



List of Revised Courses

Department : Department of Management Studies

Program Name : MBA

Academic Year : 2021-22

List of Revised Courses -

Sr. No.	Course Code	Name of the Course
01.	MSPATT01	Principle and Practice of Management
02.	MSPATT06	Indian Ethos and Values
03.	MSPDTT01	Strategic Management
04.	P101	Research Methodology and Publication Ethics
05.	P102	Computer Application in Research
06.	P102	Computer Application in Research
07.	P103 (HRM)	Human Resource Management


अध्यक्ष
HEAD
प्रमुख अध्यापन विभाग
Department of Management Studies
गुरु घासीदास विश्वविद्यालय
Guru Ghasidas Vishwavidyalaya
बिलासपुर (छत्तीसगढ़)
Bilaspur (Chhattisgarh)

Signature & Seal of HoD



Minutes of Meetings (MoM) of Board of Studies (BoS)

Academic Year : 2021-22

School : School of Studies of Commerce and Management

Department : Department of Management Studies

Date and Time : June 07, 2022- 11:00 AM

Venue : Online Meeting Department of Management Studies

MINUTES OF THE MEETING OF BOARD OF STUDIES IN MANAGEMENT STUDIES

HELD ON 07/06/2022

A meeting of Board of Studies in Management Studies was held on 07/06/2022 at 11:00 AM through online mode. The following members were present:

1. Dr. B.D. Mishra (Chairman)
2. Prof Sanjeev Parashar (External Expert)
3. Prof. Harish Kumar (Member)
4. Dr. B.B. Pandey (Member)

The Board had a detailed discussion on the proposed changes in the courses , Principles and Practice of Management and Indian Ethos and Values of MBA I Semester and Strategic Management of MBA IV Semester. Few suggestions were given by the honorable members.

The Board approved the revised syllabus after incorporating the suggestions made .

The syllabus will be effective from the session 2022-23.

Meeting ended with thanks to the chair.

Dr. B.D.Mishra Prof Sanjeev Parashar Prof. Harish Kumar Dr. B.B. Pandey
(Chairman) (External Expert) (Member) (Member)

Minutes approved through online (via mail)



Scheme and Syllabus

Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be attempted.

Time allowed: 3 Hrs. Maximum Marks: 70 Minimum Pass Marks: 28

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



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

MBA – (I Year) I Semester

Core: (MSPATT01)

Principles and Practice of Management

Objectives

The objective of this paper is to familiarize the students with basic management concepts. Besides, students will also be made learn about how these concepts are put to practice in organizations. (4 Credits)

Learning Outcomes

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

1. Demonstrate the ability to directing ,leadership and communicate effectively.
2. Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
3. Assess managerial practices and choices relative to ethical principles and standards.

Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are 1

Time allowed: 3 Hrs. Maximum Marks: 70 Minimum Pass Marks: 28

Course Contents:

School of Management Thought: Evolution of Management thought, Systems and Contingency approach of management, Decision Theory School. Managerial processes, functions, skills and roles in an organization. Management Thoughts In Indian Epics. Nature, process and techniques of Planning, Organizing, Staffing, Directing, Coordinating and Controlling, Decision Making, Leading, Communicating and motivating. Leadership and Influence Process: Concept, Styles and Theories. Leadership attributes and performance from Vidur Niti. Understanding and Managing Organizational Systems, Organizational design and structure.

Suggested Readings:

George Kovacs and L. Eric O. Loewen (2000), Essentials of Management, Tata McGraw Hill.

M. Prasad (2020), Principles and Practice of Management, Sultan Chand & Sons, New Delhi.

Robbins S.P. (2010), Coulter Mary and Nataraja Vohra, Management by Pearson Education (10th edn).

Robbins, S. P. & Anderson (2014), 1. Fundamentals of Management (8th Canadian ed.) Pearson Education, Canada.

William H. Newman and E. Kathy Warren (2008), The Process of Management: Concepts, Behaviour Practice, Prentice Hall.

NEBA - 11 Year 1 Semester
Course (MBA/MTM)
Indian Ethics and Values

Objectives

The objective of this paper is to provide an understanding of basic Indian values and their role and significance in management (40 marks)

Learning Outcomes

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

1. Develop an understanding of Indian value system and its application in managerial practices and their perspectives.
2. Practice value-based management and ethical norms in business.
3. Use the knowledge and skills acquired through Indian Scriptures to come up with innovations to real world problems.

Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are :

Time allowed: 3 Hrs. Maximum Marks: 70 Minimum Pass Marks: 28

Course contents:

Model of Management in the Indian Socio-Political Environment; Work Ethics; Indian Heritage in Production and Consumption; Indian Insights into TQM; Problems Relating to Corporate Management: Indian Perspective; Teaching Ethics; Cross-cultural/Human Values in Management; Education: Relevance of Values in Management; Need for Values in Global Change; Indian Perspective; Values for Managers

Unit I: Introduction to Indian Values and Ethics

Unit II: Indian Heritage in Production and Consumption

Unit III: Indian Insights into TQM

Unit IV: Problems Relating to Corporate Management: Indian Perspective

Unit V: Teaching Ethics



Suggested Readings:

1. Kaushal, Shyam L. (2008). *Business Ethics: Concepts, Cases and Solutions*. New Delhi: Deep & Deep Publications Pvt. Ltd.
2. Khandewal, N.M. (2011). *Indian Ethos and Values for Managers*. Himalayan Publications.
3. Chaturvedi, B. (2006). *The Mahabharata: An Inquiry in the Human Condition*. Orient Longman.
4. Das, G. (2009). *The Difficulty of Being Good, On the Subtle Art of Dharma*. India: PenguinIndia.
5. Kautilya's Arthashastra (2016). *King, Governance, and Law in Ancient India*. Oxford University Press.
6. Sharma, Subhash. (2008). *Management in New Age- Western Windows Eastern Doors*. NewAge.
7. Sharma, J.P. (2016). *Corporate Governance, Business Ethics and CSR*. ANE Publications.
8. Corporate Governance in Vedas and Upanishad* by S. Aishwarya, Shri S.S.S Jain College for women, T. Nagar, Chennai and Ms. Sima Kumari, Assistant Professor, Delhi school of Professional Studies and Research. Retrieved from <https://docplayer.net/37509018-Topic-corporate-governance-in-vedas-and-upanishads.html>
9. 'Influence of Ancient Indian Scriptures on Corporate Governance Framework' by Mr. Santosh T.R and Dr. Reji M.A of St. Peters College Kolenchery, Ernakulam, Kerala. Retrieved from file:///C:/Users/pc/Downloads/INFLUENCE_OF_ANCIENT_INDIAN_SCRIPTURES_O.pdf
10. Tripti Sahu & Nitin Ranjan (2019). "Environmentally Responsible Business; lessons from Indian Mythology". *International Journal of Innovative Technology and Exploring Engineering (IJTEE)* ISSN: 2278-3075, Volume-9 Issue-2.

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

Drish



Core: (MSPDE101)
Strategic Management

Objectives

The objective of this course is to develop understanding about strategic processes and their impact on a firm. (4 Credits)

Learning Outcomes

After completion of the course, student will be able to

1. Explore participants to various perspectives and concepts in the field of Strategic Management.
2. Exposure to concepts and skills for solution of strategic issues in Indian Epics.
3. Create mastery in analytical tools of strategic management.

Note for semester-end external examination

Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section 'A' will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section 'B' will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered.

Time allowed: 3 Hrs. Maximum Marks: 70 Minimum Pass Marks: 28

Course Contents:

Business policy- An introduction Overview of SM- meaning & definition of strategy. Process of Strategic management. Role of strategists in Strategic management. Strategic intent -vision, mission, goal & objectives. Environment appraisal- sectors of scanning, method and techniques of E-scanning. Organizational appraisal- internal analysis, methods and techniques of organizational appraisal, Strategic advantage profile. Corporate level strategies- grand strategies, stability strategies, expansion strategies, retrenchment strategies Business level strategies, tactics for business strategies. Strategic analysis and choice- corporate level strategic analysis, business level strategic analysis, and subjective factors in strategic choice. Strategy implementation- project implementation, Procedural implementation, Structural implementation, Behavioral implementation, Functional and operational implementation. Strategy evaluation and control- Evaluation techniques for operational control.

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Strategic Management Models & Indian Epics: Strategic Management lessons Mahabharata and Ramayana. Lessons of Strategic Management from Mahabharata and Bhagavad Gita with reference to MukhaNiti of Udayan Parva

Suggested Readings:

1. Azhar Kazmi (2020), Business Policy and Strategic Management.
2. Ansoff, H Igor et. al (2018). Implanting Strategic Management. Palgrave Mc Millan
3. Budhija, S. B., and Atheya, M. B. (2002). Cases in Strategic Management. Tata McGraw Hill, New Delhi.
4. Hamel, G., and Prahalad, C. K. (1994). Competing for the Future. Harvard Business School Press.
5. Chakravorty, S. K. (1993). Managerial Transformation Through Values. Sage, New Delhi.
6. Kennedy B. Reed, Virginia Tech(2020), Strategic Management. Virginia Tech Publishing
7. R. Maheshwari, Saurabh Agrawal, (2020). Strategic Management: Revised Edition. SBPD Publishing House, Agra.
8. Garth Saloner, Andrea Shepard, Joel Podolny(2005). Strategic Management. Wiley, 1st edition.
9. Allen C. Amazon, Andrew War(2020). Strategic Management: From Theory to Practice. Routledge; 2nd Edition.
10. Jeffrey H. Dyer, Paul C. Godfrey, Robert J. Jensen, David J. Bryce(2019). Strategic Management: Concepts and Cases, Wiley; 3rd Edition
11. Dr. P. S. Aithal & Prof. R. K. Acharya, (2016)" Strategic Management Models & Indian Epics ", International Journal of Management Sciences and Business Research. ISSN (2226-8235) Vol-5, Issue 4
12. Karnika Gupta & Ishu Garg, (2020)" Lessons of Strategic Management From Mahabharata and Bhagavad Gita ", Apeejay Journal of Management & Technology . Vol. 15, Number 1 & 2.
13. Prof Brijesh Singh & Dr B N Balaji Singh. A Strategic Management Approach to India's Classical Wisdom: RAMAYANA" ABSTRACT NO.: R119. Retrieved from <https://www.google.com/search?q=9.+Prof+Brijesh+Singh+%26+Dr+B+N+Balaji+Singh.+A+Strategic+Management+Approach+to+India%E2%80%99s+Classical+Wisdom%3A+RAMAYANA%E2%80%9D+ABSTRACT+NO.%3A+R119&oq=9.%09Prof+Brijesh+Singh+%26+Dr+B+N+Balaji+Singh.+A+Strategic+Management+Approach+to+India%E2%80%99s+Classical+Wisdom%3A+RAMAYANA%E2%80%9D+ABSTRACT+NO.%3A+R119&aqs=chrome..69i57j0j15&sourceid=chrome&ie=UTF-8>

Dr. S. S.



Minutes of the Meeting of Board of Studies in Business Administration held on 30th December 2021

A meeting of the Board of Studies in Management was held on 30th December 2021 at 11.00AM through online mode.

The following members were present:

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

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

Agenda No. 1

- The Board approved the course **Business Environment** offered by MOOCs in which Dr. Chhavi Jain Senior Assistant Professor at IIS (deemed to be University), Jaipur, Rajasthan is course instructor and resolved to offer the Course to the students of MBA I semester for the session 2021-22 in lieu of the Course No MSPATT04 (Business Environment).

Agenda No.2

- The Board reviewed the syllabus of Pre-PhD Course Work and recommended the following:
 - The Board recommended to rename the paper **Research Methodology** as **Research Methodology and Publication Ethics**. Course content related to Research and Publication Ethics and some more changes as recommended by the members were incorporated in the course.
 - It was also recommended to rename the paper no. P102, **Specialized Skill Development** as **Computer Application in Research**. Few suggestions made by the members were incorporated in the course.
 - It was recommended to change the Optional Paper no. P103HR **OB & HRM** to **Human Resource Management (HRM)**.

The Board approved the Revised Syllabus after incorporation of the above recommendations.

Agenda No.3

- As per the policy adopted by the University, it was recommended to change the credit points of open electives from 4 credits to 5 credits and accordingly, the concerned faculty members may be asked to make necessary changes in the course content.

providing higher education as mandated by NEP 2020. In this context it was resolved, to begin with, examination question papers, as far as possible, may be bilingual i.e., English & Hindi. However, students have to write their answer in English only till provisions are made by the university for teaching in Hindi language. It was also resolved to explore the possibility of starting an add-on course of 2 credits in Vyavasayik Hindi which will explain and elaborate various business terms and concepts in Hindi.

- The Board also authorized the Chairman to take appropriate decision regarding implementation of NEP 2020, as instructed by the university authority and validate the decisions in the subsequent meeting of the Board of Studies.

The meeting ended with the thanks to the chair

Dr. S. K. Mishra
Dr. S. K. Mishra
Approval through
mail copy attached
Handwritten
03/01/2022
Dr. S. K. Mishra
03/01/2022

III. Scheme of Examinations

1. English shall be the medium of instruction and examination.
2. Examination shall be conducted at the end Semester as per the schedule notified by the university.
3. The question paper will have two sections. Section A will have ten compulsory short answer type questions of two marks each. Section B will have eight questions of sixteen marks each, out of which five questions are to be answered. Maximum marks in each paper are 100 and minimum pass marks is 40. The student has to secure minimum 55% marks in aggregate to pass the course work.

IV. Pass Percentage & Promotion Criteria

1. All Ph.D. scholars have to obtain a minimum of 55% of marks or its equivalent in the course work in order to be eligible to continue in the program leading to the completion of PhD thesis.
2. All research scholars admitted to Ph.D. Programme shall be required to complete the coursework within initial one or two semester. If the student is unable to qualify Pre-PhD course work successfully his/her admission will be cancelled automatically.

Dr. S. K. Mishra
03/01/2022

Dr. S. K. Mishra
03/01/2022

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Detailed Syllabus

Paper - P101

Research Methodology and Publication Ethics

Credits: 4

Course Objective: The objective of this paper is to provide some basic concept of research and its methodologies. Also to calibrate students for preparing a research proposal, thesis and research report in more appropriate manner. Publication Ethics will equip the researcher with the tools and techniques as applied to business research and to develop awareness about the publication ethics and publication misconducts.

Learning Outcome-

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

- Develop the ability to apply the methods while working on a research project work and the appropriate statistical methods required for a particular research design.
- Choose the appropriate research design and develop appropriate research hypothesis for a research project and to develop a appropriate framework for research.
- Understand the philosophy of science and ethics, research integrity and publication ethics.
- Understand the ethical framework and principles.
- Understand the important role that consent plays in research ethics
- Understand research misconduct and predatory publications
- Explore indexing and citation databases, open access publications, research metrics (citations, h-index, impact Factor, etc.)
- Explore the usage of plagiarism tools.

Course Content:

Meaning, Objective, Significance and Type of research: Qualitative and Quantitative research, Selection and Formulation of Research Problems.

Hypothesis- Meaning and Characteristics of Working Hypotheses, Problem in formulating Hypothesis.

Research Design - Meaning, Objective and Content of Research Design, Types of

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Experimental research design,

Field work and data collection, Collection of Primary data.

Sampling Design: Sampling Methods and Technique, Sample size determination, Sampling random-sampling errors,

Data screening and editing, preliminary data analysis,

Descriptive and Inferential statistics- Major parametric and non-parametric tests,

Processing of data - Analysis and Interpretation of data and Thesis Writing,

Case Study Method-its Characteristics, advantage and limitation.

Philosophy, Ethics and Scientific Conduct-Introduction to philosophy- definition, nature and scope, concept, branches- Ethics- definition, moral philosophy, nature of moral judgments and reactions-Scientific Conduct-ethics concerning science and research - Intellectual Property Rights - honesty and research integrity-Scientific misconducts: falsification, fabrication and plagiarism- Redundant publications: duplicate and overlapping publications, salami-slicing Selective reporting and misinterpretation of data.

Publication Ethics and Misconduct- Publication ethics-definition, introduction and importance Best practices/standards-setting initiatives and guidelines: COPE, WAME, etc.- Conflicts of interest- Publication misconduct-definition, concept, problems that lead to unethical behavior and vice versa, types- Violation of publication ethics, authorship and contributorship Identification of publication misconduct, complaint and appeals-predatory publishers and journals.

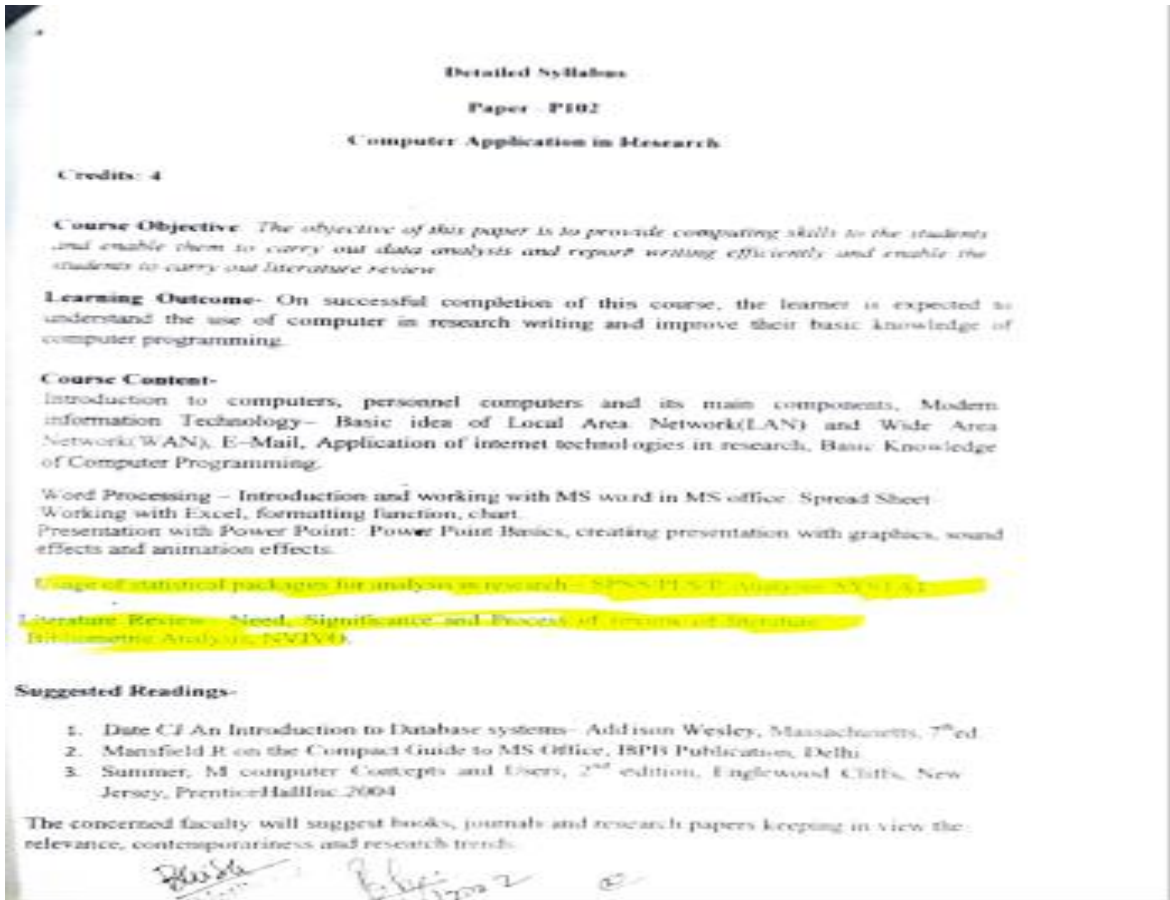
Open Access Publishing- Open access publications and initiatives- Creative common licenses SHERPA/RoMEO online resources to check publisher copyright & Self-archiving policies Software to identify predatory publications- Journal finder/journal suggestions tools viz JAN1 Elsevier Journal finder, Springer Journal Suggestions, Group discussions- conflicts of interest-ethical issues in educational research, FFP, authorship - Software tools- Use of plagiarism software like Turnitin, Urkund and other open-sources of software tools.

Databases and Research Metrics- Database-Indexing database; Citation databases; Web of Science, Scopus etc.-Research Metrics-Impact factor of journals as per Journal Citation Reports, NIP, SJR, IPP, Cite Score- Metrics- h-indexing, g-indexing, i10-indexing, altmetrics-Web services: Mendeley, Zotero-likepat forms for citation and referencing.

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Detailed Syllabus
Optional Area - Human Resource Management
Paper-P103 (HRM)
Human Resource Management (HRM)

Credits: 4

Course Objective: The course is to make the students familiar with various aspects of people management in organizations with research standpoint.

Learning Outcomes-

After the course the students are expected to know the basics of HRM and apply it for improving human resource management in an organization and the students are expected to have a good knowledge of different areas of HR and their application in research.

Course Content-

Managing HR in Globally Competitive Environment: International Dimensions of HRM, Diversity at Workplace, Cross Cultural Training.

Procuring HR: Job Analysis, HR Planning, Recruitment, Selection, Placement and Induction.

Maintaining HR: Performance Management, Training and Development, Career Planning and Management,

Researching HR: Conducting Employee Satisfaction/Happiness Survey, Employee Exit, and Managing Quality of Work life, Human Resource Information System, Human Resource Audit

Labour Laws, Managing Industrial Relations, Industrial Psychology, Employee Discipline, Managing Workplace Safety and Health

Behavior in Organizations: Managing Human Behavior at Work, Communicating with People, Devising Motivational Strategies for Managing Performance and Productivity, Involving and Empowering Employees, Evolving and Sustaining Organizational Culture, Managing Change.



Read Reading-

1. Aswathappa, K., Human Resource Management: Text and Cases by McGraw Hill, Seventh Edition (2013)
2. Fisher, Schoenfeldt and Shaw, Human Resource Management by Cengage Learning Houghton Mifflin; 6th edition (2005)
3. Haldar, U. K. and Juthika Sarkar, Human Resource Management by Oxford University Press, (2012)
4. Mamoria, C. B., Industrial Relations by Himalaya Publishing House (2010)
5. Mutsuddi Indranil, Essentials of Human Resource Management by New Age International Pvt. Ltd; First edition (2010)
6. Stephen P. Robbins, Organizational Behaviour by Prentice Hall India, Pearson: 12th Edition (2007)



Course Outcomes:

Student will

1. Understand various concepts related to financial management.
2. Able to use various tools and techniques in the area of finance
3. Develop analytical skills this which facilitate the decision making in Business situations.

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