reference Books:

1. Financial Services by Gordon & Natrajan. Himalaya Publication House.
2. Financial Services by M.Y. Khan, Tata MacGraw.Hill
3. Management of Financial Services by C.RamaGopal. Vikash Publication.

# **TAX PLANNING & TAXATION**

## **MSMR/MBA/307(F)**

### **COURSE OUTCOMES:**

1. To provide basic understanding of Tax planning and Tax management
2. To help the students understand and calculate tax liability of an individual by applying provision of income under different heads.
3. To apply the concepts of corporate tax and MAT in real world situations.
4. Familiarizing the students with the tax planning and management in different management decision.
5. Developing the concept of GST.

## **Syllabus Content**

### **MODULE 1**

Legal frame work of tax laws & types of taxes collected by the Government. Concept, Nature, Scope, Importance, Techniques, Advantages and limitations of Tax Planning; Nature, Objectives, process of Tax Management; Tax Planning vs Tax Management, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assesse – types, Residential status, Non-resident Indians.

### **MODULE 2**

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source (numerical).

### **MODULE 3**

Corporate Income Tax: Computation of taxable income of companies. Corporate Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review. Minimum alternate Tax.

### **MODULE 4**

Tax Planning for new business. Tax planning and financial management decision. Tax concessions and incentives for corporate decisions. Customs Act and Customs Duties Planning.

### **MODULE 5**

Introduction to Goods and Service Tax (GST) - Key Concepts, Phases of GST, GST Council, Taxes under GST, Cess, Registration under GST, Supply under GST and Valuation of Supply, Input Tax Credit under GST & Returns, by Central or State Government

### **Text Books/ Reference Books:**

1. Income tax law & Practice -- A.K.Dhagat & Gargav (Ramesh Book Depot Jaipur)
2. Income tax law & Practice – K.P. Gour & B. Narang
3. Income tax law & Practice – K.K. Singhania (Tax – Man publication)
4. Income tax law & Practice – Bhagwati Prasad
5. Income tax law & Practice – H.C. Mehrotra

# TRAINING & DEVELOPMENT

## MSMR/MBA/304(H)

### COURSE OUTCOMES:

1. Understand basic concepts associated with learning process, learning theories, training and development;
2. Understand training needs, identification of training needs, training processes, training methods, and evaluation of training;
3. Remembering trends in training and development;
4. Gaining knowledge of methods and technique of training.
5. Student able to evaluate the training effectiveness and its impact in work place.

### Syllabus Content

#### MODULE I

##### Training:

Meaning of Training and Development, Basic Concepts of Training in an Organization, Role, and Responsibilities & Challenges of Training Managers: Training Functions- Organization & Management of Training Functions, Systematic Approach to Training, Training Process,

#### MODULE II

##### Training Needs Analysis (TNA):

Meaning and significance of training needs, , Training Need Assessment - Components of Training Need Assessment (Organizational, Task / Job Needs and Person Analysis), Classification of Training Needs - Democratic Needs, Diagnostic Needs, Compliance Needs, Analytical Needs, Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities.

#### MODULE III

##### Training Modules:

Developing Training Modules - Steps, Training Methods & Techniques - On-the- job & Off-the-job Training Methods, Facilities Planning (Space & Design), Training Aids & Training Communication. Technologies for Training Support, Technologies for Training Administration, Outward bound methods: Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Training aids.

#### MODULE IV

##### Training Evaluation

Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation,, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity

#### MODULE V

Executive Development/ Management Development/Career Management Meaning of MDP, Need, factors affecting MDP, methods, process, administration, delivery, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training, Careers and Career Management: Introduction, Importance, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems

#### Text Books/ Reference Books:

1. Noe A. Raymond, "Employee Training and Development", Tata McGraw Hill Publications.
2. Lynton P. Rolf & Pareek, Uday, "Training for Development", Vistaar Publications.

3. Rao. P. L., "Enriching Human Capital through Training and Development", Excel Books.

## **STRESS MANAGEMENT MSMR/MBA/305(H)**

### **COURSE OUTCOMES:**

- 1 To understand the nature and causes of stress in organizations
- 2 To understand the strategies that help cope with stress
- 3 To apply stress management principles in order to achieve high levels of performance
- 4 To enable learners to adopt effective strategies, plans and techniques to deal with stress
- 5 To create a better future by reducing the stress.

### **Syllabus Content**

#### **MODULE I:**

Understanding Stress – concept, features, types of stress; Relation between Stressors and Stress; Potential Sources of Stress – Environmental, Organizational and Individual; Consequences of Stress – Physiological, Psychological and Behavioural Symptoms Stress at work place – Meaning, Reasons Impact of Stress on Performance Work Stress Model Burnout – Concept Stress v/s Burnout

#### **MODULE II:**

Managing Stress – I Pre-requisites of Stress-free Life Anxiety ; Meaning, Mechanisms to cope up with anxiety; Relaxation - Concept and Techniques; Time Management - Meaning, Importance of Time Management; Approaches to Time Management; Stress Management - Concept, Benefits; Managing Stress at Individual level; Role of Organization in Managing Stress/ Stress Management Techniques; Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented.

#### **MODULE III:**

Managing Stress – II Models of Stress Management - Transactional Model, Health Realization/ Innate Health Model; General Adaption Syndrome (GAS) - Concept, Stages Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioural Response.

#### **MODULE IV:**

Stress Management Leading to Success- Eustress – Concept, Factors affecting Eustress Stress Management Therapy - Concept, Benefits Stress Counselling - Concept Value education for stress management Stress and New Technology Stress Audit Process Assessment of Stress

#### **MODULE V:**

Preparing for the Future- Care of the Self: Nutrition & Other life style Issues; Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education. Stress management interventions: primary, secondary, tertiary. Meditation – Meaning, Importance

### **Text Books/ Reference Books:**

1. Barlow, Rapee, and Perini(2014), 10 Steps to Mastering Stress: A Lifestyle Approach, USA
2. Dutta, P,K, (2010) Stress management Himalaya, Himalaya Publishing House
3. Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
4. Roy,S (2012) Managing stress, Sterling Publication

# COMPENSATION MANAGEMENT

## MSMSR/MBA/306(H)

### COURSE OUTCOMES:

1. Remember the elements of compensation structure
2. Understanding philosophy of human resources and the concept of reward strategy with special reference of compensation remuneration
3. Applying various costing elements by conducting a remuneration survey
4. Analyze the CTC (cost to company) of each employee while considering the inflation factor
5. Evaluate various types of variables of pay and create a salary offer template

### Syllabus Content

#### MODULE 1:

Wage Determination : Wage concepts; minimum fair and living wages. Process and Theories of Wage Determination, job Evaluation and Job Pricing. Machinery for wage fixation, Managerial Remuneration in India. Job Evaluation Techniques.

#### MODULE 2:

Human Resource Record and Audit; Rewards, Incentives and Wage Differentials: Types of rewards and incentives; different incentive plans, Dearness Allowance and other Allowances, Fringe Benefits. Wage Differentials , Profits – Sharing , Co Partnership & Payment of Bonus with special reference to India.

#### MODULE 3:

Wage and Productivity : Concept of Productivity, Productivity of Labour and payment of Wages , the level of living of Indian Workers wages and earnings of Indian worker. Problem of low productivity in the Indian workforce.

#### MODULE 4:

Wage regulations in India : Salient provisions of : Minimum Wages Act, 1948 , Payment of Wages Act, 1936 Payment of Bonus Act, 1965, Equal Remuneration Act, 1976

#### MODULE 5:

Wage Policies in India : Concept of wage policy: Objectives, Evolution and Development of wage policy and its constraints in Indian Organisations.

#### Text Books/ Reference Books:

1. E.B. Flippo , Personnel Management , TMH
2. Decenzo and Robbins , Human Resource Management, PHI, New Delhi.
3. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons.
4. A.M. Sharma ,Compensation Management, Himalaya Publishing House, Mumbai.
5. Dewivedi, R.S. Personnel and Human Resource Management – An Indian Experiences, New Delhi, Galgotia.



# HUMAN RESOURCE PLANNING

## MSMSR/MBA/307(H)

### COURSE OUTCOMES:

- 1 Assess business environment to anticipate Human Resource, requirement / Competencies.
- 2 Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- 3 Forecast future requirements of human resources with different levels of skills.
- 4 Evaluate human resource planning techniques and models being developed and adapted globally.
- 5 Develop sensitivity to different cultures and sense of responsibility for employee's development.
- 6 Present and evaluate communication messages and processes related to the human resources function of the organization.

### Syllabus Content

#### MODULE I

Introduction to HRD: Definition, Relationship between HRM, & HRD Functions of HRD, HRD Climate, Roles & Competencies of HRD professional Aligning HRD with corporate strategy. The evolution of the HRD theory, Shift from training to Learning, Interventions to informal workplace training. Psychology to sociological perspective of learning, Model of Employee Behavior and Employee Influences. The Role & Theories of Learning and HRD

#### MODULE II

Designing Effective HRD programs: Defining the objectives of the HRD interventions. Make – versus –buy decision, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programs Training Delivery methods: Various On-Job Training methods, Different Off the Job/Classroom Training approaches, Computer based training program and others, Implementing the Training Programs

#### MODULE III

HRD Program evaluation Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Different approaches for evaluation like, Stakeholder/Business approaches like; ROI, HREI, Human Capital measurement and HR Profit Center, Utility analysis etc. The training Evaluation Process, Global Perspectives of HRD Implications of Globalization on HRD, Current and future International trends in HRD, Cultural Diversity Management, HRD and Knowledge Management

#### MODULE IV

HRD Applications: Management Development and Management, education/Training Socialization & orientation of Employees Employee Counseling and wellness Services, Coaching and performance management- Competency, Mapping Assessment centers

#### MODULE V

Career planning and development, Succession Planning and Career Management. Employee skills and technical training ( Basic Workplace Competencies, Basic Skill /literacy program, Interpersonal Skill training, Professional developments and Education etc)

### Text Books/ Reference Books:

- 1 Jon M. Werner, Randy L.DeSimone Human Resource Development Cengage Learning 2016 / 6th
- 2 David Mankin Human Resource Development Oxford 2019
- 3 Ekta Sharma Strategic Human Resource Management and Development Pearson 2019 / 1st
- 4 Udai Pareek Designing and Managing Human Resource Systems Oxford & IBH 2017 / 3rd



# Syllabus

## Details Syllabus of Semester IV

### INTERNATIONAL BUSINESS MSMSR/MBA/401

#### COURSE OUTCOMES:

1. To understanding of international trade and the business strategy to be followed for a specific environment.
2. Analyze parameters of international environment influencing international trade and commerce.
3. Understand social responsibility, ethical dilemmas and sustainability issues for international business, especially while responding to multicultural societies
4. Government policies & procedures applicable for International Business.

#### Syllabus Content

##### MODULE I

Evolution of international business, nature of international business, need & importance of International Business, stages of internationalization, (EPRG) approaches to international business, theories of international business – Mercantilism , Absolute Advantage, Comparative Advantage, Factor Endowment, Competitive Advantage. Tariff and non-tariff and barriers.

##### MODULE II

Country Evaluation and Selection: Introduction to Political, Economic, Social- Cultural & technological environment of international business. International business analysis- modes of entry- exporting (direct and indirect) licensing, franchising, contract manufacturing, management contracts, turnkey projects, Joint ventures- Mergers and Acquisitions- Foreign direct investment -Comparison of different modes of entry.

##### MODULE III

Meaning- Definition and Features-Globalization, -Advantages and Disadvantages, Socio-Cultural, Political & Legal and Economic Implications, Globalization and India. GATT and WTO.

##### MODULE IV

Definition, Distinction among Domestic Companies, International Company, MNC, Global Company and TNC, Merits and Demerits, MNC s and India. Sources of Information, International Marketing Information System, International Marketing Research

##### MODULE V

Trade and Balance of payment, Current items, Capital Items, Disequilibrium of balance of payments and rectification, Exchange Rate determination (Concept only), Export credits, Method and sources of credit, Methods of payments in International Business, Financing techniques, ECGC, Exim bank and their role.

#### Text Books/ Reference Books:

# MANAGEMENT INFORMATION SYSTEM

## MSMSR/MBA/402

### COURSE OUTCOMES:

- 1 RECOGNIZE the uses of technology and its importance in Management of Business
- 2 UNDERSTANDING the role of Management Information Systems in achieving competitive business advantage through informed decision-making.
- 3 APPLY and Gain consciousness about the ethical responsibilities while dealing with information
- 4 ANALYSE how information technology impacts a firm in terms of value creation and bring about strategic advantage for a firm
- 5 EVALUATING the ability to make meaningful decisions aimed at acquisition, development, deployment and Management of information systems
- 6 CREATE and DELIVER effective business plans, Using appropriate technology tools, for business situations.

### Syllabus Content

#### MODULE I

Management Information Systems: meaning, need scope and characteristics of MIS, Structure of MIS, types of MIS, Role of MIS in global Business, Challenges of Managing MIS, Changing role of MIS, Strategic Information System, strategies for competitive advantage using Porter's Five Forces Model and Value Chain Model.

#### MODULE II

Types of Information systems-I functions and applications of, Transaction Processing Systems, Simon's Model of decision making, decision support system techniques, Decision making and role of MIS, Decision Support Systems, Business Intelligence , Knowledge Management system, Executive Support / Information Systems, Digital Dashboards, Artificial Intelligence and Machine Learning , Expert Systems.

#### MODULE III

Types of Information systems- II- applications of MIS to functional system, Financial, Human Resource, Marketing, Production and Operations , Enterprise Systems, Business Process integration, ERP, Supply chain Management systems, CRM, E-Commerce, E- Business, and E - Governance

#### MODULE IV

Ethical Issues pertaining to Information System: Ethical responsibilities of business professionals, Computer crime – hacking and cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses and worms, adware and spyware Information Security.

#### MODULE V

First line of defense – People / employees, Second line of defense – Technology for authorization, prevention, detection and response Contemporary/ emerging technologies, Cloud and mobile computing, ECommerce, M - Commerce, Internet of Things

### Text Books/ Reference Books:

1. Kenneth Laudon, Jane Laudon Essentials of Management Information Systems PHI 10th
2. Kenneth Laudon, Jane Laudon Information Systems: Managing the Digital Firm Management Pearson Latest
- 3 Stephen Haag, Amy Philips Business Driven Technology McGraw Hill Latest
4. W.S. Jawadekar Management Information systems TMH Latest

# PRODUCT & BRAND MANAGEMENT

## MSMR/MBA/403(M)

### COURSE OUTCOMES:

1. Understand the product policy, product mix, product line, product modification and deletion .
2. Examine the different growth strategies of new product and product portfolio analysis.
3. Analyze the product concept generation, concept selection, concept testing, product architecture, design for manufacturing and prototype product.
- 4 Recognize the brand image ,brand awareness, brand decision, brand personality and also the benefits of brand
- 5 Enumerate brand equality creation, model, brand asset valuator and measuring brand equity, Illustrate brand valuation procedure like managing brand equity, brand worth brand reinforcement, brand revitalization and brand crisis

### Syllabus Content

#### MODULE I

PRODUCT CONCEPTS Product, policy, objectives, product mix, product line, packaging, product modification and deletion. New product development: innovation, theories of new product development, models of new product development, generic product development process.

#### MODULE II

NEW PRODUCT DEVELOPMENT New product introduction, growth strategies intensive, interactive, diversification strategies. Product portfolio analysis Boston consultancy group, general electric, ad little. Shell international. Idea generating device. Role of research and development. Product maps, market maps and joint space maps. Idea screening. Product concept generation, concept selection, and concept testing, product architecture, design for manufacturing, prototype product.

#### MODULE III

PERCEPTUAL MAPPING Perceptual mapping, preference, choice models, wind Robertson market model, brandied model and defender model. Designer and preamps, flow charts and concepts, Innovation diffusion and adoption process.

#### MODULE IV

BRAND MANAGEMENT Brand vs. commodity, understanding brands, benefits of branding, brand attributes, branding decisions, brand awareness, brand image, brand personality, brand positioning, attribute positioning, price or quality positioning, use or application positioning and user positioning and repositioning. Brand extensions, line extensions, brand licensing and franchising and global branding.

#### MODULE V

BRAND EQUITY Creating brand equity, brand equity models brand asset valuator, asker model, brands', and brand resonance, measuring brand equity, brand audits, brand tracking, brand valuation: managing brand equity, brand worth, brand reinforcement, brand revitalization and brand crisis

#### Text Books/ Reference Books:

1. Pessemier Edgar, "Product Management", 1982, John Wiley and Sons.
2. Ulrich K T, Anitha Goyal, "Product Design and Development", 2010, McGraw Hill.
3. U C Mathur, "Product and Brand management", 2009, Excel Books, New Delhi.

# INTERNATIONAL MARKETING

## MSMR/ MBA/ 404 (M)

### COURSE OUTCOMES:

- 1 Evaluate and integrate a wide range of management concepts with a focus on the international marketing tasks facing the firm; Identify courses of marketing action;
- 2 Develop international marketing strategies for consumer products firms, industrial products firms and services firms; Decide the appropriate way of entering chosen foreign markets;
- 3 Know how to implement the international marketing strategy selected through suitable methods of pricing and distribution supported by appropriate international marketing negotiations strategies.

### Syllabus Content

#### MODULE I

Introduction to International Marketing, difference from domestic marketing. How firms decide to internationalize? Strategic approach to international marketing: levels, key aspects, decision milestones. International competitiveness and marketing. Marketing resources and capabilities. Analysis of international competitors.

#### MODULE II

Which Markets to Entry? Global marketing environment. The political and economic environment. The legal environment. Public policy, risk and regulation. International market research. International market selection process. Socio-cultural environment: culture, values and technology. Consumer behavior in international markets.

#### MODULE III

How to select Market Entry Strategies? Key entry modes: marketing perspective. Classification of entry modes. Direct and indirect modes.

#### MODULE IV

Global Marketing Programme. Product decisions – B2B, service and B2C firms. Pricing decisions and terms of doing business. Communication decisions. Selling and negotiating in international markets. Distribution and logistics. Channel of international distribution. SCM and logistics.

#### MODULE V

Implementation of the Global Marketing Programme. How to make marketing sound for the top management? Accountability of marketing. Issues of measurability and assessment. Growth aspects vs marketing capabilities.

#### Text Books/ Reference Books:

1. Hollensen, Svend. Global Marketing: A decision-oriented approach. – 4 th ed. – Prentice Hall. Harlow, England, 2007.
2. Bradley, Frank. International Marketing Strategy. – 5 th ed. – Prentice Hall. An imprint of Pearson Education: Harlow, England, 2005.

# SALES & ADVERTISEMENT MANAGEMENT

## MSMSR/MBA/405(M)

### COURSE OUTCOMES:

- 1 To understand various concepts, aspects of sales & advertising management.
- 2 To define the advertising and media strategy advertising and sales promotional appeals
- 3 To develop an understanding of appropriate media selection.
- 4 To enhance the ability to understand and analyze the promotional tools.
- 5 To evaluate the use of advertising and sales promotion as a marketing tool.

### Syllabus Content

#### MODULE I

Introduction to Integrated Marketing Communication Understanding Marketing, Understanding Marketing Communication, Integrated Marketing Communication, History of advertising (In India); Advertising purpose and functions; Economic, social & ethical aspects of advertising; Advertising & the marketing mix, Advertising as a communication process; types of advertising; Major Institutions of Advertising Management.

#### MODULE II

Advertising and Media Strategy Marketing strategy & Situation analysis; Advertising plan; Advertising objectives; DAGMAR approach; Advertising strategy; Advertising campaign-planning process. Media Strategy- Role of media; types of media; their advantages and disadvantages; Media research & advertising decisions; media planning, selection & scheduling strategies.

#### MODULE III

Creative Strategy & Advertising Budget

Creative approaches; The art of copywriting; Advertising copy testing; creativity in communication, motivational approaches & appeals, Advertising budget process; Methods of determining Advertising appropriations.

#### MODULE IV

Introduction to Sales Promotion

Introduction to Sales promotion, Advantages and disadvantages of Sales Promotion, Push and Pull Strategies

#### MODULE V

Sales Promotion Tools

Consumer Promotion Tools, Trade Promotion Tools, Sales Force Promotion Tools, Planning Sales Promotion Programme

### Text Books/ Reference Books:

1. Kruti Shah, Advertising and Integrated Marketing Communication, Tata McGrawHill
2. 2Rajeev Batra, John. G.Myers. T. David.A. Aaker; Advertising Management; 5th Edition, PHI Edition, New Delhi, 1998.
3. Kazmi/Batra; Advertising & Sales promotion 3rd Edition
4. Ghouse Basha, Advertising and Media Management, VBH

# E-COMMERCE & DIGITAL MARKETING

## MSMSR/MBA/406(M)

### COURSE OUTCOMES:

- 1 To understand basic concepts, theories, and business models underlying to e-commerce & digital marketing.
- 2 To understand about the legal aspects of E-business.
- 3 To understand the emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
- 4 Apply e-commerce theory to what e-marketers are doing in "the real world."
- 5 To analyze the technical and managerial requirements of various e-commerce activities, as well as the interaction between computing and human being in the global context.
- 6 Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.

### Syllabus Content

#### MODULE I

##### E-Business

Introduction, E-Commerce, definition, History of E-commerce, types of E-Commerce B to B etc. Comparison of traditional commerce and e-commerce. E-Commerce business models – major B to B (B2B), B to C model (B2C), Consumer-to-Consumer (C2C), Consumer-to-Business (C2B) model, Peer to-Peer (P2P) model –emerging trends. Advantages/ Disadvantages of e-commerce, web auctions, virtual communities, portals, e-business revenue models.

#### MODULE II

##### Security for E-Business

Security threats, An area view, implementing E-commerce security, encryption, Decryption, Protecting client computers E-Commerce Communication channels and web servers Encryption, SSL protocol, Firewalls, Cryptography methods, VPNs, protecting, networks, policies and procedures

#### MODULE III

##### E-Payments

E-payment systems– An overview, B to C payments, B to B payments. Types of E-payment system–Credit card payment, debit cards, accumulating balance, online stored value payment systems, digital cash, digital (electronic) wallets, agile wallet, smart cards and digital cheques. Secure Electronic Transaction (SET) protocol

#### MODULE IV

##### E-Business Marketing Technologies

E-Commerce and marketing B to B and B to C marketing and branding strategies. Web transaction logs, cookies, shopping cart database, DBMS, SQL, data mining, CRM (customer relationship Management) system – permission marketing, affiliate marketing, viral marketing.

#### MODULE V

##### Cyber Laws

Legal Aspects of E-Business, Internet frauds – Cyber Laws. IT Act 2000 salient features.

#### Text Books/ Reference Books:

1. Marriappa M – E- Commerce,
2. R. G. Saha, E-Business, HPH
3. P. Diwan, S. Sharma; "E-Commerce", Excel Books.
4. M. Suman – E – Commerce & Accounting

# INTERNATIONAL FINANCIAL MANAGEMENT

## MSMSR/MBA/403(F)

### COURSE OUTCOMES:

1. Remember concepts of international finance and theories.
2. Understand operations of foreign exchange markets, modes and mechanism of spot and forward.
3. Apply knowledge of international finance for solving specific problems and creating strategies.
4. Analyze fundamental equilibrium relationships.
5. Evaluate various innovative international financial products and create strategies for international finance.

### Syllabus Content

#### MODULE I

##### GLOBAL FINANCIAL MANAGEMENT

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime.

#### MODULE II

##### BALANCE OF PAYMENTS

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

#### MODULE III

##### FOUNDATION OF FOREIGN EXCHANGE

Quotations – Direct and Indirect; Ask Rate, Bid Rate and Spread Points; Spot, Future Spot and Swap Points; Appreciation and Depreciation of Currency (Premium / Discount), Cross Rates, Cross Currency Arbitrage.

#### MODULE IV

##### EXCHANGE RATE DETERMINATION

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fisher's Effect, and Pure Expectations Theory. Covered Interest Arbitrage

#### MODULE V

##### FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps.

#### Text Books/ Reference Books:

1. Alan Shapiro (2008), "Multinational Financial Management", Wiley India Private Limited, 8th Edition.
2. Apte, Prakash (2007), "International Finance – A Business Perspective", Tata McGraw Hill, 2nd Edition.
3. David B. Zenoff & Jack Zwick (1969), "International Financial Management", Prentice Hall.
4. Rita M. Rodriguez L. Bigame Carter, (1979), "International Financial Management" Prentice Hall, 2nd Edition.
5. V. A. Avadhani (2017), "International Finance- Theory and Practice", Himalaya Publishing House, 8th Edition.



# DERIVATIVES & RISK MANAGEMENT

## MSMSR/MBA/404(F)

### COURSE OUTCOMES:

- 1: To understand the basic knowledge on derivative market in India
- 2: Learn Forward and future contract to manage risk in business transaction.
- 3: To understand the payoff of option traders and its implications.
- 4: To learn complex derivative Understand
- 5: Develop analytical skills to manage derivative risk.

## Syllabus Content

### MODULE I

Concept of Risk and Derivative

Meaning of Derivatives, Products, Factors driving growth of derivatives, Derivative Markets in India (Derivatives Trading at NSE, BSE, NCDEX & MCX), Participants, Functions, Trading Mechanism, Terminology, Cash instruments versus derivatives, Risk Management and Derivatives, Risk in derivatives transactions, OTC derivatives and exchange-traded derivatives.

### MODULE II

This section will investigate the use (i.e. arbitrage, hedging and speculation) of fixing derivatives such as futures, forwards Forward Contacts: An overview of Forward Contacts, Features, Carry Price Model, Pricing (No Income, Known Income & Known Yield), Hedging strategies & application, Practical exercises.

Futures Contacts: Meaning, Parties, Terminologies, Basis, Relationship between Futures price & Expected spot price, Trading procedure, Margin System, Open interest, Pay offs, Valuation, Speculation, Hedging & Arbitration strategies, Practical exercises. Equity, commodity, interest rate, foreign exchange and other futures, Trading futures, Initial margin (SPAN methodology) and variation margin requirements, Futures pricing, Futures trading strategies for hedging, speculation and arbitrage, Futures vs. forwards.

### MODULE III

Option instruments

Option Contacts: Meaning, Types, Equity, commodity, interest rate, foreign exchange and other options, Parties, Pay Offs, Settlement procedures for stock, indices, Option, pricing models: Binomial trees and Black Scholes, Diagrammatic presentation of One& Two step Binomial Process Option trading strategies.( Strips, Straps, Straddle, Strangle, Spreads, Butterfly Spreads) Application of Options (Speculation & Hedging strategies), option Greek ,Practical exercises.

### MODULE IV

Swap & Exotic Option

SWAP Contacts: Types, Interest rate swaps, Currency swaps. Basic practical exercises. Credit Derivatives: Types of Credit Derivatives, Exotic Option: Type, Feature, Difference between exotic and plain vanilla option.

### MODULE V

Risk Management and Regulations of derivative market

Risk Management with Derivatives: Hedging Using Greeks (Delta-Gamma Hedging), Hedging with Futures (Strategies of hedging, speculation and arbitrage): Index Options and futures, VaR, Historical Simulations, Risk management structure and policies in India. Regulation of derivatives Market.

### Text Books/ Reference Books:

1. John, C. Hull, Options, Futures and other Derivative Securities', PHI Learning, 7th Edition, 2008.

2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.
3. S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2008.
4. Stulz, Risk Management and Derivaties, Cengage Learning, 1st Edition, 2008.

# CORPORATE FINANCIAL RESTRUCTURING

## MSMR/MBA/405(F)

### COURSE OUTCOMES:

- 1 To explore the concept of corporate restructuring systems
- 2 To interpret the theories of Merger and acquisition and its Emerging Needs
- 3 To elaborate the conceptual frame work of target companies
- 4 To understand the conceptual frame work of Bid strategy and Tactics
- 5 To enhance the knowledge on legal aspects of merger, acquisition and takeover.

### Syllabus Content

#### MODULE I

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP-De merger- strategic alliance- buyback of shares-employee stock ownership plans (ESOP)

#### MODULE II

Introduction: Concept, rational, types and motives of merger and Acquisition, Theories of merger, sources of value creation in merger & acquisition, Emerging trends and challenges in M & A market.

#### MODULE III

Understanding Target Companies: Valuation: Different methods of valuation of Target co. & the firm. Fixation of exchange ratio, Measurement of cost & gains from M & A Financing m & A, methods and risk.

#### MODULE IV:

Bid Strategies and Tactics: Defenses against take over, Evaluating merger performance, Post merger activities, Regulations of merger & acquisitions, Role of institutional players in M & A.

#### MODULE V:

Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI)- CCI Procedure in Regard to the transactions of Business Relating to combination of Regulations 2011- Scheme of Merger/Amalgamation-essential features of the scheme of amalgamation- Approvals for the scheme-Step wise procedure Acquisitions/Takeovers- Listing agreement-The SEBI Substantial Acquisition of Shares and Takeover code.

#### Text Books/ Reference Books:

1. Mergers Restructuring and corporate control, Fred Weston, Kwangs S Chung , Susan E Hoga, 4/e Pearson Education
2. Corporate Finance Theory and practice – Aswath Damodaran – John Wiley & Sons

# **BANKING & FINANCIAL MANAGEMENT**

## **MSMR/MBA/406(F)**

### **COURSE OUTCOMES:**

1. Understanding of fundamentals of Banking, Commercial Banks
2. Understanding of deposits mobilization and credit dispensation.
3. Understanding of the Regulatory Framework of Banking System in India.
4. Ability to apply ALM in Banks.

## **Syllabus Content**

### **MODULE I**

Indian Financial System: Financial Intermediation, Introduction to Indian Banking System, Regulatory Framework, Sources of Funds, Application of Funds.

### **MODULE II**

Commercial Banks I: Introduction to Bank's Financial Statements, Analysis of Balance Sheet items, Deposits, Lending Function, Loan Policy, Loan Pricing, Credit Risk and Loan Losses.

### **MODULE III**

Commercial Banks II: Investment Portfolio of Banks, Non Fund based Services, Plastic Money, SLR requirements, Capital Adequacy requirements, BASEL II

### **MODULE IV**

Development Financial Institutions: Role of FDI's and FI's in the Financial System, Operations of major FIs in India, Regulatory Framework for FIs, Definition, Types and Services, Regulatory framework, Capital Adequacy Requirements.

### **MODULE V**

Asset Liability Management: ALM, Interest Rate Risk management Liquidity risk Management.

### **Text Books/ Reference Books:**

# INDUSTRIAL RELATIONS & LABOUR LAW

## MSMR/MBA/403(H)

### COURSE OUTCOMES:

- 1 To understand the concept of Industrial Relations.
- 2 To illustrate the role of trade union in the industrial setup.
- 3 To understand the importance of collective bargaining and apply it in the business situations.
- 4 To analyse the situations of industrial disputes & apply the dispute settlement procedures in an organisation.
- 5 To apply the important provisions of different legislations in the respective field.

### Syllabus Content

#### MODULE I

Introduction to Industrial Relation: Background of Industrial Relations –Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India –Historical perspective & post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India.

#### MODULE II

Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements.

#### MODULE III

Trade Union: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions

#### MODULE IV

Acts: Workmen Compensation Act, 1923, Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965

#### MODULE V

Acts: Factories Act, 1948, Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972

#### Text Books/ Reference Books:

1. Industrial Relations & Labour Laws by S. C. Shrivastava
2. Industrial Relations & Labour Laws by D.P. Jain
3. Industrial Relations by T. V. Rao

# INTERNATIONAL HUMAN RESOURCE MANAGEMENT

## MSMSR/MBA/404 (H)

### COURSE OUTCOMES:

- 1 Knowledge of fundamentals of IHRM, Outline cross cultural issues , IHRM process and functions
- 2 Analyze and interpret business environment factors on international HRM decisions , IHRM
- 3 Competence- IHRM issues, innovative and practical solutions.
- 4 Apply knowledge of business concepts, quantitative analysis tools and problem-solving methodologies in international HRM situations.
- 5 Demonstrate excellence in using technology to gather, interpret and communicate information and ideas.

### Syllabus Content

#### MODULE I

Introduction to IHRM ,The cultural Context of IHRM , The organizational Context

#### MODULE II

IHRM in Cross border mergers and acquisitions, international alliances and SMEs , Sourcing Human Resources for Global markets-Staffing

#### MODULE III

Recruitment and Selection , International Performance Management, International training , development and career

#### MODULE IV

International Compensation , International industrial relations and global institutional context

#### MODULE V

IHRM Trends and future challenges

#### Text Books/ Reference Books:

# ORGANISATIONAL CHANGE & DEVELOPMENT

## MSMSR/MBA/405(H)

### COURSE OUTCOMES:

- 1 To understand the nature and model of the Organizational Change.
- 2 To provide students with knowledge of resistance to change and techniques.
- 3 To create and apply the stages of the organizational development process.
- 4 Skills needed to develop an action plan for the development process.
- 5 To evaluate the current trends in organizational development.

### Syllabus Content

#### MODULE I

Organizational change

Introduction, nature of change, Internal & External changes, types of change: Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

#### MODULE II

Resistance to change

Reasons for the resistance, Overcoming resistance for the change, Roles of manager in organizational change, system models to change management and continuous change process model: factors for effective change, essential skills for successful change management, Steps for designing the change.

#### MODULE III

Organization development (OD)

Introduction, evolution, definition of OD, Diagnosis: Level of organizational diagnosis; Process of Organization Development: Entering into OD relationship, developing a contract.

#### MODULE IV

Designing Interventions

Introduction, Objectives, Defining Interventions: Human Process Interventions: Organization Process Interventions: Techno-Structural Interventions: Strategic Change Interventions Summary Assessment.

#### MODULE V

Evaluating and Institutionalizing Organizational Change

Introduction Objectives: Evaluating Organization Development Interventions: Measurement and Research Design: Institutionalizing Organizational Changes Current Trends in Organization Development

#### Text Books/ Reference Books:

1. Leading Change by John P. Kotter Professor John P. Kotter is a leading authority in change management, and this is the book to start with. Leading Change (2012)
2. Nilakant, V. and Ramaynaryan,S.,Managing Organizational change,Response book new Delhi
3. Bechard,Richard and Harris, Reuben T.,Organisational Transitions:Managing Complex Change,Addision,-Wasley,Mass
4. Management and organization development. New York: McGrawHill,, 1971.

# HUMAN RESOURCE DEVELOPMENT MSMR/ MBA/406(H)

## **COURSE OUTCOMES:**

- 1 Understand the concept of Human Resource Development and its fields in the Organization.
- 2 Understanding the importance of Human Resource in making the Organization effective.
- 3 Familiarize with the functions of Human Resource departments and its link with other functions in the Organization.
- 4 Learn the skills for developing Human Resource in the Organization.

## **Syllabus Content**

### **MODULE I**

Introduction: Concept of Human Resource Development (HRD), Scope of HRD. Sub systems/ mechanisms of HRD. An Overview of HRD Trends and Practices. Global Practices in HR. Where and how to begin the establishment of HRD process. Some critical issues in HRD.

### **MODULE II**

HRD Activities: Manpower planning, Forecasting, succession planning. HR audit, Job design, Job analysis, Job profiling, Job evaluation. Recruitment, selection, placement and induction.

### **MODULE III**

Managing and nurturing knowledge: Organizational learning and HRD : Argyris and Schon's approach to organizational learning. Knowledge management: Knowledge work and knowledge workers, HRD and knowledge management. Developing human and social capital.

### **MODULE IV**

Emerging Issues in HRD: Creating awareness and commitment to HRD. Industrial Relations and HRD. Utilization of HRD efforts HRD in manufacturing and service industry .

### **MODULE V**

Diversity and HRD in Government and Public Systems. HRD in Education, Health and other Sectors.

### **Text Books/ Reference Books:**

1. Mankin,D.(2010).Human Resource Development (Indian Edition) Oxford University Press New Delhi
2. Haldar,U.K.(2009). Human Resource Development. Oxford University Press New Delhi
3. Bhattacharya, D.K.(2009). Human Resource Development. Himalaya Publishing House Mumbai
4. Famularo, Joseph J., (1987). Handbook of Human Resource Management, Singapore, McGraw Hill, 1987.