

Student's Handbook



MBA

2022-23



**DEPARTMENT OF MANAGEMENT STUDIES
SCHOOL OF STUDIES IN MANAGEMENT & COMMERCE**

GURU GHASIDAS VISHWAVIDYALAYA

(A Central University Established by The Central Universities Act, 2009)

Phone: 07752-260025, 260460 Fax: 07752-260148

Website: <http://www.ggu.ac.in>

TO THE STUDENTS

Welcome to Department of Management Studies, Guru Ghasidas Vishwavidyalaya, Bilaspur (C.G.) and congratulations for becoming an integral part of the Department of Management Studies. The reputation of an academic institution rests primarily with the student whose diligence, dynamism and creativity finds reflection both in what they do in Department and afterwards. Generations of students have contributed towards the eminence of the Department as a premier institution in the field of business management. The responsibility of upholding the esteemed image of the Department and University now rests on you. Your individual effort to excel will cumulatively enhance the collective performance of the Department as a whole.

This handbook is designed to acquaint you with all relevant aspects of the Department so that you may derive maximum benefits from your association with it.

Hope your association with Department of Management Studies is an enjoyable learning experience and may your years here bring you success and glory in whatever you do.

Personal Details

Name: _____

Father's Name: _____

Mother's Name: _____

Date of Birth: _____

Address: _____

Phone: _____

Mobile: _____

E-Mail: _____

Local Guardian's Name (If any): _____

In case of emergency (Please contact): _____

Phone: _____

Mobile: _____

Blood Group: _____

Driving License Number: _____

Other Information: _____

Contents

ABOUT THE VISHWAVIDYALAYA

Guru Ghasidas Vishwavidyalaya (GGV) established by an Act of the Madhya Pradesh State Legislative Assembly was formally inaugurated on June 16, 1983 and was upgraded to a Central University by The Central Universities Act, 2009 in January 2009. GGV is an active member of the Association of Indian Universities and Association of Commonwealth Universities. The National Assessment & Accreditation Council (NAAC) has accredited the University as B+.

Situated in a socially and economically challenged area, the University is appropriately named to honour the Great Satnami Saint Guru Ghasidas (born in 17th century), who championed the cause of the down trodden and waged a relentless struggle against all forms of social evils and injustice prevailing in the society.

The GGV offers various courses in the areas of Arts, Commerce, Education, Engineering & Technology, Law, Humanities, Life Sciences, Management, Pharmacy, Physical Sciences, Social Sciences & Physical Education.

ABOUT THE DEPARTMENT

Responding to the changing and increasing need for professional education and training in Management, the Department of Management Studies was established in 1988. The Department prepares students to become effective managers in the new economic era and emphasis is always on quality education while promoting a culture of enquiry and enterprise.

The Vision

The Department strives to carve out a niche for itself to be amongst the leading management schools in India. Several batches of MBA students have successfully been educated and trained by the Department and have been placed in reputed business houses in India and abroad in the fields of banking, finance, marketing, general management and academics. Many are successfully managing their own business establishments.

The Department offers the following two programmes:

- 1. Master of Business Administration – 2years (Full Time) Four Semesters**
- 2. Doctoral Research in Management (Ph.D.)**

THE MBA PROGRAMME

The Master of Business Administration (MBA) is a two-year full-time programme. Objectives of the programme are:

- **To train and develop students for careers in management.**
- **To develop analytical, communicative and creative decision making skills to match the requirements of modern competitive world.**
- **To inculcate values and attitudes in the student that are necessary to become socially responsible managers.**
- **To improve the managerial competence of practicing managers/ executives**
- **To explore new horizons in various functional areas of management through research.**

Calendar for University Teaching Departments

S. No.	Event	1 st Semester	2 nd Semester
1	Commencement of Class	For UG 15.11.2022 For PG 24.11.2022	10.04.2023
2	1 st Unit Test (Internal Assessment)	19.12.2022 to 23.12.2022	08.05.2023 to 12.05.2023
3	Winter Vacation	26.12.2022 to 02.01.2023	-----
4	Summer Vacation	-----	16.05.2023 to 30.06.2023
5	Last date for showing answer script of test to the students	04.01.2023	16.05.2023
6	Last date for submission of End Semester Examination form	17.01.2023	05.07.2023
7	2 nd Unit Test (Internal Assessment)	13.02.2023 to 17.02.2023	07.08.2023 to 11.08.2023
8	Last date for showing answer script of test to the students	22.02.2023	16.08.2023
9	Last day of classes	15.03.2023	08.09.2023
10	End semester Examination/ Practical/ Project Exams	20.03.2023 to 05.04.2023	11.09.2023 to 25.09.2023
11	Last date for showing answer script of test to the students	12.04.2023	29.09.2023
12	Last date for submission of final marks of End Semester Examination to COE along with evaluated manuscript (Theory + Practical) + final marks of internal Assessment (1 st and 2 nd) to COE along with evaluated manuscript (Theory + Practical)	14.04.2023	03.10.2023

Calendar for University Teaching Departments

S. No.	Event	3rd Semester
1	Commencement of Class	26.09.2022
2	1st Unit Test (Internal Assessment)	31.10.2022 to 04.11.2022
3	Last date for showing answer script of test to the students	10.11.2022
4	Last date for submission of End Semester Examination Form	25.11.2022
5	2nd Unit Test (Formative Internal Assessment)	05.12.2022 to 09.12.2022
6	Last date for showing answer script of test to the students, if any	15.12.2022
7	Winter Vacation	26.12.2022 to 02.01.2023
8	Last day of classes	11.01.2023
9	Practical/ Project Examination	16.01.2023 to 20.01.2023
10	End semester Examination	23.01.2023 to 10.02.2023
11	Last date for showing answer script of test to the students	16.02.2023
12	Last date for submission of final marks of End Semester Examination to COE along with evaluated manuscript (Theory + Practical) + final marks of internal Assessment (1st and 2nd) to COE along with evaluated manuscript (Theory + Practical)	20.02.2023

AWARDS & SCHOLARSHIPS

The topper of each batch is awarded with a Gold Medal and Merit Certificate in the convocation of the University. The girl student securing highest marks in the final examination is awarded the Late Smt. Sumitra Devi and Late Shri Damroo Lal Pateriya memorial medal. Chhattisgarh Government provides scholarship to SC and ST students. These scholarships can be availed by the students of the Department.

FACILITIES IN THE CAMPUS

Hostel: Hostel facility for boys and girls are available in the campus.

Computer Centre: The University has a sophisticated computer centre equipped with latest versions of hardware and software. The centre has appropriate statistical, scientific and simulation packages to cater the educational and managerial needs. Students of the Department are eligible to avail the facility of centralized computer centre. The Department has also its own computer lab with 30 Computers.

Library: The University has a well-stocked up-to-date library containing large number of books, journals and projects / PhD thesis. Presently, it subscribes about 150 Indian and foreign journals in various disciplines. The reprographic facility on subsidized rate is provided to the users along with other library services. The library has internet facility and library automation with INFLIBNET link is under progress. Besides the central library, students can also use the departmental library.

National Service Scheme: The University has a unit of National Service Scheme (NSS) The aim of NSS is to provide an opportunity and working experience for social services. The students participate in various activities like plantation, blood donation, seminar, essay writing, quiz, debate etc.

Post Office and Bank: The residents and students on the Campus are provided with Banking & Communication facilities. Punjab National Bank, Koni Branch (PNB) and Post Office are rendering their services in the campus. ATM (24 hours) facilities as well as online banking have been recently introduced by the PNB. Also ATM (24 hours) facilities by State Bank of India are available in the campus. A new electronic telephone exchange is also established in the campus. Recently a new branch of Bank of India has also been opened for the benefit of students, faculty and employees of the university.

Health Centre: Health facilities to the students and residents are available in the Health Centre located near the University Computer Centre. One Medical officer with other staff is posted to take care of the Centre. Specialists from CIMS visit the Health Centre for specialized checkup & advice. Psychological Counseling Centre: The University has a Psychological Counseling Centre which provides psychological support to the students. The centre provides counseling services to students. Students can approach the cell for counseling and resolve their problem if any.

SC/ST Cell: University has a separate SC/ST cell. The cell provides assistance to the SC/ ST students to get scholarships as per the Government rules and deals with all the problems of the SC/ST students. The cell organizes special coaching programmes for the students belonging to this category. Unnat Bharat Abhiyan: The University has adopted five nearby villages to develop the standard of living of these villagers through their all-round development. Students may associate with this programme and voluntarily contribute for the well being of the residents of these villages.

Conference Hall: The Department has a fully air conditioned state of the art conference hall with a seating capacity of 150 participants. The Hall is well equipped with modern audio visual gadgets including ceiling

mounted LCD projector.

Cultural Activities:

GGU Young Manager's Club (GYMC): GGU Young Manager's Club came into existence in 2006. All the current students of the MBA programme are the members of the club. GYMC organises various cultural and extracurricular activities in the Department. The club also organizes guest lectures, seminars and other campus development activities.

GGU Management Alumni Association (GMAA): Provisions for formation of GGU Management Alumni Association (GMAA) were passed by the executive council in 2006. The objectives of the GMAA are to develop continuous relationship with the alumni of the Department and to build a progressive corporate interface and to transform the Department into one of the leading management schools in the country. All students who successfully complete the program and pay the membership fee, become the member of the club. Major activities of GMAA include publishing and updating the alumni directory, organize alumni meets, organize seminars, workshops and talks of eminent business executives and academicians from time to time.

Campus Development: Students and faculty of the Department are actively involved in developing the area surrounding the Department.

CODE OF CONDUCT FOR STUDENTS

Students are admitted to the university to achieve academic excellence and shape their character to become responsible citizens. They must realize their responsibilities towards the university and to its components like faculty, staff & fellow students. Failure to maintain a good code of conduct shall result in disciplinary action.

DRESS CODE

Candidates admitted to the Department are required to follow the dress code of the Department. The students are supposed to come to the Department in the prescribed dress code as given below:

Boys- Formal full sleeve shirt with dark colour trousers and black shoes with lace.

Girls- Formal full sleeve shirt with dark colour trousers and black shoes with lace/ black belly.

Special Occasion & Functions:

Boys- White Full sleeve shirt with black trousers and black blazer, and black shoes with lace.

Girls - White Full sleeve shirt with black trousers and black blazer, and black shoes with lace/ black belly.

DEPARTMENTAL LIBRARY RULES

1. The Library shall remain open during following timings in two slots on a normal working day- a. 1.00 PM to 2.00 PM b. 3.00 PM to 4.00 PM
2. During above timings Library will only issue and return books; no reading facility is available in the library.
3. A student is allowed to borrow only TWO books at a time, due to limited number of books in each subject.
4. Books will be issued only for one week, there after a fine will be charged at the rate of one rupee per day for first Five days and Rs. 10/- day thereafter.
5. Misuse of Library privilege will be regarded as breach of discipline and may attract punishment as per University Rules.
6. No material will be allowed in the Library except writing material such as Note pad or Copy.
7. The students are required to present their Identity card and Library card for accessing departmental Library facility.
8. Books will be issued strictly on First Come First serve basis subject to availability of books. The decision of Library in-charge will be final in this regard.
9. In case of loss or mutation of issued book/s the student must report to the Library in-charge as soon as possible. The student is required to replace the book within Fifteen days of reporting of loss along with fine due for these fifteen days or she/ he may pay the price of the Lost/Mutilated book as per University rules.

10. Library-in-charge may recall a book earlier than the due date in case there is urgency.

Any grievance / problem with respect to Library operations must be brought to the notice of Library-in-charge first and then to the Head of the Department.

MISCONDUCT

Any of the following activities (but not limited to these only) will be termed as misconduct:

1. Disruption of teaching activities or disturbing the learning process of other students in the campus.
2. Any act on the part of the student, which disrupts the functioning of the university, endangers health & safety of campus residents & damage the university properties.
3. Cheating in the examination & supplying false documents /information in order to seek any consideration/favor from the University.
4. Possession or consumption of intoxicating beverages on the campus.
5. Failure to return back the loaned material, settle university dues.
6. Possession of weapons.
7. Use of unparliamentarily language while in conversation with university staff & fellow students.

Disciplinary Actions:

Failure to adhere to good conduct may result in disciplinary actions like:

1. A warning by the authorities.
2. Suspension from the particular class.
3. Suspension/Expulsion from the university.
4. Suspension of campus privileges e.g. hostel, accommodation, etc.
5. Withholding of examination results or withdrawal of awarded diploma/ degree certificate.
6. Any other disciplinary action deemed appropriate by the university authorities.

RAGGING

It is observed that different form of ragging is prevalent in institutions of higher learning. The Government and the apex courts of the country have taken very serious view to combat the menace of ragging in universities and other educational institutions. Ragging has been recognized as the “Cognizable offence” and is punishable under law. The following Could be the possible punishments for those who are found guilty of participation in or abetment of ragging. The quantum of punishment shall, naturally depend upon the nature and gravity of the offence as established by disciplinary committee or the court of law.

PUNISHMENTS:

1. Cancellation of admission;
2. Suspension from attending the classes;
3. Withholding/withdrawing scholarships/fellowships & other benefits;

Debarring from appearing in any tests / examination or other evaluation process;

4. Withholding results;
5. Debarring from representing the institution in any national meet, tournament, youth festival, etc.;
6. Suspension / Expulsion from the hostel;
7. Rustication from the institution for period varying from 1 to 4 semesters;
8. Expulsion from the institution & consequent debarring from admission to any other institution;
9. Fine up to Rs. 25000/-and
10. Rigorous imprisonment up to three years.

While the first ten types of punishment can be awarded by the appropriate authority of the institution itself, the last punishment can be awarded by a court of law.

UGC REGULATIONS ON CURBING THE MENACE OF RAGGING IN HIGHER EDUCATIONAL INSTITUTIONS, 2009.

(Under Section 26 (1)(g) of the University Grants Commission Act, 1956)

PREAMBLE

In view of the directions of the Hon'ble Supreme Court in the matter of "University of Kerala v/s. Council, Principals, Colleges and others" in SLP no. 24295 of 2006 dated 16.05.2007 and that dated 8.05.2009 in Civil Appeal number 887 of 2009, and in consideration of the determination of the Central Government and the University Grants Commission to prohibit, prevent and eliminate the scourge of ragging including any conduct by any student or students whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness a fresher or any other student, or indulging in rowdy or undisciplined activities by any student or students which causes or is likely to cause annoyance, hardship or psychological harm or to raise fear or apprehension thereof in any fresher or any other student or asking any student to do any act which such student will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other student, with or without an intent to derive a sadistic pleasure or showing off power, authority or superiority by a student over any fresher or any other student, in all higher education institutions in the country, and thereby, to provide for the healthy development, physically and psychologically, of all students, the University Grants Commission, in consultation with the Councils, brings forth this Regulation.

In exercise of the powers conferred by Clause (g) of sub-section (1) of Section 26 of the University Grants Commission Act, 1956, the University Grants Commission hereby makes the following Regulations, namely;

1. Title, commencement and applicability-

These regulations shall be called the "UGC Regulations on Curbing the Menace of Ragging in Higher Educational Institutions 2009

1.2 They shall come into force from the date of their publication in the Official. They shall apply to all the institutions coming within the definition of an University under sub-section (f) of section (2) of the University Grants Commission Act, 1956, and to all institutions deemed to be a university under Section 3 of the University Grants Commission Act, 1956, to all other higher educational institutions, or elements of such universities or institutions, including its departments, constituent units and all the premises, whether being academic, residential, playgrounds, canteen, or other such premises of such universities, deemed universities and higher educational institutions, whether located within the campus or outside, and to all means of transportation of students, whether public or private, accessed by students for the pursuit of studies in such universities, deemed universities and higher educational institutions

2. Objectives-

To prohibit any conduct by any student or students whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness a fresher or any other student, or indulging in rowdy or indiscipline activities by any student or students which causes or is likely to cause annoyance, hardship or psychological harm or to raise fear or apprehension thereof in any fresher or any other student or asking any student to do any act which such student will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other student, with or without an intent to derive a sadistic pleasure or showing off power, authority or superiority by a student over any fresher or any other student; and thereby, to eliminate ragging in all its forms

from universities, deemed universities and other higher educational institutions in the country by prohibiting it under these Regulations, preventing its occurrence and punishing those who indulge in ragging as provided for in these Regulations and the appropriate law in force.

3. What constitutes Ragging- Ragging constitutes one or more of any of the following acts:

- a. any conduct by any student or students whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness a fresher or any other student;
- b. indulging in rowdy or undisciplined activities by any student or students which causes or is likely to cause annoyance, hardship, physical or psychological harm or to raise fear or apprehension thereof in any fresher or any other student;
- c. asking any student to do any act which such student will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other student;
- d. any act by a senior student that prevents, disrupts or disturbs the regular academic activity of any other student or a fresher;
- e. exploiting the services of a fresher or any other student for completing the academic tasks assigned to an individual or a group of students;
- f. any act of financial extortion or forceful expenditure burden put on a fresher or any other student by students;
- g. any act of physical abuse including all variants of it: sexual abuse, homosexual assaults, stripping, forcing obscene and lewd acts, gestures, causing bodily harm or any other danger to health or person;
- h. any act or abuse by spoken words, emails, post, public insults which would also include deriving perverted pleasure, vicarious or sadistic thrill from actively or passively participating in the discomfiture to fresher or any other student ;

any act that affects the mental health and self-confidence of a fresher or any other student with or without an intent to derive a sadistic pleasure or showing off power, authority or superiority by a student over any fresher or any other student.

4. Definitions.-

● **In these regulations unless the context otherwise requires,-**

- a) “Act” means, the University Grants Commission Act, 1956 (3 of 1956);
- b) “Academic year” means the period from the commencement of admission of students in any course of study in the institution up to the completion of academic requirements for that particular year.
- c) “Anti-Ragging Helpline” means the Helpline established under clause (a) of Regulation 8.1 of these Regulations.
- d) “Commission” means the University Grants Commission;
- e) “Council” means a body so constituted by an Act of Parliament or an Act of any State Legislature for setting, or co-coordinating or maintaining standards in the relevant areas of higher education, such as the All India Council for Technical Education (AICTE), the Bar Council of India (BCI), the Dental Council of India (DCI), the Distance Education Council (DEC), the Indian Council of Agricultural Research (ICAR), the Indian Nursing Council (INC), the Medical Council of India (MCI), the National Council for Teacher Education (NCTE), the Pharmacy Council of India (PCI), etc. and the State Higher Education Councils.
- f) “District Level Anti-Ragging Committee” means the Committee, headed by the District Magistrate, constituted by the State Government, for the control and elimination of ragging in institutions within the jurisdiction of the district.
- g) “Head of the institution” means the Vice-Chancellor in case of a university or a deemed to be university, the Principal or the Director or such other designation as the executive head of the institution or the college is referred.
- h) “Fresher” means a student who has been admitted to an institution and who is undergoing his/ her first year of study in such institution.

- i) "Institution" means a higher educational institution including, but not limited to an university, a deemed to be university, a college, an institute, an institution of national importance set up by an Act of Parliament or a constituent unit of such institution, imparting higher education beyond 12 years of schooling leading to, but not necessarily culminating in, a degree (graduate, postgraduate and/or higher level) and/or to a university diploma.
- j) "NAAC" means the National Academic and Accreditation Council established by the Commission under section 12(ccc) of the Act;
- k) "State Level Monitoring Cell" means the body constituted by the State Government for the control and elimination of ragging in institutions within the jurisdiction of the State, established under a State Law or on the advice of the Central Government, as the case may be.
- l) Words and expressions used and not defined herein but defined in the Act or in the General Clauses Act, 1897, shall have the meanings respectively assigned to them in the Act or in the General Clauses Act, 1897, as the case may be.

5) Measures for prohibition of ragging at the institution level:-

No institution or any part of it thereof, including its elements, including, but not limited to, the departments, constituent units, colleges, centers of studies and all its premises, whether academic, residential, play grounds, or canteen, whether located within the campus or outside, and in all means of transportation of students, whether public or private, accessed by students for the pursuit of studies in such institutions, shall permit or condone any reported incident of ragging in any form; and all institutions shall take all necessary and required measures

Including but not limited to the provisions of these Regulations, to achieve the objective of eliminating ragging, within the institution or outside,

- b) All institutions shall take action in accordance with these Regulations against those found guilty of ragging and/or abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.

6. Measures for prevention of ragging at the institution level.-

6.1 An institution shall take the following steps in regard to admission or registration of students; namely,

- a) Every public declaration of intent by any institution, in any electronic, audio-visual or print or any other media, for admission of students to any course of study shall expressly provide that ragging is totally prohibited in the institution, and anyone found guilty of ragging and/or abetting ragging, whether actively or passively, or being a part of a conspiracy to promote ragging, is liable to be punished in accordance with these Regulations as well as under the provisions of any penal law for the time being in force.
- b) The brochure of admission/instruction booklet or the prospectus, whether in print or electronic format, shall prominently print these Regulations in full.
Provided that the institution shall also draw attention to any law concerning ragging and its consequences, as may be applicable to the institution publishing such brochure of admission/ instruction booklet or the prospectus.
Provided further that the telephone numbers of the Anti-Ragging Helpline and all the important functionaries in the institution, including but not limited to the Head of the institution, faculty members, members of the Anti-Ragging Committees and Anti-Ragging Squads, District and Sub-Divisional authorities, Wardens of hostels, and other functionaries or authorities where relevant, shall be published in the brochure of admission/instruction booklet or the prospectus.
- c) Where an institution is affiliated to a University and publishes a brochure of admission/ instruction booklet or a prospectus, the affiliating university shall ensure that the affiliated institution shall comply with the provisions of clause (a) and clause (b) of Regulation 6.1 of these Regulations.
- d) The application form for admission, enrolment or registration shall contain an affidavit, mandatorily in English and in Hindi and/or in one of the regional languages known to the applicant, as provided in the English language in Annexure I to these Regulations, to be filled up and signed by the applicant to the effect that

he/she has read and understood the provisions of these Regulations as well as the provisions of any other law for the time being in force, and is aware of the prohibition of ragging and the punishments prescribed, both under penal laws as well as under these Regulations and also affirm to the effect that he/she has not been expelled and/or debarred by any institution and further aver that he/she would not indulge, actively or passively, in the act or abet the act of ragging and if found guilty of ragging and/or abetting ragging, is liable to be proceeded against under these Regulations or under any penal law or any other law for the time being in force and such action would include but is not limited to debarment or expulsion of such student.

The application form for admission, enrolment or registration shall contain an affidavit, mandatorily in English and in Hindi and/or in one of the regional languages known to the parents/guardians of the applicant, as provided in the English language in Annexure I to these Regulations, to be filled up and signed by the parents/guardians of the applicant to the effect that he/she has read and understood the provisions of these Regulations as well as the provisions of any other law for the time being in force, and is aware of the prohibition of ragging and the punishments prescribed, both under penal laws as well as under these Regulations and also affirm to the effect that his/her ward has not been expelled and/or debarred by any institution and further aver that his/her ward would not indulge, actively or passively, in the act or abet the act of ragging and if found guilty of ragging and/or abetting ragging, his/her ward is liable to be proceeded against under these Regulations or under any penal law or any other law for the time being in force and such action would include but is not limited to debarment or expulsion of his/her ward.

- f)** The application for admission shall be accompanied by a document in the form of, or annexed to, the School Leaving Certificate/Transfer Certificate/Migration Certificate/Character Certificate reporting on the inter-personal/social behavioral pattern of the applicant, to be issued by the school or institution last attended by the applicant, so that the institution can thereafter keep watch on the applicant, if admitted, whose behavior has been commented in such document.
- g)** A student seeking admission to a hostel forming part of the institution, or seeking to reside in any temporary premises not forming part of the institution, including a private commercially managed lodge or hostel, shall have to submit additional affidavits countersigned by his/her parents/guardians in the form prescribed in Annexure I and Annexure II to these Regulations respectively along with his/her application.
- h)** Before the commencement of the academic session in any institution, the Head of the Institution shall convene and address a meeting of various functionaries/agencies, such as Hostel Wardens, representatives of students, parents/ guardians, faculty, district administration including the police, to discuss the measures to be taken to prevent ragging in the institution and steps to be taken to identify those indulging in or abetting ragging and punish them.
- i)** The institution shall, to make the community at large and the students in particular aware of the dehumanizing effect of ragging, and the approach of the institution towards those indulging in ragging, prominently display posters depicting the provisions of penal law applicable to incidents of ragging, and the provisions of these Regulations and also any other law for the time being in force, and the punishments thereof, shall be prominently displayed on Notice Boards of all departments, hostels and other buildings as well as at places, where students normally gather and at places, known to be vulnerable to occurrences of ragging incidents.
- j)** The institution shall request the media to give adequate publicity to the law prohibiting ragging and the negative aspects of ragging and the institution's resolve to ban ragging and punish those found guilty without fear or favour.
- k)** The institution shall identify, properly illuminate and keep a close watch on all locations known to be vulnerable to occurrences of ragging incidents.
- l)** The institution shall tighten security in its premises, especially at vulnerable places and intense policing by Anti-Ragging Squad, referred to in these Regulations and volunteers, if any, shall be resorted to at such points at odd hours during the first few months of the academic session.

m) The institution shall utilize the vacation period before the start of the new academic year to launch a publicity campaign against ragging through posters, leaflets and such other means, as may be desirable or required, to promote the objectives of these Regulations.

n) The faculties/departments/units of the institution shall have induction arrangements, including those which anticipate, identify and plan to meet any special needs of any specific section of students, in place well in advance of the beginning of the academic year with an aim to promote the objectives of this Regulation.

Every institution shall engage or seek the assistance of professional counselors before the commencement of the academic session, to be available when required by the institution, for the purposes of offering counseling to fresher's and to other students after the commencement of the academic year.

p) The head of the institution shall provide information to the local police and local authorities, the details of every privately commercially managed hostels or lodges used for residential purposes by students enrolled in the institution and the head of the institution shall also ensure that the Anti-Ragging Squad shall ensure vigil in such locations to prevent the occurrence of ragging therein.

6.2 An institution shall, on admission or enrolment or registration of students, take the following steps, namely;

a) Every fresh student admitted to the institution shall be given a printed leaflet detailing to whom he/she has to turn to for help and guidance for various purposes including addresses and telephone numbers, so as to enable the student to contact the concerned person at any time, if and when required, of the Anti-Ragging Helpline referred to in these Regulations, Wardens, Head of the institution, all members of the anti-ragging squads and committees, relevant district and police authorities.

b) The institution, through the leaflet specified in clause (a) of Regulation 6.2 of these Regulations shall explain to the freshers, the arrangements made for their induction and orientation which promote efficient and effective means of integrating them fully as students with those already admitted to the institution in earlier years.

c) The leaflet specified in clause (a) of Regulation 6.2 of these Regulations shall inform the freshers about their rights as bona fide students of the institution and clearly instructing them that they should desist from doing anything, with or against their will, even if ordered to by the seniors students, and that any attempt of ragging shall be promptly reported to the Anti-ragging Squad or to the Warden or to the Head of the institution, as the case may be.

d) The leaflet specified in clause (a) of Regulation 6.2 of these Regulations shall contain a calendar of events and activities laid down by the institution to facilitate and complement familiarization of freshers with the academic environment of the institution.

e) The institution shall, on the arrival of senior students after the first week or after the second week, as the case may be, schedule orientation programmes as follows, namely; (i) joint sensitization programme and counseling of both freshers and senior students by a professional counsellor, referred to in clause (o) of Regulation 6.1 of these Regulations; (ii) joint orientation programme of freshers and seniors to be addressed by the Head of the institution and the anti -ragging committee;(iii) organization on a large scale of cultural, sports and other activities to provide a platform for the freshers and seniors to interact in the presence of faculty members ; (iv) in the hostel, the warden should address all students; and may request two junior colleagues from the college faculty to assist the warden by becoming resident tutors for a temporary duration;(v) as far as possible faculty members should dine with the hostel residents in their respective hostels to instil a feeling of confidence among the freshers. The institution shall set up appropriate committees, including the course-in-charge, student advisor, Wardens and some senior students as its members, to actively monitor, promote and regulate healthy interaction between the freshers, junior students and senior students.

g) Freshers or any other student(s), whether being victims, or witnesses, in any incident of ragging, shall be

encouraged to report such occurrence, and the identity of such informants shall be protected and shall not be subject to any adverse consequence only for the reason for having reported such incidents.

Each batch of freshers, on arrival at the institution, shall be divided into small groups and each such group shall be assigned to a member of the faculty, who shall interact individually with each member of the group every day for ascertaining the problems or difficulties, if any, faced by the fresher in the institution and shall extend necessary help to the fresher in overcoming the same.

- i) It shall be the responsibility of the member of the faculty assigned to the group of fresher's, to coordinate with the Wardens of the hostels and to make surprise visits to the rooms in such hostels, where a member or members of the group are lodged; and such member of faculty shall maintain a diary of his/her interaction with the freshers under his/her charge.
- j) Freshers shall be lodged, as far as may be, in a separate hostel block, and where such facilities are not available, the institution shall ensure that access of seniors to accommodation allotted to freshers is strictly monitored by wardens, security guards and other staff of the institution.
- k) A round the clock vigil against ragging in the hostel premises, in order to prevent ragging in the hostels after the classes are over, shall be ensured by the institution.
- l) It shall be the responsibility of the parents/guardians of freshers to promptly bring any instance of ragging to the notice of the Head of the Institution.
- m) Every student studying in the institution and his/her parents/guardians shall provide the specific affidavits required under clauses (d), (e) and (g) of Regulation 6.1 of these Regulations at the time of admission or registration, as the case may be, during each academic year.
- n) Every institution shall obtain the affidavit from every student as referred to above in clause (m) of Regulation 6.2 and maintain a proper record of the same and to ensure its safe upkeep thereof, including maintaining the copies of the affidavit in an electronic form, to be accessed easily when required either by the Commission or any of the Councils or by the institution or by the affiliating University or by any other person or organization authorized to do so.
- o) Every student at the time of his/her registration shall inform the institution about his/her place of residence while pursuing the course of study, and in case the student has not decided his/her place of residence or intends to change the same, the details of his place of residence shall be provided immediately on deciding the same; and specifically in regard to a private commercially managed lodge or hostel where he/she has taken up residence.
- p) The Head of the institution shall, on the basis of the information provided by the student under clause (o) of Regulation 6.2, apportion sectors to be assigned to members of the faculty, so that such member of faculty can maintain vigil and report any incident of ragging outside the campus or en route while commuting to the institution using any means of transportation of students, whether public or private.
- q) The Head of the institution shall, at the end of each academic year, send a letter to the parents/ guardians of the students who are completing their first year in the institution, informing them about these Regulations and any law for the time being in force prohibiting ragging and the punishments thereof as well as punishments prescribed under the penal laws, and appealing to them to impress upon their wards to desist from indulging in ragging on their return to the institution at the beginning of the academic session next.

6.3 Every institution shall constitute the following bodies; namely,

- a) Every institution shall constitute a Committee to be known as the Anti-Ragging Committee to be nominated and headed by the Head of the institution, and consisting of representatives of civil and police administration, local media, Non Government Organizations involved in youth activities, representatives of faculty members,

representatives of parents, representatives of students belonging to the fresher's category as well as senior students, non-teaching staff; and shall have a diverse mix of membership in terms of levels as well as gender.

It shall be the duty of the Anti-Ragging Committee to ensure compliance with the provisions of these Regulations as well as the provisions of any law for the time being in force concerning ragging; and also to monitor and oversee the performance of the Anti-Ragging Squad in prevention of ragging in the institution.

- c) Every institution shall also constitute a smaller body to be known as the Anti-Ragging Squad to be nominated by the Head of the Institution with such representation as may be considered necessary for maintaining vigil, oversight and patrolling functions and shall remain mobile, alert and active at all times. Provided that the Anti-Ragging Squad shall have representation of various members of the campus community and shall have no outside representation.
- d) It shall be the duty of the Anti-Ragging Squad to be called upon to make surprise raids on hostels, and other places vulnerable to incidents of, and having the potential of, ragging and shall be empowered to inspect such places.
- e) It shall also be the duty of the Anti-Ragging Squad to conduct an on-the-spot enquiry into any incident of ragging referred to it by the Head of the institution or any member of the faculty or any member of the staff or any student or any parent or guardian or any employee of a service provider or by any other person, as the case may be; and the enquiry report along with recommendations shall be submitted to the Anti-Ragging Committee for action under clause (a) of Regulation 9.1.

Provided that the Anti-Ragging Squad shall conduct such enquiry observing a fair and transparent procedure and the principles of natural justice and after giving adequate opportunity to the student or students accused of ragging and other witnesses to place before it the facts, documents and views concerning the incident of ragging, and considering such other relevant information as may be required.

- f) Every institution shall, at the end of each academic year, in order to promote the objectives of these Regulations, constitute a Mentoring Cell consisting of students volunteering to be Mentors for freshers, in the succeeding academic year; and there shall be as many levels or tiers of Mentors as the number of batches in the institution, at the rate of one Mentor for six freshers and one Mentor of a higher level for six Mentors of the lower level.
- g) Every University shall constitute a body to be known as Monitoring Cell on Ragging, which shall coordinate with the affiliated colleges and institutions under the domain of the University to achieve the objectives of these Regulations; and the Monitoring Cell shall call for reports from the Heads of institutions in regard to the activities of the Anti-Ragging Committees, Anti-Ragging Squads, and the Mentoring Cells at the institutions, and it shall also keep itself abreast of the decisions of the District level Anti-Ragging Committee headed by the District Magistrate.
- h) The Monitoring Cell shall also review the efforts made by institutions to publicize anti-ragging measures, soliciting of affidavits from parents/guardians and from students, each academic year, to abstain from ragging activities or willingness to be penalized for violations; and shall function as the prime mover for initiating action on the part of the appropriate authorities of the university for amending the Statutes or Ordinances or Bye-laws to facilitate the implementation of anti-ragging measures at the level of the institution.

6.4 Every institution shall take the following other measures, namely;

- a) Each hostel or a place where groups of students reside, forming part of the institution, shall have a full-time Warden, to be appointed by the institution as per the eligibility criteria laid down for the post reflecting both the command and control aspects of maintaining discipline and preventing incidents of ragging within the hostel, as well as the softer skills of counseling and communicating with the youth outside the class-room situation; and who shall reside within the hostel, or at the very least, in the close vicinity thereof.

- b)**The Warden shall be accessible at all hours and be available on telephone and other modes of communication, and for the purpose the Warden shall be provided with a mobile phone by the institution, the number of which shall be publicized among all students residing in the hostel.
- c)**The institution shall review and suitably enhance the powers of Wardens; and the security personnel posted in hostels shall be under the direct control of the Warden and their performance shall be assessed by them.
- d)**The professional counselors referred to under clause (o) of Regulation 6.1 of these Regulations shall, at the time of admission, counsel freshers and/or any other student(s) desiring counseling, in order to prepare them for the life ahead, particularly in regard to the life in hostels and to the extent possible, also involve parents and teachers in the counseling sessions.
- e)**The institution shall undertake measures for extensive publicity against ragging by means of audio-visual aids, counseling sessions, workshops, painting and design competitions among students and such other measures, as it may deem fit.
- f)**In order to enable a student or any person to communicate with the Anti-Ragging Helpline, every institution shall permit unrestricted access to mobile phones and public phones in hostels and campuses, other than in class-rooms, seminar halls, library, and in such other places that the institution may deem it necessary to restrict the use of phones.
- g)**The faculty of the institution and its non-teaching staff, which includes but is not limited to the administrative staff, contract employees, security guards and employees of service providers providing services within the institution, shall be sensitized towards the ills of ragging, its prevention and the consequences thereof.
- h)**The institution shall obtain an undertaking from every employee of the institution including all teaching and non-teaching members of staff, contract labor employed in the premises either for running canteen or as watch and ward staff or for cleaning or maintenance of the buildings/lawns and employees of service providers providing services within the institution, that he/she would report promptly any case of ragging which comes to his/her notice.
- i)**The institution shall make a provision in the service rules of its employees for issuing certificates of appreciation to such members of the staff who report incidents of ragging, which will form part of their service record.
- j)**The institution shall give necessary instructions to the employees of the canteens and messing, whether that of the institution or that of a service provider providing this service, or their employers, as the case may be, to keep a strict vigil in the area of their work and to report the incidents of ragging to the Head of the institution or members of the Anti-Ragging Squad or members of the Anti-Ragging Committee or the Wardens, as may be required.
- k)**All Universities awarding a degree in education at any level, shall be required to ensure that institutions imparting instruction in such courses or conducting training programme for teachers include inputs relating to anti- ragging and the appreciation of the relevant human rights, as well as inputs on topics regarding sensitization against corporal punishments and checking of bullying amongst students, so that every teacher is equipped to handle at least the rudiments of the counseling approach.
- l)**Discreet random surveys shall be conducted amongst the freshers every fortnight during the first three months of the academic year to verify and cross-check whether the institution is indeed free of ragging or not and for the purpose the institution may design its own methodology of conducting such surveys.
- m)**The institution shall cause to have an entry, apart from those relating to general conduct and behavior, made in the Migration/Transfer Certificate issued to the student while leaving the institution, as to whether the student has been punished for committing or abetting an act of ragging, as also whether the student has displayed persistent violent or aggressive behavior or any inclination to harm others, during his course of study

in the institution.

- n) Notwithstanding anything contained in these Regulations with regard to obligations and responsibilities pertaining to the authorities or members of bodies prescribed above, it shall be the general collective responsibility of all levels and sections of authorities or functionaries including members of the faculty and employees of the institution, whether regular or temporary, and employees of service providers providing service within the institution, to prevent or to act promptly against the occurrence of ragging or any incident of ragging which comes to their notice.
- o) The Heads of institutions affiliated to a University or a constituent of the University, as the case may be, shall, during the first three months of an academic year, submit a weekly report on the status of compliance with Anti-Ragging measures under these Regulations, and a monthly report on such status thereafter, to the Vice-Chancellor of the University to which the institution is affiliated to or recognized by.
- p) The Vice Chancellor of each University, shall submit fortnightly reports of the University, including those of the Monitoring Cell on Ragging in case of an affiliating university, to the State Level Monitoring Cell.

7. Action to be taken by the Head of the institution.-

On receipt of the recommendation of the Anti Ragging Squad or on receipt of any information concerning any reported incident of ragging, the Head of institution shall immediately determine if a case under the penal laws is made out and if so, either on his own or through a member of the Anti-Ragging Committee authorised by him in this behalf, proceed to file a First Information

Report (FIR), within twenty four hours of receipt of such information or recommendation, with the police and local authorities, under the appropriate penal provisions relating to one or more of the following, namely;

- i. Abetment to ragging;
- ii. Criminal conspiracy to rag;
- iii. Unlawful assembly and rioting while ragging;
- iv. Public nuisance created during ragging;
- v. Violation of decency and morals through ragging;
- vi. Injury to body, causing hurt or grievous hurt;
- vii. Wrongful restraint;
- viii. Wrongful confinement;
- ix. Use of criminal force;
- x. Assault as well as sexual offences or unnatural offences;
- xi. Extortion;
- xii. Criminal trespass;
- xiii. Offences against property;
- xiv. Criminal intimidation;
- xv. Attempts to commit any or all of the above mentioned offences against the victim(s);
- xvi. Threat to commit any or all of the above mentioned offences against the victim(s);
- xvii. Physical or psychological humiliation;
- xviii. All other offences following from the definition of "Ragging".

Provided that the Head of the institution shall forthwith report the occurrence of the incident of ragging to the District Level Anti-Ragging Committee and the Nodal officer of the affiliating University, if the institution is an affiliated institution.

Provided further that the institution shall also continue with its own enquiry initiated

Signature of deponent Solemnly affirmed and signed in my presence on this the _____ (day) of _____ (month) ,of_____ (Year) after reading the contents of this affidavit.

OATH COMMISSIONER

Under clause 9 of these Regulations and other measures without waiting for action on the part of the police/local authorities and such remedial action shall be initiated and completed immediately and in no case

later than a period of seven days of the reported occurrence of the incident of ragging.

8. Duties and Responsibilities of the Commission and the Councils.-

8.1 The Commission shall, with regard to providing facilitating communication of information regarding incidents of ragging in any institution, take the following steps, namely;

- a) The Commission shall establish, fund and operate, a toll-free Anti-Ragging Helpline, operational round the clock, which could be accessed by students in distress owing to ragging related incidents.
- b) Any distress message received at the Anti-Ragging Helpline shall be simultaneously relayed to the Head of the Institution, the Warden of the Hostels, the Nodal Officer of the affiliating University, if the incident reported has taken place in an institution affiliated to a University, the concerned District authorities and if so required, the District Magistrate, and the Superintendent of Police, and shall also be web enabled so as to be in the public domain simultaneously for the media and citizens to access it.
- c) The Head of the institution shall be obliged to act immediately in response to the information received from the Anti-Ragging Helpline as at sub-clause (b) of this clause.
- d) The telephone numbers of the Anti-Ragging Helpline and all the important functionaries in every institution, Heads of institutions, faculty members, members of the anti-ragging committees and anti ragging squads, district and sub-divisional authorities and state authorities, Wardens of hostels, and other functionaries or authorities where relevant, shall be widely disseminated for access or to seek help in emergencies.
- e) The Commission shall maintain an appropriate data base to be created out of affidavits, affirmed by each student and his/her parents/guardians and stored electronically by the institution, either on its or through an agency to be designated by it; and such database shall also function as a record of ragging complaints received, and the status of the action taken thereon.
- f) The Commission shall make available the database to a non-governmental agency to be nominated by the Central Government, to build confidence in the public and also to provide information of non compliance with these Regulations to the Councils and to such bodies as may be authorized by the Commission or by the Central Government.

8.2 The Commission shall take the following regulatory steps, namely;

- a) The Commission shall make it mandatory for the institutions to incorporate in their prospectus, the directions of the Central Government or the State Level Monitoring Committee with regard to prohibition and consequences of ragging, and that non-compliance with these Regulations and directions so provided, shall be considered as lowering of academic standards by the institution, therefore making it liable for appropriate action.
- b) The Commission shall verify that the institutions strictly comply with the requirement of getting the affidavits from the students and their parents/guardians as envisaged under these Regulations.
- c) The Commission shall include a specific condition in the Utilization Certificate, in respect of any financial assistance or grants-in-aid to any institution under any of the general or special schemes of the Commission, that the institution has complied with the anti-ragging measures.

Any incident of ragging in an institution shall adversely affect its accreditation, ranking or grading by NAAC or by any other authorized accreditation agencies while assessing the institution for accreditation, ranking or grading purposes.

- e) The Commission may accord priority in financial grants-in-aid to those institutions, otherwise eligible to receive grants under section 12B of the Act, which report a blemish less record in terms of there being no reported incident of ragging.
- f) The Commission shall constitute an Inter-Council Committee, consisting of representatives of the various Councils, the Non-Governmental agency responsible for monitoring the database maintained by the Commission under clause (g) of Regulation 8.1 and such other bodies in higher education, to coordinate and monitor the anti-ragging measures in institutions across the country and to make recommendations from time

to time; and shall meet at least once in six months each year.

g) The Commission shall institute an Anti-Ragging Cell within the Commission as an institutional mechanism to provide secretarial support for collection of information and monitoring, and to coordinate with the State Level Monitoring Cell and University level Committees for effective implementation of anti-ragging measures, and the Cell shall also coordinate with the Non-Governmental agency responsible for monitoring the database maintained by the Commission appointed under clause (g) of Regulation 8.1.

9. Administrative action in the event of ragging.-

9.1 The institution shall punish a student found guilty of ragging after following the procedure and in the manner prescribed herein under:

a) The Anti-Ragging Committee of the institution shall take an appropriate decision, in regard to punishment or otherwise, depending on the facts of each incident of ragging and nature and gravity of the incident of ragging established in the recommendations of the Anti-Ragging Squad.

b) The Anti-Ragging Committee may, depending on the nature and gravity of the guilt established by the Anti-Ragging Squad, award, to those found guilty, one or more of the following punishments, namely;

i. Suspension from attending classes and academic privileges.

ii. Withholding/ withdrawing scholarship/ fellowship and other benefits.

iii. Debarring from appearing in any test/ examination or other evaluation process.

iv. Withholding results.

v. Debarring from representing the institution in any regional, national or international meet, tournament, youth festival, etc.

vi. Suspension/ expulsion from the hostel.

vii. Cancellation of admission.

viii. Rustication from the institution for period ranging from one to four semesters.

ix. Expulsion from the institution and consequent debarring from admission to any other institution for a specified period.

Provided that where the persons committing or abetting the act of ragging are not identified, the institution shall resort to collective punishment.

c) An appeal against the order of punishment by the Anti-Ragging Committee shall lie,

i. in case of an order of an institution, affiliated to or constituent part, of a University, to the Vice-Chancellor of the University;

ii. in case of an order of a University, to its Chancellor.

iii. in case of an institution of national importance created by an Act of Parliament, to the Chairman or Chancellor of the institution, as the case may be.

9.2 Where an institution, being constituent of, affiliated to or recognized by a University, fails to comply with any of the provisions of these Regulations or fails to curb ragging effectively, such University may take any one or more of the following actions, namely;

i. Withdrawal of affiliation/recognition or other privileges conferred.

ii. Prohibiting such institution from presenting any student or students then undergoing any programme of study therein for the award of any degree/diploma of the University.

Provided that where an institution is prohibited from presenting its student or students, the Commission shall make suitable arrangements for the other students so as to ensure that such students are able to pursue their academic studies.

iii. Withholding grants allocated to it by the university, if any

iv. Withholding any grants channelized through the university to the institution.

v. Any other appropriate penalty within the powers of the university.

9.3 Where in the opinion of the appointing authority, a lapse is attributable to any member of the faculty or staff of the institution, in the matter of reporting or taking prompt action to prevent an incident of ragging or who display an apathetic or insensitive attitude towards complaints of ragging, or who fail to take timely steps, whether required under these Regulations or otherwise, to prevent an incident or incidents of ragging, then

such authority shall initiate departmental disciplinary action, in accordance with the prescribed procedure of the institution, against such member of the faculty or staff.

Provided that where such lapse is attributable to the Head of the institution, the authority designated to appoint such Head shall take such departmental disciplinary action; and such action shall be without prejudice to any action that may be taken under the penal laws for abetment of ragging for failure to take timely steps in the prevention of ragging or punishing any student found guilty of ragging.

9.4 The Commission shall, in respect of any institution that fails to take adequate steps to prevent ragging or fails to act in accordance with these Regulations or fails to punish perpetrators or incidents of ragging suitably, take one or more of the following measures, namely;

i. Withdrawal of declaration of fitness to receive grants under section 12B of the Act.

ii. Withholding any grant allocated.

iii. Declaring the institution ineligible for consideration for any assistance under any of the general or special assistance programmes of the Commission.

iv. Informing the general public, including potential candidates for admission, through a notice displayed prominently in the newspapers or other suitable media and posted on the website of the Commission, declaring that the institution does not possess the minimum academic standards.

v. Taking such other action within its powers as it may deem fit and impose such other penalties as may be provided in the Act for such duration of time as the institution complies with the provisions of these Regulations.

Provided that the action taken under this clause by the Commission against any institution shall be shared with all Councils.

**ANNEXURE I
AFFIDAVIT BY THE STUDENT**

- 1) I, _____ (full name of student with admission/registration/enrolment number) s/o d/o Mr./ Mrs./Ms. _____, have been admitted to (name of the institution), have received a copy of the UGC Regulations on Curbing the Menace of Ragging in Higher Education Institutions, 2009, (herein after called the “Regulations”) carefully read and fully understood the provisions contained in the said Regulations.
- 2) I have, in particular, perused clause 3 of the Regulations and am aware as to what constitutes ragging.
- 3) I have also, in particular, pursued clause 7 and clause 9.1 of the Regulations and am fully aware of the penal and administrative action that is liable to be taken against me in case I am found guilty of or abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.
- 4) I hereby solemnly aver and undertake that:
- a) I will not indulge in any behavior or act that may be constituted as ragging under clause 3 of the Regulations.
- b) I will not participate in or abet or propagate through any act of commission or omission that may be constituted as ragging under clause 3 of the Regulations.
- 5) I hereby affirm that, if found guilty of ragging, I am liable for punishment according to clause 9.1 of the Regulations, without prejudice to any other criminal action that may be taken against me under any penal law or any law for the time being in force.
- 6) I hereby declare that I have not been expelled or debarred from admission in any institution in the country on account of being found guilty of, abetting or being part of a conspiracy to promote, ragging; and further affirm that, in case the declaration is found to be untrue, I am aware that my admission is liable to be cancelled.

Declared this ___ day of _____ month of _____ year.

Signature of deponent

Name:

VERIFICATION

Verified that the contents of this affidavit are true to the best of my knowledge and no part of the affidavit is false and nothing has been concealed or misstated therein.

Verified at _____ (place) on this the _____ (day) of _____ (month) _____ (year).

Signature of deponent

Solemnly affirmed and signed in my presence on this the _____ (day) of _____ (month), of _____ (year) after reading the contents of this affidavit.

OATH COMMISSIONER

ANNEXURE II
AFFIDAVIT BY PARENT/GUARDIAN

- 1) I, Mr./Mrs./Ms. _____ (full name of parent/guardian) father/mother/guardian of _____ (full name of student with admission/registration/enrolment number), having been admitted to _____ (name of the institution), have received a copy of the UGC Regulations on Curbing the Menace of Ragging in Higher Educational Institutions, 2009, (hereinafter called the "Regulations"), carefully read and fully understood the provisions contained in the said Regulations.
- 2) I have, in particular, perused clause 3 of the Regulations and am aware as to what constitutes ragging.
- 3) I have also, in particular, perused clause 7 and clause 9.1 of the Regulations and am fully aware of the penal and administrative action that is liable to be taken against my ward in case he/she is found guilty of or abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.
- 4) I hereby solemnly aver and undertake that:
- a) My ward will not indulge in any behavior or act that may be constituted as ragging under clause 3 of the Regulations.
- b) My ward will not participate in or abet or propagate through any act of commission or omission that may be constituted as ragging under clause 3 of the Regulations.
- 5) I hereby affirm that, if found guilty of ragging, my ward is liable for punishment according to clause 9.1 of the Regulations, without prejudice to any other criminal action that may be taken against my ward under any penal law or any law for the time being in force.
- 6) I hereby declare that my ward has not been expelled or debarred from admission in any institution in the country on account of being found guilty of, abetting or being part of a conspiracy to promote, ragging; and further affirm that, in case the declaration is found to be untrue, the admission of my ward is liable to be cancelled.

Declared this ___ day of _____ month of _____ year.

Signature of deponent

Name:

Address:

Telephone/ Mobile No.:

VERIFICATION

Verified that the contents of this affidavit are true to the best of my knowledge and no part of the affidavit is false and nothing has been concealed or misstated therein.

Verified at (place) on this the (day) of (month), (year).

Signature of deponent

Solemnly affirmed and signed in my presence on this the (day)(month), of (year) after reading the contents of this affidavit.

OATH COMMISSIONER

UGC Guidelines on Students' Entitlements

It has been observed that the students are generally unaware of their various entitlements and ways & means to get their grievances redressed. It was a long felt need to prepare a charter of Students' Entitlements that list-out various entitlements of the students along with other student's related services and a simplified procedure for redressal of grievances. Keeping this in view the UGC has now prepared guidelines on students' entitlements. The guidelines provide entitlement of students in relation to admission, quality of teaching and learning, fee and financial aid, infrastructure along with entitlements for non-discriminatory treatment and freedom of thought and expression.

These guidelines are available in the UGC website-www.ugc.ac.in. The students may go through these guidelines.

CORE FACULTY

Dr. B.D. Mishra

Associate Professor & Head

M.B.A.; Ph.D.,F.D.P. (IIM,K)

Financial Management, Business Policy & Strategic Management

Dr. Harish Kumar

Professor

M.Com (Buss. Admn.); Ph.D.; FDP (IIM, A); D.Litt.

**Human Resource Management, Organisational Behaviour and
General Management**

Dr. L.P. Pateriya (On EOL)

Professor

M.Sc. (Maths); M.B.A.; LL.B.; ACTE (Tourism); Ph.D.

**Quantitative Techniques & Operations Research,
Marketing Management and Business Laws**

Dr. (Mrs.) Bobby B. Pandey

Assistant Professor (Senior Scale)

M.A. (Eco.); M.B.A.; Ph.D.

Business Economics and Marketing Management

Dr. Teju Kujur

Assistant Professor (Adhoc)

M.B.A.; Ph.D.

UGC-NET: Management

Human Resource Management and Organisational Behaviour

Ms. Harsha Sahu

Assistant Professor (Adhoc)

MBA; M.A., B.Sc., PGDCA

UGC-NET: Management

UGC-NET: Labor Welfare/Personnel Mgmt/IR/ Labor & Social Welfare/HRM

Industrial Relations, Human Resource Management and Organizational Change

UNIVERSITY TELEPHONE DIRECTORY

'A' : ADMINISTRATION

SN DESIGNATION & NAME	CONTACT NUMBER
1. Vice Chancellor Prof. Alok Kumar Chakrawal	260283 / 260353
2. Dean, Students Welfare Dr. M N Tripathi	260204, 260013
3 Dean, SOS in Management & Commerce Prof. (Dr.) Ashok Mishra	260025
4 Registrar Prof. Manish Shrivastava	260209
5 Chief Proctor Prof. (Dr.) V. S. Rathore	260206 M-75874-72651
6 Finance Officer Prof.S C Shrivastava	260036 8989429598
7 Controller of Exam Dr. R.K. Sharma	260003
8 Secretary to V.C.	260353 260210
9. University Engineer	260207
10.Librarian A.K. Sharma	260041
11.Chief Warden Prof. Pradeep P. Shukla	9425227219
12. Warden, Girls' Hostel Dr. Gauri Tripathi	9452206059
13.Warden, Boys' Hostel Dr. Bhaskar Chaurasia	260480 9425893212
14.University Guest House	260024
15.Cultural Coordinator,	260025

‘B’: FACULTY

FACULTY	DESIGNATION	Contact Number
Dr. B.D. Mishra	Associate Professor, (Head of Department)	9893258102
Dr. Harish Kumar	Professor	9425542428
Dr. L.P. Pateriya	Professor (On Extra Ordinary Leave)	9425227163
Dr. (Mrs.) Bobby B. Pandey	Asstt. Professor	9340133282
Mr. TejuKujur	Asstt. Professor(Adhoc)	9981509804
Ms. HarshaSahu	Asstt. Professor (Adhoc)	9685144915

‘C’: OFFICE STAFF

Shri Dinesh Kumar Dewangan, Superintende **7898006105**

Shri Suresh Kaivart **Peon**
Shri Narantak Suryavanshi **Peon**

‘D’ : OTHER USEFUL TELEPHONE NUMBERS

Police Station, Koni **260039**
Post Office, Koni **260032**
Punjab National Bank, Koni **260034**
Bank of India **260073**
260202,
Telephone Exchange, Koni **260098**
University Health Centre (Dr. A.N. Mondal), **260427**
Koni **9425546165**

MBA Programme Structure

Programme Structure:

The MBA programme is a two-year course divided into four-semester. The course is of 116 Credits and for the award of degree a student will be required to complete the credits as per the University norms.

		Semester	Semester
Part – I	First Year	Semester I	Semester II
Part – II	Second Year	Semester III	Semester IV

Course Credit Scheme for MBA Programme

Semester	Core Courses			Discipline Specific Elective Courses			Open Elective Course			Mandatory Course (RM & E) / Summer Training Project / Master Dissertation			Total Credit
	No. of papers	Credits (L+T/P) [3:1:0]	Total Credit	No. of papers	Credits (L+T/P) [3:1:0]	Total Credit	No. of papers	Credits (L+T/P) [3:1:0]	Total Credit	No. of papers	Credits (L+T/P) [3:1:0]	Total Credit	
I	07	04	28	00	00	00	00	00	00	00	00	00	28
II	07	04	28	00	00	00	00	00	00	01	04	04	32
III	02	04	08	05	04	20	01	04	04	01	04	04	36
IV	01	04	04	03	04	12	00	00	00	01	04	04	20
TOTAL			76			32			04			10	116
Additional Course (Optional) [As per University Norms declared from time to time.]													
University Elective Courses (UEC)													02
Certificate Course (CC)													02
Foundation Course (FC)													02

For each Core and Elective Course, there will be **4 lecture hours (3 Lectures and 1 Tutorial)** of teaching per week.

Open Electives to the maximum total of 4 credits.

The duration of the examination of each paper shall be 3 hours.

Each paper will be of **100 marks** out of which **70 marks** shall be allocated for semester-end external examination and **30 marks** for internal assessment.

Specialization: The Department offers dual specialization from the second year. A student has to opt for one major and one minor area of specialization out of the three areas of specialization, namely: Finance, Marketing and Human Resource Management (HR). A student has to give her/his option for major and minor areas of specialization in the third semester. The areas of specialization opted in the third semester cannot be changed in the fourth semester. Areas of major and minor specialization opted by a student will be mentioned in her/his mark-sheet along with the courses/papers.

SEMESTER WISE CREDIT DISTRIBUTION FOR MBA PROGRAMME

UNDER CHOICE BASED CREDIT SYSTEM (CBCS)

The Course of Study and the Scheme of Examinations:

FIRST YEAR – Semester I			
Course Type	Course Code	Title of the Course / Paper	Credits in each course (4=L-3:T-1:P-0)
Core	MSPATT01	Principles and Practice of Management	4
Core	MSPATT02	Quantitative Methods	4
Core	MSPATT03	Managerial Economics	4
Core	MSPATT04	Business Environment	4
Core	MSPATT05	Managerial Skill Development	4
Core	MSPATT06	Indian Ethos and Values	4
Core	MSPATT07	Accounting for Managers	4
Total Credits in Semester I: (7 x 4 = 28 Credits)			28

FIRST YEAR – Semester II			
Course Type	Course Code	Title of the Course / Paper	Credits in each course (4=L-3:T-1:P-0)
Core	MSPBTT01	Organizational Behaviour	4
Core	MSPBTT02	Operations Research	4
Core	MSPBTT03	Human Resource Management	4
Core	MSPBTT04	Financial Management	4
Core	MSPBTT05	Marketing Management	4
Core	MSPBTT06	Production and Operations Management	4
Core	MSPBTT07	Computer Applications in Management	4
Mandatory Course	MSPBTC01	Research Methodology and Publication Ethics	4
Total Credits in Semester I: (8 x 4 = 32 Credits)			32
Note:	Summer Training Project		
	<p>At the end of the second semester, all students will have to undergo summer training of 4-6 weeks with an industrial, business, or service organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the executive in organizations as approved by the Department from time to time. Each student will be required to submit a project report to the Department for the work undertaken during summer training within four weeks of the commencement of the third semester for the purpose of evaluation in the third semester. Confidential reports of the student's performance in the training will be collected from the concerned organizations. Reports will be a part of the evaluation process.</p>		

SECOND YEAR – Semester III

Course Type	Course Code	Title of the Course / Paper	Credits in each course (4=L-3:T-1:P-0)
Core	MSPCTT01	Decision Support System and Management Information System	4
Core	MSPCTT02	Corporate Legal Framework	4
Field Project*	MSPCEF01	Summer Training Project	4
<p>*Note:The Summer Training Project Report will be of 100 marks and has to be submitted within four weeks from the commencement of the third semester.</p>			
Open Elective	MSPCTO01	Indian Financial System**	4
Open Elective	MSPCTO02	Application of Excel in Finance**	4
Open Elective	MSPCTO03	Stress Management**	4
Open Elective	MSPCTO04	Digital Marketing**	4
<p>**Note:</p> <p>(i) Students can also opt for the online NPTEL (https://onlinecourses.nptel.ac.in) or SWAYAM or online courses offered by IIMs, IITs, IIITs or Open Electives offered by other Departments of Guru Ghasidas Vishwavidyalaya with minimum 4 credits on his/her own, complete it successfully before admission in the third semester, and submit the completion certificate to the Controller of Examination through Head of the Department. Through this, he/she can avail the benefit of the waiver of the four-credit course in the third semester in the open elective.</p> <p>(ii) If a student does not opt for the open electives, mentioned above at (i), she/he has to opt for any one of the open electives offered by the Department.</p>			
Discipline Specific Elective (DSE)***			
Finance (F) Area			
DSE (F)	MSPCTD01	Management Control System	4
DSE (F)	MSPCTD02	Security Analysis and Portfolio Management	4
DSE (F)	MSPCTD03	Management of Financial Institutions	4
Marketing(M) Area			
DSE(M)	MSPCTD04	Consumer Behaviour	4
DSE(M)	MSPCTD05	Integrated Marketing Communication	4
DSE(M)	MSPCTD06	International Marketing	4
Human Resource Management (HR)Area			
DSE (HR)	MSPCTD07	Management of Industrial Relations	4
DSE (HR)	MSPCTD08	Legal Framework Governing Human Relations	4
DSE (HR)	MSPCTD09	Management Training and Development	4
<p>***Note: A student has to opt for 'anyone area' as Major Specialization and 'another area' as Minor Specialization. There will be three courses/papers in Major and two courses/papers in Minor Specialization. The Head of the Department will announce the Minor courses/papers available in different groups at the beginning of the semester.</p>			
Total Credits in Semester I: (9 x 4 = 36 Credits)			36
Core 2+ Open Electives 1 + Field Project 1+ DSE 5 = 9			

SECOND YEAR – SemesterIV

Course Type	Course Code	Title of the Course / Paper	Credits in each course (4=L-3:T-1:P-0)
Core	MSPDTT01	Strategic Management	4
Dissertation Project Report	MSPDDF01	Dissertation Project Report****	4
<p>****Note: The Project Report will be of 100 marks (project Report 50 marks + Viva Voce Examination 50 marks) and shall commence from the third semester and the report shall be submitted towards the end of the fourth semester. A student will not be given any special permission to leave the Department for a long time to do the project, as he/she will be missing fourth-semester classes. Preferably, market surveys, organization surveys in the local organizations can be done. A Board of Examiners consisting of internal and external examiners will evaluate the report.</p>			
Discipline Specific Elective (DSE)*****			
Finance (F) Area			
DSE (F)	MSPDTD01	Management of Financial Services	4
DSE (F)	MSPDTD02	International Financial Management	4
Marketing (M) Area			
DSE(M)	MSPDTD03	Sales & Distribution Management	4
DSE(M)	MSPDTD04	Marketing of Services	4
Human Resource Management (HR)Area			
DSE (HR)	MSPDTD05	Human Resource Planning & Development	4
DSE (HR)	MSPDTD06	Organizational Change and Intervention Strategies	4
<p>*****Note: A student has to continue with the same Major and Minor Specialization as opted in the third semester. There will be two courses/papers in Major and One course/paper in Minor Specialization. The Head of the Department will announce the Minor course/paper in different groups at the beginning of the semester.</p>			
Total Credits in Semester I: (5 x 4 = 20 Credits)			20
Core1+ Dissertation Project Report 1 + DSE 3 =5			

Total Credits	
Semester	Number of Credits
I	28
II	32
III	36
IV	20
Grand Total	116

12. Assessment of Students' Performance and Scheme of Examinations

The academic performance of a candidate shall be evaluated in respect of the courses of study prescribed for each semester. The evaluation of students admitted in the MBA Programme shall be based on:

- (a) End Semester Examinations, and (b) Continuous Internal Assessment.

Out of the total marks, 70% shall be allotted for the end semester examinations and 30% shall be allotted to continuous internal assessments during the semester. The scheme of internal assessment shall be as notified from time to time by the Department/University.

The end semester examinations will be held on such dates as may be notified by the appropriate authority of the University.

The minimum percentage of marks to pass the courses in each semester shall be 40% in each course.

The Program shall have a specified number of credits in each semester. The number of credits along with grade points that the student has satisfactorily cleared shall measure the performance of the student. Satisfactory progress of a student is subject to his/ her maintaining a minimum Cumulative Grade Point Average (CGPA), as well as minimum grades in different courses of the program as given in table which a student, if obtains is, eligible for the award of degree.

Calculation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA (Si)} = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

where, C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.

$$\text{CGPA} = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

where, S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester.

iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Grading system: The grading system, as detailed here under in Table shall be applicable for each course:

Range of % of marks	Grade points	Letter Grade	GRADE
>90 - ≤100	10	O	Outstanding
>80 - ≤90	9	A+	Excellent
>70 – ≤80	8	A	Very Good
>60 – ≤70	7	B+	Good
>50 – ≤60	6	B	Above Average
>40 - ≤50	5	C	Average
= 40	4	P	Pass
0 - <40	0	F	Fail
Absent	0	Ab	Fail

Description

- (i) Letter grades **O, A+, A, B+, B, C,** and **P** in a course mean that the student has passed that course.
- (ii) The grade 'F' denotes 'FAIL'; if a student fails in the course due to poor performance or non-appearance/incomplete appearance in the examination of the course. A student has to appear at subsequent examination(s), if provided under the ordinances in all such courses, until a passing grade is obtained. Ab denotes absence or non-appearance of the student in the examination.

13. Scheme and Instructions for Examination

1. This is an intensive programme of study for **TWO** academic sessions.
2. The programme is divided into **FOUR** semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 4 Credits until and unless indicated otherwise in the scheme of examinations. Classes will be held 4 hours (3 Lectures and 1 Tutorial) per subject per week.
4. Every course shall carry a total of 100 marks. There shall be 70 marks for semester-end external examination and 30 marks for internal assessment until and unless indicated otherwise.

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

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

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

S. No.	Components of End Semester Examination	Marks
1.	Section – ‘A’ (Very short answer type questions) comprises of 10 questions carrying 2 marks each (<i>All questions are compulsory</i>).	20 Marks
2.	Section – ‘B’ (Long answer type questions) comprises of 08 questions carrying 10 marks each (<i>Attempt any five questions</i>).	50 Marks
TOTAL		70 Marks

14. Promotion Rules and Examination:

(A) First Semester Examination:

A candidate admitted in the 1st Semester of a 2-year **MBA** programme can be put in the following two categories on the basis of their attendance in the Semester:

- I. (i) One who has put in the required minimum percentage of attendance for appearing in the End Semester Examination and filled up the examination form in time for appearing at the 1st Semester Examination.
- (ii) One who did not put in the required minimum percentage of attendance for appearing at the 1st Semester Examination or did not fill up examination form in time for appearing at the 1st Semester Examination.

Candidates under Category I (i) are eligible for appearing at the examination of 1st Semester, while candidates under Category I (ii) shall be not allowed to appear at the examination of the Semester however he/she shall be eligible for readmission after submission of requisite fee effective at the time of admission and will study the course applicable from that session.

II. Declaration of results after 1st Semester

After appearing at the Examination of 1st Semester the candidates can be put in the following categories in the context of declaration of the results of the 1st Semester Examination:

- (i). Passed, i.e., those who have passed in examinations of all courses of the Semester.
- (ii). Promoted, i.e., those who have not passed in examinations of all the courses of the Semester, but have passed $n/2$ where n is even or $(n-1)/2$ where n is odd, courses prescribed for the semester, where n is the total number of courses in the semester
- (iii). Detained, i.e., those students who were not found to eligible to appear in the End Semester Examination as per the above provisions. Such students have to rejoin the course of study in regular mode in the same semester in next session subject to not crossing maximum duration of the program as defined in the ordinance
- (iv). Failed: All those students who have not passed minimum $(n/2) + 1$ courses if n is even and $((n+1)/2) + 1$ courses if n is odd, where n stands for the total number of courses in that semester shall be categorized as Failed.
- (v). Minimum passing grade – Grade 'P' for each course.

Promotion to 2nd Semester:

All students who have passed or promoted as per the provisions prescribed in para 14 A (ii) shall be promoted to the 2nd Semester. Detained and Failed candidates shall not be promoted to the 2nd Semester. However, they shall be promoted to the 2nd semester when they become eligible to come under the category of either 'Passed' or 'Promoted' as explained above after passing the failed courses in the subsequent available examination(s) as ex- students.

(B) Second Semester Examination:

As in the 1st Semester, all the candidates who have put in the minimum percentage of attendance and have filled in the examination form in time for appearing at the End Semester Examination of 2nd Semester shall be allowed to appear at the respective examinations. However, students who have not put in the minimum percentage of attendance or did not fill up the Examination form in time in Semester shall be allowed to take re-admission in that Semester on the subsequent session only.

(C) Declaration of results after 2nd Semester:

After declaration of results of the 2nd Semesters, a candidate can be put in the following categories:

- (i). Passed, i.e., those who have passed in examinations of all courses of the Semester.
- (ii). Promoted, i.e., those who have not passed in examinations of all the courses of the Semester, but have passed $n/2$ where n is even or $(n-1)/2$ where n is odd, courses prescribed for the semester, where n is the total number of courses in the semester
- (iii). Detained, i.e., those students who were not found to eligible to appear in the End Semester Examination as per the above provisions. Such students have to rejoin the course of study in regular mode in the same semester in next session subject to not crossing maximum duration of the program as defined in the ordinance
- (iv). Failed: All those students who have not passed minimum $(n/2) + 1$ courses if n is even and $((n+1)/2) + 1$ courses if n is odd, where n stands for the total number of courses in that semester shall be categorized as Failed.

Minimum passing grade – Grade 'P' for each course.

(D) Promotion to the Third Semester:

- (i) A candidate who comes under the category 'Passed or Promoted' in 2nd Semester is eligible to be promoted to the third Semester, if otherwise eligible.
- (ii) Detained and Failed candidates shall not be promoted to the 3rd Semester. However, they shall be promoted to the third semester when they become eligible to come under the category of either 'Passed' or 'Promoted' as explained above after passing the failed courses in the subsequent available examination(s) as ex- students.

Declaration of results after 3rd Semester:

After declaration of results of the 3rd Semesters, a candidate can be put in the following categories:

- (i). Passed, i.e., those who have passed in examinations of all courses of the Semester.
- (ii). Promoted, i.e., those who have not passed in examinations of all the courses of the Semester, but have passed $n/2$ where n is even or $(n-1)/2$ where n is odd, courses prescribed for the semester, where n is the total number of courses in the semester
- (iii). Detained, i.e., those students who were not found to eligible to appear in the End Semester Examination as per the above provisions. Such students have to rejoin the course of study in regular mode in the same semester in next session subject to not crossing maximum duration of the program as defined in the ordinance
- (iv). Failed: All those students who have not passed minimum $(n/2) + 1$ courses if n is even and $((n+1)/2) + 1$ courses if n is odd, where n stands for the total number of courses in that semester shall be categorized as Failed.

Minimum passing grade – Grade 'P' for each course.

(E) Promotion to the Fourth Semester:

All passed or promoted students who have put in the minimum percentage of attendance in 3rd Semester and filled in the examination form in time shall be promoted to the 4th Semester.

Detained and Failed candidates shall not be promoted to the 4th Semester. However, they shall be promoted to the 4th semester when they become eligible to come under the category of 'passed' or 'promoted' as explained above.

(F) Declaration of Results after Fourth Semester:

After declaration of results of 4th Semesters, a candidate can be put in the following two categories:

Declaration of results after 4th Semester:

After declaration of results of the 4th Semesters, a candidate can be put in the following categories:

- (i). Passed, i.e., those who have passed in examinations of all courses of the Semester.
- (ii). Detained, i.e., those students who were not found to eligible to appear in the End Semester Examination as per the above provisions. Such students have to rejoin the course of study in regular mode in the same semester in next session subject to not crossing maximum duration of the program as defined in the ordinance
- (iii). Failed: All those students who have not passed minimum $(n/2) + 1$ courses if n is even and $((n+1)/2) + 1$ courses if n is odd, where n stands for the total number of courses in that semester shall be categorized as Failed.

Minimum passing grade – Grade 'P' for each course.

Such failed students may clear their failed courses in subsequent examinations as ex-students. Students failing in courses of 1st, 2nd, 3rd & 4th Semesters may appear in the subsequent main examination(s) to clear their courses. The 4th Semester results of such students who would have not cleared any course in any semester shall not be declared and will be marked as **Withheld** till the clearance of the course(s). The candidate shall be awarded the **MBA** degree from the date/year of declaration of the withheld results subject to maximum duration of the programme.

For Ex-Students, the record of continuous internal assessment will be carried over and considered in subsequent term as and when he/she appears in the end semester examination.

Minimum attendance requirement is not mandatory for Ex-students.

15. Rustication/ Suspension / Withdrawal from a Semester/Part

A student suspended or debarred from attending the classes due to any reason, whatsoever, or having withdrawn from a semester/year on medical grounds or for any other cogent reason, shall have to seek re-admission in the appropriate semester in the next academic session as a regular student. Such students shall have to meet the requirement of 75% attendance in each course in a semester.

16. Termination of Enrolment

The enrolment of a student may be terminated on disciplinary grounds, in accordance with the provisions laid down in the University Act/Statute/Ordinances/Regulations as applicable from time to time.

A student whose enrolment has been terminated may appeal to the Competent Authority for reconsideration within fifteen days from the date of issuance of the communication of termination and the appeal will be disposed off within fifteen days. If the appeal is allowed, his/her admission and enrolment shall be restored.

17. Declaration of Division:

A student who has passed in all the courses of each I, II, III and IV Semesters and obtained at least CGPA of 4.00 shall be declared as 'Passed'. The division will be awarded after successful completion of fourth semester according to the following criteria:

First Division with Distinction or Honours	:	$7.5 \leq \text{CGPA} \leq 10.0$
First Division	:	$6.5 \leq \text{CGPA} < 7.5$
Second Division	:	$4.5 \leq \text{CGPA} < 6.5$

18. Mark sheet / Transcript:

Based on the above Letter grades, grade points and SGPA and CGPA, the Vishwavidyalaya shall issue the Mark-sheet/Grade-Card for each semester indicating the performance in respective semesters. Transcript shall be issued to the students on his/her request after successful completion of the Programme.

19. Conversion to Percentage:

The conversion formula for converting CGPA to the corresponding Percentage (P) of Marks will be as follows:

$$P = 10 \times \text{CGPA}$$

20. Ranking:

Only such candidates who complete successfully all courses in the program in single attempt shall be considered for declaration of ranks, medals etc. declared and notified by the university, if any.

DETAILED SYLLABUS FOR

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME

From Session 2021-22 Onwards (CBCS Course Structure)

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. Relate the different aspects of the human behaviour to the individual, group & organizational perspective of the workplace.
2. Apply the frameworks & tools effectively to analyse & approach various Organizational situations modify their own beliefs, assumptions, and behaviours with respect to how individuals, groups and organizations act in order to expand the options of approaches and increase the own effectiveness.

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 t

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. Business Ethics and Values, 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. Understanding and Managing Organizational Systems, Organizational design and structure.

Functional Areas of Management: Human Resource Management, Marketing Management, Financial Management, Production/Operations Management.

Suggested Readings:

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

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

MBA - (I Year) I Semester

Core: (MSPATT02)

Quantitative Methods

Objectives

The objective of the course is to make the students familiar with some basic, statistical and linear programming techniques. The main focus, however, is in their applications in business decision making. **(4 Credits)**

Learning Outcomes

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

1. Apply statistical analysis in business decision making.
2. Apply LP to business decision making.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

Mathematical basis of managerial decision: Functions, Applications of Functions, Some special Functions- A. P. & G.P. and their managerial application. Matrices. Markov Chains & their applications. Frequency Distribution and Their analysis. Probability Theory and Probability Distributions- Binomial, Poisson, Normal and Exponential. Correlation and Regression Analysis. Time Series Analysis and Forecasting. Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality. Introduction to some Basic Quantitative Methods Package.

Suggested Readings:

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

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

MBA - (I Year) I Semester

Core: (MSPATT03)

Managerial Economics

Objectives The objective of this course is to acquaint the participants with concepts and techniques used in Micro Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization. **(4 Credits)**

Learning Outcomes On successful completion of this course, the students are expected to will be able to:

1. Know basic concepts of managerial economics and how they are applied in different decisional situations.
2. Know the different demand situations and critical variables determining the demand and how to estimate the demand and finally how elasticity of demand can be applied in taking the pricing decisions.
3. Understand how output and price decisions are taken by a firm in different market structure in order to maximize the profits beside different price tactics adopted by firm.

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 t

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

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

Suggested Readings:

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

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

MBA - (I Year) I Semester

Core: (MSPATT04)

Business Environment

Objectives

The course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty. **(4 Credits)**

Learning Outcomes

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

1. Comprehend the forces that shape business and economic structure and develop strategies to cope with the same.
2. Evaluate the economic & political environmental dynamics to cope with the changing regulations affecting business and its profitability.
3. Analyse the competitive forces in environment and accordingly devise business policies and strategies to stay in competitive position.
4. Understand the international influences on domestic business and measures to be taken for successful global business operations.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

Theoretical Frame Work of Business Environment, Concept, Significance and Nature. Elements of Environment - Internal and External. Economic Environment of Business Elements and Significance. Economic System. NITI Aayog in India. Government Policies - Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy, Licensing Policy. Role of Public and Private Sector in Economic Development. Political and Legal Environment. MRTP- main provisions & amendments related to unfair trade practices. FEMA-objectives, administration & main provisions & penalties. Social and Cultural Environment of Business. Social Responsibility of Business. Social System and Social Institutions. Emerging Rural Sector in India. Consumerism in India.

Suggested Readings:

1. Sinha, V.C., Sinha, R. et al. (2021). Business Environment. SBPD Publications.
2. Aswathappa, K. (2014) Legal Environment of Business. Mumbai: Himalaya Publishing House.
3. Cherunilam, F. (2018). Business Environment. Mumbai: Himalaya Publishing House.
4. Jain & Verma, (2015). Business Environment. Sahitya Bhawan, Agra.
5. Shukla, M.B. (2012). Business Environment-Text and Cases. Taxmann, New Delhi.
6. Adhikary, M. (2012). Economic Environment of Business. New Delhi: Sultan Chand & Sons.
- Mishra and Puri. (2016). Business Environment. Himalaya Publishing House, Mumbai.

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

MBA - (I Year) I Semester

Core: (MSPATT05)

Managerial Skill Development

Objectives

The course is aimed at equipping the students with necessary tools, techniques and skills of communication inspire them and enlist their active and willing cooperation in the performance of their jobs. **(4 Credits)**

Learning Outcomes

On successful completion of this course, the learner is expected to understand the nature of communication and improve is communication skill.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

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

Suggested Readings:

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

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

MBA - (I Year) I Semester

Core: (MSPATT06)

Indian Ethos and Values

Objectives

The objective of this paper is to provide an understanding of basic Indian values and ethos and their significance in management. **(4 Credits)**

Learning Outcomes

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

1. Develop and understanding of Indian value system and its application in managerial practices and their perspectives.
2. Practice value-based management and ethical norms in business.

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 t

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

Course Contents:

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

Suggested Readings:

1. Kaushal, Shyam L. (2008). Business Ethics: Concepts, Crises and Solutions. New Delhi: Deep & Deep Publications Pvt. Ltd.
2. Khandelwal, N.M. (2011). Indian Ethos and Values for Managers. Himalayan Publications.
3. Chaturvedi, B. (2006). The Mahabharata: An Inquiry in the Human Condition. Orient Longman.
4. Das, G. (2009). The Difficulty of Being Good, On the Subtle Art of Dharma. India: Penguin Books.
5. Kautilya's Arthashastra (2016), King, Governance, and Law in Ancient India. Oxford University Press.
6. Sharma, Subhash.(2000). Management in New Age- Western Windows Eastern Doors. New Age.
7. Sharma, J.P. (2016). Corporate Governance, Business Ethics and CSR. ANE Publications.

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

MBA - (I Year) I Semester

Core: (MSPATT07)

Accounting for Managers

Objectives

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control. **(4 Credits)**

Learning Outcomes

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

1. Prepare and understand financial statements.
2. Understand the application of different analytical tools like ratio analysis, cash flow statement, funds flow statement, etc.
3. Apply different financial tools for decision making.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

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

Suggested Readings:

1. Maheshwari & Maheshwari, Accounting for Managers 2019, Vikas Publishing House.
2. Management Accounting by I M Pandey. Third Edition, Vikas Publishing House.
3. Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, 5e. PHI.
4. Goldwin, Alderman & Sanyal (2016). Financial Accounting. Cengage Learning.
5. Horngren (2013). Introduction to Financial Accounting. Pearson Accounting.
6. Lal, Jawahar (2016). Advanced Management Accounting, Text and Cases. New Delhi: S. Chand & Company.
7. Bhattacharya A.K.(2012). Financial Accounting for Business Manager. Prentice-Hall, New Delhi.
8. Narender L. Ahuja & Varun Dawar, Taxmann. 1/e Essentials of Financial Accounting, Asish K. Bhattacharya. Financial Accounting & Analysis. PHI.

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

MBA - (I Year) II Semester

Core: (MSPBTT01)

Organizational Behaviour

Objectives The objective of this paper is to understand the human interactions in an organization find what is driving it and influence it for getting better results in attaining business goals. **(4 Credits)**

Learning Outcomes On successful completion of this course, the learner will be able to Understand the change management process and apply it for the effectiveness of the organization.

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 t

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

Course Contents: **Organisational Behaviour:** Concept, Significance, Understanding and Managing Individual Behaviour - Personality, Perceptions, Values, Attitudes, Learning, Work-motivation, Individual Decision Making and Problem solving. Understanding and Managing Group Processes: Interpersonal and Group dynamics, Applications of emotional intelligence in organizations, Work stress. Power and Politics, Employee Involvement and Empowerment, Organizational Learning. Creativity and Innovation. Intergroup Behaviour and Collaboration, Employee Generation and Gender Issues. Cross-Cultural Dynamics, Organizational Culture and Climate, Stress Management, Work-life Balance, Organizational Conflict- Sources, Patterns, Levels and Types of conflict.

- Suggested Readings:**
1. Robbins, S. P., & Judge, T. (2013). Organizational behavior (15th ed.). Boston: Pearson.
 2. Newstrom J. W., & Davis, K. (2011). Human behavior at work (12th ed.). Tata McGraw Hill.
 3. Nelson, D, Quick, J.C., & Khandelwal, P., (2011). ORGB . Cengage Learning.
 4. Pareek. U. (2010). Understanding Organizational Behavior (2nd ed.). Oxford University Press
 5. Schermerhorn, J. R., Osborn, R.N., Hunt, M.U.J (2016). Organizational Behavior (12th ed.). Wiley.
 6. Hegar, Kathryn W. (2012). Modern Human Relations at Work. International Edition. Cengage
 7. Hersey, Paul, Dewey E. Johnson & Kenneth H. Blanchard (2013). Management of Organisational Behaviour. PHI.
 8. Luthans, Fred (2013). Organizational Behaviour. McGraw-Hill, Indian Edition.
 9. Pareek, U. & Khanna, S. (2016). Understanding Organizational Behaviour, Oxford University Press.

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

MBA - (I Year) II Semester

Core: (MSPBTT02) Operations Research

Objectives

The objective of this course is developing an understanding of basic operations research techniques and their role in managerial decision-making. **(4 Credits)**

Learning Outcomes

On successful completion of this course, the learner will be able to apply various tools operations research for business decision making and optimizations of organisational resources.

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 t

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

Course Contents:

Operation Research: Concept and significance of Operation Research, Evolution and Role in decision making.
Sensitivity Analysis. Integer Programming. Simplex method and Graphical method Duality problem.
Transportation and Assignment Models. Goal Programming. Dynamic Programming. Non-linear programming (Introductory only).
Waiting line Models: Waiters and services, Mathematical distribution of queues, Basic Models of Queuing Theory and Applications.
Inventory Management: Techniques, Deterministic and Probabilistic models. Game Theory: Zero sum game, pure and mix strategies. Network Analysis: PERT/CPM, Application areas of PERT and CPM. Decision Theory and Decision Trees.

Suggested Readings:

1. Gillett, B.E. (2021). Introduction to Operation Research - A Computer Oriented Algorithmic Approach. Tata McGraw Hill Publishing Ltd., New Delhi.
2. Federick S. Hiller & G. J. Liberman (2005). Introduction to Operations Research. Tata McGraw-Hill Publishing Company Ltd.
3. Hamdy A. (2007). Operations Research - An Introduction. TAHA. Prentice-Hall of India Private Ltd.
4. Rath, R.R. (2019). Operations Research. Bhavya Books.
5. Kapoor, V.K. (2012). Operations Research: Concepts, Problems and Solutions. Sultan Chand & Sons.

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

MBA - (I Year) II Semester

Core: (MSPBTT03)

Human Resource Management

Objectives

The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management. **(4 Credits)**

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 organisation.

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 t

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

Course Contents:

Concepts and Perspectives on Human Resource Management. Nature, feature, objectives, scope, challenges of Human Resource Management. Corporate Objectives and Human Resource Planning. HR Policy. Succession Planning. Job Analysis, Job Enlargement, Job Enrichment and Role Description. Methods of Manpower Search- Recruitment & Selection, sources of recruitment, Good Recruitment policy, type of tests. Induction and Socialisation. Manpower Training and Development. Procedure and Types of Performance Appraisal and Potential Evaluation. Job Evaluation & Wage Determination. Grievance management.

Suggested Readings:

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

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

MBA - (I Year) II Semester

Core: (MSPBTT04)

Financial Management

Objectives The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business unit. **(4 Credits)**

Learning Outcomes On successful completion of this course, student will be able to:

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 which facilitate the decision making in Business situations.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents: Aims and objectives of Financial Management. Financial planning and financial forecasting. Finance function. Time value of money. Investment Decisions- Significance of capital budgeting decisions, types of capital expenditure projects, Techniques of Capital Budgeting. Instruments of Long Term Finance; Cost of different sources of Long Term Capital, Weighted Average Cost of Capital. Operating and Financial Leverage. Capital structure decisions. Capital structure theories and optimum capital structure. Management of working capital - Cash, Receivables and Inventory Management. Internal Financing and Dividend Policies- Types of Dividend, Dividend Theories. Bonus shares. Financing the Infrastructure: Basic Issues.

Suggested Readings:

1. Brealey, R.A. & Myers S. C. (2017). *Principles of Corporate Finance*. McGraw Hill.
2. Chandra, P. (2017). *Financial Management-Theory and Practice*. Tata McGraw Hill.
3. Khan, M.Y. & Jain, P.K. (2017). *Financial Management: Text, Problems and Cases*. Tata McGraw Hill.
4. Pandey, I. M. (2016). *Financial Management*. Vikas Publishing.
5. Ross, S.A. and Westerfield, R. W. (2017). *Corporate Finance*. McGraw Hill.
6. Van, Horne & Dhamija (2011). *Financial Management and Policy*. Pearson.

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

MBA - (I Year) II Semester

Core: (MSPBTT05)

Marketing Management

Objectives

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various constraints. **(4 Credits)**

Learning Outcomes

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

1. Relate Marketing Mix as a framework for Marketing Decision making.
2. Understand the need, importance and process of Marketing Planning and Control.
3. Learn and examine the students to the dynamic nature of Marketing Function.
4. Acquire an understanding of fundamental concepts of Marketing.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

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

Marketing Analysis: Marketing Environment; Macro and Micro components and their impacts; Marketing organization and Market segmentation and; Consumer behaviour.

Marketing Research: Meaning, nature, scope, objectives of organization for marketing research, marketing research procedure. Limitations.

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

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

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

Product Promotion. Promotion mix. Advertising. Sales Promotion, Personal Selling & Publicity, Promotion Decision.

Suggested Readings:

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

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

MBA - (I Year) II Semester

Core: (MSPBTT06)

Production and Operations Management

Objectives

The course is designed to acquaint the students with decision making in: planning, scheduling control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow replenishment and control of materials with reference to both manufacturing and services organisations. **(4 Credits)**

Learning Outcomes

Students will be able to understand the principles of production management and apply them for improving the productivity of the organisation.

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 t

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

Course Contents:

Nature and Scope of Production and Operations Management. Facility Location. Types of manufacturing Systems & Layouts. Layout Planning and Analysis. Material Handling Principles-Equipments. Line Balancing Problems. Operations decisions: Production Planning and Control- In Mass Production, Batch Job Order manufacturing. Capacity Planning Models. Process Planning- Aggregate Planning. Scheduling. Maintenance Management Concepts. Work Study. Method Study, Work Measurement. Work Sampling. Work Environment-Industrial Safety. Material Management: An Overview of Material Management. Material Planning and Material Planning Budgeting. Inventory Control, JIT. Material Requirement. Purchase management. Stores Management. Quality Assurance-Acceptance Sampling, Statistical Process Control. Total Quality Management ISO-9000. Maintenance Management. Safety Management.

Suggested Readings:

1. Bhat, K Shridhara(2011). Production and Operations Management. Himalaya Publishing House.
2. Martand T, Telsang. (2007). Production Management. S Chand & Company.
3. Aswathappa, K. & Reddy, S. (2010). Production and Operations Management. Himalaya Publishing House.
4. Paneerselvam, R. (2012). Production and Operations Management. PHI Learning Private Limited, New Delhi.
5. Chary, S. (2019). Production and Operations Management. McGraw-Hills.
6. William J. Stevenson (2018). Operations Management. Richard D. Irwin, Inc.

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

MBA - (I Year) II Semester

Core: (MSPBTT07)

Computer Applications in Management

Objectives

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

(4 Credits)

Learning Outcomes

Course Outcomes:

1. Identify various types of Information System for Business
2. Understand Information Technology Infrastructure
3. Define databases & identify types of Databases
4. Apply Information Systems in business
5. Learn about E-Commerce & its applications
6. Understand the Process of E-payments Learn emerging trends in Computing
Understand the need for Computer Security & Security Mechanisms.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

Computer Hard Ware- Computer system as information processing system; Computer system differences; Types of Computer systems; Hardware options- CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

Personal Computers- PC and its main components; Hardware configuration; CPU and clock speed; RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.

Modern Information Technology- Basic idea of Local Area Network (LAN) and Wide Area Network (WAN); E-mail; Internet Technologies; Access devices; Concept of a World Wide Web and Internet browsing; Multimedia.

Introduction to Operating Systems - Software needs; Operating systems; Application software; Programming languages; DOS; Windows - Window explorer, Print manager, Control panel, Paint brush, Calculator, Desktop, My computer, Settings, Find, Run, UNIX.

Word Processing- Introduction and working with MS-word in MS office; Word basic commands; formatting text and documents; Sorting and tables; working with graphics, Introduction to mail - merge.

Spread Sheet- Working with Excel; Formatting function chart features; Working with graphics in Excel using worksheets as database in Accounting, Marketing, Finance and Personnel areas.

Presentation with Power Point- Power point basics; Creating presentations the easy way; Working with graphics in power point, show time, sound effects and animation effects.

Introduction to Lotus Smart Suite for Data Sheet Analysis- Structure of Spreadsheet and its applications to Accounting Finance and Marketing; Functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference using various built in functions-mathematical, statistical, logical and finance functions; Goal-seeking and back solver tools; using graphics and formatting of worksheet; sharing data with other desktop applications; strategies of creating error free worksheet.

Introduction to Accounting and Statistical Packages- Preparation of vouchers, invoices and salary statements; Maintenance of inventory records; Maintenance of Accounting books and final accounts, financial reports generation, practical knowledge on Wings Accounting and Wings Trade (Software). Usage of statistical packages for analyses in research- Lotus and Excel, SPSS and SYSTAT.

Suggested Readings:

1. Sinha, P.K. (2004). Computer Fundamentals (6th ed.). Delhi: BPB Publication.
2. Jain, S. (2018). Computer Course Windows 10 with MS Office. BPB Publication.
3. Walia, E. (2019). Operating System Concepts. New Delhi: Khanna Publishers.
4. Bose, S.K. (2014). Hardware and Software of Personal Computers. New Age International Private Limited.
5. Malhotra, T. (2010). Computer Applications in Management. Kalyani Publishers.
6. Khurana, R. (2010). Computer Fundamentals and Internet Basics. APH Publishing Corporation.
7. Norton, P. (2017). Introduction to Computer. McGraw Hill Education.

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

MBA - (I Year) II Semester

Mandatory Course: (MSPBTC01)

Research Methodology and Publication Ethics

Objectives The objective of the course is to equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. Besides, the students will also learn about ethical aspects related to research and publication. **(4 Credits)**

Learning Outcomes On successful completion of this course, the learner will be able to apply various research tools for carrying out effective research for decisions business and will able to know the basics of publication ethics.

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 t

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

Course Contents: **Research Methodology:** Nature and Scope of Research Methodology, Scientific Inquiry and Study of social Phenomenon, Problem Formulation and Statement of Research Objectives, Research Process, Research Designs: Exploratory, Descriptive and Experimental Research Designs, Qualitative and Quantitative Research, Hypothesis-Meaning and role in Research, Hypothesis testing Methods (Chi-square test). Methods of Data Collection and its Measurement: Observational and Survey Methods, Case studies, Schedule and Questionnaire, **Data sources:** Primary and Secondary. Scales: Need for scales, Scaling Procedures- Thurston type, Likert type, Bogardus type, Semantic differentials, Sampling Design: Meaning, Types and Utility, Determination of the Sample Size, Sampling and Non-Sampling Errors, Sampling Tests (Z tests, T tests, F tests). Research Report: Research Report Writing, Research Abstracts, Research Proposals.

Publication Ethics: Philosophy and Ethics, Introduction to Ethics - What Ethics is? Principles of Ethics, Business Ethics, Professional Ethics, Sources of Learning Ethics, Significance of Ethics in Research and Publication: Informed Consent, Plagiarism, Self-Plagiarism, Authorship, Research with Human Subjects, Research Misconduct, How Reliable Statistics is? Predatory Publishers and Journals, Conflicts of Interest, Indexing and Citation Databases, Impact Factor and Matrics, Plagiarism Detection Tools, Obligations of Researchers, Ensuring Ethics in Research and Publication

Suggested Readings:

1. Kothari, C.R. (2019). Research Methodology, New Age International, New Delhi.
2. Taylor, B. (2006). Research Methodology: A Guide for Researchers in Management and Social Sciences. Prentice Hall India Learning Private Limited.
3. Fowler, Floyd, J. JR. (2009). Survey Methods, Sage Publication, New Delhi
4. Gupta, S.P. (2001). Statistical Methods (30th ed.). New Delhi: Sultan Chand.
5. Geoffrey R. Marczyk (2005). Essentials of research design and methodology. Wiley.
6. Kumar, R. (2014). Research Methodology: A Step-by-Step Guide for Beginners. Sage Publications Inc.
7. Flick,U.(2011).IntroducingResearchMethodology:ABeginner'sGuidetoDoingaResearchProject.SagePublicationsInc.

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

MBA - (II Year) III Semester

Core: (MSPCTT01)

Decision Support System and Management Information System

Objectives

The objective of this course is to develop the basic understanding of the decision support system of the artificial intelligence for business organisation. **(4 Credits)**

Learning Outcomes

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

1. Record the current issues of information technology and relate those issues to the firm.
2. Reproduce a working knowledge of concepts and terminology related to information technology.
3. Analyse how information technology impacts a firm.
4. Describe the role of information technology information system in business.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

Management Information System: Definitions; Basic Concepts Frameworks; Major Trends in Technology; Applications of Information Technology.

System & Design: Systems Development initiative; Different Methodologies-Life Cycle & Prototype approach, Detailed study on Life Cycle design & implementation; Case Study.

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

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

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

Model Base Management system: types of models function, time, certainty, uncertainty, risk, structure OR models, Dichotomous model of mind - Simon's model in information system design, simulation technique.

Dialog Generation Management System: User interface; Graphics menus; building of DGMS.

Suggested Readings:

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

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

MBA - (II Year) III Semester

Core: (MSPCTT02)

Corporate Legal Framework

Objectives

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise. **(4 Credits)**

Learning Outcomes

1. Acquire a sound understanding of the corporate legal framework affecting businesses.
2. Apply basic legal knowledge to business transactions.

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 t

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

Course Contents:

Indian Contract Act, 1872: Essentials of valid contract, Performance of contracts, Discharge of contract, Breach of contract, Quasi contract.

The Sale of Goods Act, 1930: Conditions and Warranties, Rights of unpaid seller.

The Central Goods and Services Tax Act, 2017: Basic Concept and overview of GST; Supply under GST; Exemption from GST; Time of Supply; Value of Supply.

Negotiable Instruments Act, 1881: Nature and types, Holder - in- Due course, Dishonour and Discharge of N.I.

The Companies Act 2013: Nature and types, Formation, Memorandum and Article of Association, Prospectus, and Allotment of shares, Company Management, Winding up and dissolution of companies.

The Reserve Bank of India Act, 1934, FEMA 2000. SEB1 Act, 1992. Right to Information Act 2005, Cyber Law.

Consumer Protection Act, 1986 (nature, rights, grievance redressal machinery). WTO - Framework, Principles and Charter, TRIPS and TRIMS.

Suggested Readings:

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

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

MBA - (II Year) III Semester

Field Project: (MSPCEF01) Summer Training Project

Objectives

Objective is to provide practical experience to the students in real life business environment. **(4 Credits)**

Learning Outcomes

Upon successful completion of this training, the student would:

1. Demonstrate the application of knowledge and skill sets acquired from the course and workplace in practice;
2. Solve real life challenges in the workplace by analyzing work environment and conditions, and selecting appropriate skill sets acquired from the course and the practical training.

Course Contents:

An important component of MBA program is summer training in a reputed organization. During training, the students carry out an intensive work on a specific management project assigned by the organization. The students gain practical insight into working of the organization and the organization, in turn, gets an opportunity to evaluate the worth of students. The internship is done after MBA First Year at the end of Second Semester.

At the end of second semester, all students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization by taking up a project study.

The Summer Training Project Report will be of 100 marks and has to be submitted within four weeks from the commencement of the third semester.

MBA - (II Year) III Semester

Open Elective: (MSPCTO01) Indian Financial System

Objectives

This course aims at providing the students the intricacies of Indian financial system for better financial decision making. **(4 Credits)**

Learning Outcomes

Upon the completion of the course the students will be able to:

1. Appreciate the role of financial system in an economy.
2. Understand the nature and scope of different financial institutions, markets and services.
3. Understand and analyse different financial instruments.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

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

Financial Institutions: Types of Banking and Non-Banking Financial Institutions. Constitution, Development Banks.

Commercial Banks: Introduction: Role of Commercial Banks – Functions of Commercial Banks – Primary Functions and Secondary Functions – Investment Policy of Commercial Banks. Narasimham Committee Report on Banking Sector Reforms.

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

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

Suggested Readings:

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

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

MBA - (II Year) III Semester

Open Elective: (MSPCTO02)

Application of Excel in Finance

Objectives

This course is intended toward students who wish to implement the concepts of finance studied in introductory and other finance courses using Microsoft Excel. The course provides students with the opportunity to develop the skills needed to build financial models. The course primarily focuses on models used for valuation, capital budgeting, cost of capital and portfolio models. **(4 Credits)**

Learning Outcomes

At the conclusion of the course, the students will be able to:

1. Demonstrate how to apply basic and advanced functions in Excel.
2. Become knowledgeable about the intricacies of Excel, including shortcuts, functions, and graphical displays.
3. Use Excel to build models for financial, statistical and investment concepts.
4. Apply corporate finance, accounting and investment concepts in the Excel framework.
5. Implement portfolio optimization models to calculate efficient portfolios and the efficient frontier.
6. Gain experience using real-world data.
7. Collaborate alongside other students during class exercises.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

Introduction to Excel and Basic Financial Calculations.

The Basic Financial Statements & Financial Statement Analysis Tools.

The Time Value of Money, Common Stock Valuation & Bond Valuation.

The Cost of Capital & Capital Budgeting.

Portfolio Statistics and Diversification & Advanced Excel Functions.

Suggested Readings:

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

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

MBA - (II Year) III Semester

Open Elective: (MSPCTO03)

Stress Management

Objectives The course is planned for the students who want to augment their knowledge and skills in the area of Stress Management. The overall objective of the course is to make the students able to comprehend the meaning, causes, effects and symptoms of stress and to use measures available to cope up with and manage stress. **(4 Credits)**

Learning Outcomes Upon the completion of the course the participants will be able to:

1. Understand the nature of stress.
2. Identify stressors/triggers which may cause stress.
3. Recognize physiological and psychological effects of stress.
4. Comprehend the symptoms of stress.
5. Learn how to use the techniques/strategies of stress management effectively.

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 t

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

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

Suggested Readings:

1. Chen, D. (2016). Stress management and prevention: Applications to daily life (3rd ed.). New York: Routledge. ISBN 978-1138906280.
2. Davis, M., Eshelman, E., & McCay, M. (2008). The relaxation and stress reduction work book (6th ed.). Oakland, CA: New Harbinger. ISBN 9781572245495.
3. Greenberg, J.S. (2017). Comprehensive stress management (14th ed.). Boston: McGraw-Hill. ISBN: 9781259848247
4. Pestonjee, D. M. (1998) Stress and Coping: The Indian Experience, SAGE Publications Pvt. Ltd; Second Edition.

5. Allen, T. D., Herst, D. E. L., Bruck, C. S. and Sutton, M. (2000). "Consequences Associated with Work-to-Family Conflict: A Review and Agenda for Future Research." *Journal of Occupational Health Psychology* 5:278-308.
6. Bosma, H., Stansfeld, S. A. and Marmot, M. G. 1998. "Job Control, Personal Characteristics, and Heart Disease." *Journal of Occupational Health Psychology* 3:402-409.
7. Cartwright, S. and Cooper, C. L. (1997). *Managing Workplace Stress*. Thousand Oaks, CA: Sage.
8. Cooper, C. L. 1998. *Theories of Organizational Stress*. Oxford, England: Oxford University Press.
9. Ganster, D. C., Fox, M. L. and Dwyer, D. J. (2001). "Explaining Employees' Health Care Costs: A Prospective Examination of Stressful Job Demands, Personal Control, and Physiological Reactivity." *Journal of Applied Psychology* 86:954-964.

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

MBA - (II Year) III Semester

Open Elective: (MSPCTO04)

Digital Marketing

Objectives

The course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing. **(4 Credits)**

Learning Outcomes

Upon the completion of the course the participants will be able to:

1. Appreciation of difference and similarities between non-digital and digital marketing
2. Understanding consumer behaviour on digital media
3. Learning to develop digital strategy
4. Understanding social media marketing
5. Understanding social media, web analytics

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

Internet penetration and digital commerce; Social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution.

Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization,

Social Medial analytics: data type and collection, structured and semi-structured data, social media metrics, social medial ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Introduction to Direct Marketing, Multi-level Marketing and Retail Marketing, Mobile Marketing, E-marketing; Internet marketing strategy: content marketing.

Suggested Readings:

1. Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.
3. Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com.
4. Maity, M (2017). Internet Marketing. New Delhi: Oxford University Press Faculty of Management Studies, University of Delhi.
5. Rayan D and Russ, H (2017). Digital Marketing for Dummies. NJ: John Wiley.

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

MBA - (II Year) III Semester

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

MSPCTD01: Management Control System

Objectives

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

(4 Credits)

Learning Outcomes

On successful completion of this course, the students will be able to apply various concept of management control in different organizations.

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 t

Time allowed: 3 Hrs.

Maximum Marks: 70

Minimum Pass Marks: 28

Course Contents:

Management Control- An Overview, Nature, Scope and Concept of Management Control System, Organizational Goals; Strategic planning and implementations.
Position of Controller in the Organization Structure of all Organization. Management Control Process- Programming; Budgetary Planning and Procedures, Budgetary control; Analysis of variances.
Accounting Aspects of Control including Internal Audit and Control and Value for Money; Analysis and Reporting; Variance Reporting.
Management Control Structure- Responsibility Centre; Responsibility Accounting; Cost Centre; Profit Centre; Inter-Divisional Transfer Pricing; Measurement of Divisional Performance including Performance Evaluation.
Qualitative and Quantitative Investment Centre, Behavioural aspects of Management Control- Motivation and Morale; Goal Congruence; Human part of Information Process.
Management Control in Specialized organization. Selected Case Studies on Non-Profit and Public Service Organizations.

Suggested Readings:

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

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

MBA - (II Year) III Semester

Discipline Specific Elective (DSE) – Finance (F) Area MSPCTD02: Security Analysis and Portfolio Management

Objectives The objective of this paper is to impart knowledge to students regarding the theory and practice of Security Analysis and portfolio management. **(4 Credits)**

Learning Outcomes On successful completion of this course, students will able to:

1. Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.
2. Designing and managing the bond as well as equity portfolios in the real word.

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 t

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

Course Contents: Investment- Return and Risk. Security market. New issue market. Listing of Securities. Market indices. Share valuation, bond valuation. Government securities. Non securities form of investment. Real estate investment. Money market. Stock Market analysis- Fundamental and Technical Analysis. Efficient Market theory. Introduction to portfolio management- Portfolio investment process. An optimum portfolio. Selection problem; Markowitz portfolio theory. Mean-variance criterion (MVC). Portfolio of two risky securities and three securities Portfolio; Efficient frontier, the relationship between the unleveraged and leveraged portfolio. Sharpe single index model. Capital Asset Pricing Model(CAPM); Characteristics lines. Factor models; Arbitrage Pricing Theory. Portfolio revision. Bond Portfolio Management Strategies. Performance evaluation.

Suggested Readings:

1. Donald E. Fischer, Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall.
2. Prasanna Chandra (2021), Investment Analysis & Portfolio Management, McGraw Hill.
3. S. Kevin (2015), Security Analysis and Portfolio Management, PHI.
4. W.F Sharpe, Alexandre Gordan J, Bailey Jeffrey V. Investment, PHI, Sixth Edition.
5. Pandian Punithavathy. Security Analysis and Portfolio Management, Vikas Publishing House.
6. Bhalla, V.K. Investment management: Securities Analysis and Portfolio Management. S. Chand, New Delhi.

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

MBA - (II Year) III Semester

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

MSPCTD03: Management of Financial Institutions

Objectives The objective of this course is to discuss the financial management problems of financial institutions including a detailed study of the working of the leading financial institution in India. **(4 Credits)**

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

1. Understand the meaning and concepts of financial markets and financial system.
2. Understand the intricacies of managing different types of financial services

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 t

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

Course Contents: The Role and Importance of Financial Institutions- Evaluating Risk and Returns of Assets and Liabilities of Financial Institutions; Interest rate analysis; Interest rate in Financial System; Yield Curve; Risk and Inflation; Liquidity and profitability of commercial Banks, Banking Law and Regulation. Provision of RBIs Operation; Credit and Monetary Planning. Insurance Companies. Thrift Institution. Development Banks; Role Of Development Banking in Industrial Financing in India; Financial Planning of Financial institutions; Working and Organization of Different Financial Institutions in India like IFCIIDBI, UTI, LIC, Mutual Funds. International Aspects of Financial Institutions.

Suggested Readings:

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

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

MBA - (II Year) III Semester

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

MSPCTD04: Consumer Behaviour

Objectives

The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms. **(4 Credits)**

Learning Outcomes

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

1. Environmental Influences on Consumer Behaviour
2. Illustrate Influence of marketing mix variables.
3. Individual Determinants of Consumer Behaviour.
4. apply marketing strategy to influences consumer behaviour.
5. Demographic & Socio-economic Profile.
6. To apply knowledge in the marketing planning process, particularly in market segmentation, positioning, and marketing mix development.

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 t

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

Course Contents:

Introduction To Consumer Behaviour, Consumer Behaviour And Marketing Strategy. Consumer Improvement And Decision Making: Information Search Process; Evaluative Criteria And Decision Roles. Consumer Motivation: Information Processing. Consumer Perception: Consumer Attitudes And Attitude Change. Influence Of Personality And Self Concepts On Buying Behaviour. Psychographics And Lifestyle. Reference Group Influence. Diffusion Of Innovation And Opinion Leadership Family Decision Making. Industrial Buying Behaviour. Models Of Consumer Behaviour; Consumer Behaviour Audit. Consumer Behaviour Studies In India.

Suggested Readings:

1. Zubin Sethna, Jim Blythe (2016), Consumer Behavior, SAGE Publications.
2. Ramanuj Majumdar (2010), Consumer Behaviour Insights from Indian Market, PHI Learning.
3. Hawkins, D. L, .etc. (1995). Consumer Behaviour: Implications for Marketing Strategy. Texas: Business.
4. Kapoor, consumer Behaviour: Text & Cases, Tata McGraw-Hill Education.
5. Andrew Smith · (2019), Consumer Behavior and Analytics, Taylor & Francis.

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

MBA - (II Year) III Semester

Discipline Specific Elective (DSE) – Marketing (M) Area MSPCTD05: Integrated Marketing Communication

Objectives

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. **(4 Credits)**

Learning Outcomes

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

1. Participants will learn about multiple communication channels, the advantages, and disadvantages of each type of communication that will enhance their crucial and analytical skills.
2. Students will learn the core concepts which equip them to take better decision by relying on gained functional knowledge about marketing communication.
3. Participants will learn the holistic development of promotional mix and how to utilize the promotional mix in decision making to evaluate and solve the business problems.
4. Students will learn the overall and holistic decision making as which kind of communication strategy is best suitable for a business. This will also equip them to make informed decision during uncertainty and help business during crisis.

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:

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

Suggested Readings:

1. Kriti Dutta, Integrated Marketing Communications, Oxford University Press. Delhi.
 2. Kruti Shah, Advertising and Integrated Marketing Communication, McGraw Hill.
 3. Georg E. Belch, Michael A. Belch, Keyoor Purani, Advertising and Promotions: An integrated marketing communications perspective, Ninth Edition (2009) Tata McGraw Hill.
 4. S H H Kazmi, Satish K Batra (2009) Advertising and Sales Promotion, Publisher- Excel Books.
 5. John R. Rossiter, Larry Percy (1997), Advertising Communications and Promotion Management, McGraw-Hill.
 6. Chris Hackley, Rungpaka Amy Hackley (2021), Advertising and Promotion, Publisher-SAGE Publications.
- The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

MBA - (II Year) III Semester

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

MSPCTD06: International Marketing

Objectives

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing. **(4 Credits)**

Learning Outcomes

After completion of the course, the students will able to:

1. Understand the peculiarities of international marketing.
2. Develop the students' ability to devise marketing mix for international marketing.

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:

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

Suggested Readings:

1. Niland, J. R., etc. (1994). The Future of Industrial Relations. New Delhi: Sage.
2. U C Mathur (2008), International Marketing Management, SAGE Publications.
3. Daniel W. Baack, Barbara Czarnecka, Donald Baack (2018), International Marketing, SAGE Publications.
4. Philip R. Cateora , R. Bruce Money Fred Meyer , Mary C. Gilly , John L. Graham (2020), International Marketing, 18th Edition, McGraw-Hill Education.
5. Rakesh Mohan Joshi 2014, International Marketing, Oxford University Press.

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

MBA - (II Year) III Semester

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

Area MSPCTD07: Management of Industrial Relations

Objectives Organisational efficiency and performance are intricately interlinked with industrial relations. This course is attempted to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels. **(4 Credits)**

Learning Outcomes After the course, the students are expected to fair knowledge of industrial relations which help them to effective IR managers.

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: **Industrial Relations:** Meaning, Concept and Evolution. Industrial Relations and The Emerging Socio-economic Scenario. Constitutional framework for Industrial Relations Industrial Relations and the State.

Welfare: Industrial Relations & Trade Unions; Trade Union and The Management. Role and Future of Trade Unions. Employers' organizations, Discipline, and Grievance Management. Collective Bargaining. Participative Management and Co-ownership.

Labour Welfare: Concept, Scope, Types, Theories and Principles. Social Security: Concept and Scope. Productive Bargaining and Gain Sharing. Industrial Dispute and Resolution, Industrial Democracy. Industrial Relations and Technological Change.

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

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

MBA - (II Year) III Semester

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

MSPCTD08: Legal Framework Governing Human Relations

Objectives

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of various labour laws and their implications for industrial relations and labour issues. **(4 Credits)**

Learning Outcomes

At the end of the course, the students are expected to have a fair knowledge of legislations governing human relations.

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:

Emergence and Objectives of labour laws and their Socio-economic Environment.
Laws relating to Industrial Relation: Industrial Disputes Act, 1947. The Industrial Employment (Standing Orders) Act, 1946. The Trade Unions Act, 1926.
Laws relating to Working Conditions: The Factories Act, 1948.
Laws relating to Social Security: The Workmen's Compensation Act, 1923. The Employees' State Insurance Act, 1948. The Employees' Provident Funds And Miscellaneous Act, 1952. The Payment of Gratuity Act, 1972. The Maternity Benefit Act, 1961.
Laws Relating to Wages and Bonus: The Payment of Wages Act, 1936. The Minimum Wages Act, 1948. The Equal Remuneration Act, 1976. The Payment of Bonus Act, 1965.
Laws relating to Contract Labour and Child Labour: The Contract Labour (Regulation & Abolition) Act, 1970. The Child Labour (Prohibition and Regulation) Act, 1986.
Laws relating to Mines: The Mines Act, 1952.

Suggested Readings:

1. Kapoor.N.D, Elements of mercantile law 2020, 38th Edition, Sultan Chand & Sons. New Delhi. Publisher- Sultan Chand & Sons.
2. Sumudu Atapattu (2015), Human Rights Approaches to Climate Change: Challenges and Opportunities, Taylor & Francis.
3. Malik, P. I. (1995). Handbook of Industrial Law. Eastern Book, Lucknow.
4. Ghaiye, B .R. (1994). Law and Procedure of Departmental Enquiry in Private and Public Sector. Eastern Book, Lucknow.

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

MBA - (II Year) III Semester

Discipline Specific Elective (DSE) – Human Resource Management (HR) Area MSPCTD09: Management Training and Development

Objectives The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and processes. **(4 Credits)**

Learning Outcomes After the course, the students are expected to have a good understanding of the concepts on training and development and apply them in practice.

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

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

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

MBA - (II Year) IV Semester

Core: (MSPDTT01) 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. Develop skills for applying these concepts to the solution of business problems.
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.

Organisational appraisal- internal analysis, methods and techniques of organisational 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, Behavioural implementation, Functional and operational implementation.

Strategy evaluation and control- Evaluation techniques for operational control.

Suggested Readings:

1. Ansoff, H Igor. (1984). *Implanting Strategic Management*. Englewood Cliffs, New Jersey: Prentice Hall Inc.
2. Budhiraja, S. B., and Athreya, M. B. (1996). *Cases in Strategic Management*. Tata McGraw Hill, New Delhi.
3. Christensen, C. R. etc. (1987). *Business Policy Cases (6th edition)*. Homewood, Illinois: Richard D Irwin.
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. David, Fred. (1997). *Strategic Management (7th edition)*. Englewood cliffs, New Jersey: Prentice Hall Inc.
7. Drucker, Peter F. (1982). *The Changing world of the Executive*. New York: Time Books.

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

MBA - (II Year) IV Semester

Dissertation Project Report: (MSPDDF01) **Dissertation Project Report**

Objectives

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

(4 Credits)

Learning Outcomes

1. The students are able to construct and carry out independent project and research work.
2. The student should be able to develop independent thinking and write project reports.

Course Contents:

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of two papers.

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

MBA - (II Year) IV Semester

Discipline Specific Elective (DSE) – Finance (F) Area MSPDTD01: Management of Financial Services

Objectives	The objective of this course is to help students to learn the various financial services and their role in the financial system.. (4 Credits)
Learning Outcomes	At the end of this course, students will be able to <ol style="list-style-type: none"> 1. Understand the meaning and concepts of financial markets and financial system. 2. Understand the intricacies of managing different types of financial services.
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.
Course Contents:	<p>Time allowed: 3 Hrs. Maximum Marks: 70 Minimum Pass Marks: 28</p> <p>Introduction to Financial system and Financial markets, concept, Nature, and Scope of Financial services. Regulatory Framework for Financial Services; Risk in Financial services. Brokerage Services- Types and Functions of Brokers, Trading mechanism through brokers. Mutual funds -Objectives, Types, Structure, SEBI Regulation on Mutual Funds. Merchant banking Services- Definition, Objectives and Function of Merchant Bankers, Pre- and Post issue, function of a Lead manager in Public Issue of Shares. Leasing- Definition, Nature, Types, Leasing Vs Borrowing, Advantages and limitations of Leasing. Hire purchase-Definition, nature Advantages and Limitations, Leasing Vs Hire Purchase. Debt Securitization- Definition, Objectives, Process of Debt Securitization, Advantages and limitations. Housing Finance- Nature and significance of housing sector. Credit rating and credit rating agencies. Credit cards. Banking and Insurance. Venture capital. Factoring. Forfarting and bill discounting.</p>
Suggested Readings:	<ol style="list-style-type: none"> 1. R. Shanmughan, Second Edition, Wiley (2017), Financial Services. 2. Bhalla, V.K. (15 April 2004), Indian Financial System. Anmol Publications Pvt Ltd., New Delhi. 3. Khan, M.Y. (1 January 2017), Indian Financial System. McGraw Hill Education, New Delhi. 4. Kapur, Deepak, Kaur, Parmjit, Subera Gill (1st, Nov. 2018), Management of Financial Services: Bharti Publications:. 5. Jain, Kanu (1 January 2015), Management of Financial Services: Gullybaba Publishing House (P) Ltd. <p>The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.</p>

MBA - (II Year) IV Semester

Discipline Specific Elective (DSE) – Finance (F) Area MSPDTD02: International Financial Management

Objectives The objective of this course is to give students an overall view of the International financial system and how international corporations operate. **(4 Credits)**

Learning Outcomes At the end of this course, students should be able to:

1. Explain operations in foreign exchange market
2. Describe complexities of managing finance of international firm.
3. Understand the regulatory framework within which the operations can take place.
4. Explain international Capital Budgeting and its use for MNCs.
5. Describe currency and interest rate risk management.
6. Explain key elements and issues of International Taxation.

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

Suggested Readings:

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

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

MBA - (II Year) IV Semester

Discipline Specific Elective (DSE) – Marketing (M) Area MSPDTD03: Sales & Distribution Management

Objectives

The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels. **(4 Credits)**

Learning Outcomes

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

1. Distinguish importance of services marketing in the global economy
2. Evaluate, classify, imagine and plan the successful service marketing.
3. Analyse the challenges and opportunities before the marketing of services and to develop the suitable marketing mix or plans.

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:

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

Suggested Readings:

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

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

MBA - (II Year) IV Semester

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

MSPDTD04: Marketing of Services

Objectives The objective of this course is to develop insight into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis. **(4 Credits)**

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

1. Explain the significance of services marketing in the global economy and the deeper aspects of successful services marketing also found challenges and opportunities in services marketing.
2. Understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner.
3. Understand the expectations of customers and know how to translate this knowledge into genuine value for customers.

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: **Foundation For Service Marketing:** Introduction To Service. The Emergence Of Service Economy. Nature Of Service; Goods And Services Marketing; Service Marketing: Origin And Growth; Indian Scene Relating To Service Marketing Service Marketing Mix; The Service Classification. Service Product Development; Service Vision and Service Strategy. Quality Issue and Quality Models., Gap Model Of Service Quality, Focus On Consumer-Consumer Behaviour In Service, Customer Expectation Of Services, Consumer Perception Of Service; Understanding Customer Requirement – Listening To Customer Through Research, Building Customer Relationship, Service Recovery; Aligning Service Design And Standard-Service Innovation And Design, Customer Defined Service Standard, Physical Evidence And The Services cape; Advertising, Branding And Packaging Of Services. Recovery Management and Relationship Marketing.

Management And Relationship Marketing: Delivering And Performing Services-Employees Role In Service Delivery, Customers Role In Service Delivery, Delivering Service Through Intermediaries And Electronic Channels, Managing Demand And Capacity; Managing Service Promises- Integrated Service Marketing Communications, Pricing Of Services; Service And The Bottom Line- Financial And Economic Impact Of Service.

Suggested Readings:

1. Nargundkar (January 2010), Marketing of Services, McGraw Hill, New Delhi.
2. Wirtz Jochen, Lovelock Christopher, Chatterjee Jayanta (11 July 2017), Marketing of Services, Pearson Education.
3. Gupta Garima (lasted edition), Marketing of Services, New Century Publications.
4. Lovelock , Chatterjee (1 January 2011), Marketing of Services, Pearson Education India.
5. Christopher H. Lovelock, Jochen Wirtz (2010-01-19), Marketing of Services, Publisher Prentice Hall PTR.

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

MBA - (II Year) IV Semester

Discipline Specific Elective (DSE) – Human Resource Management (HR) Area MSPDTD05: Human Resource Planning & Development

Objectives

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations. **(4 Credits)**

Learning Outcomes

At the end of the course the learner is expected to

1. Analyse the theory and concepts of human resource planning and Development
2. Identify the evolution of HRP throughout the organization.
3. Relate and apply models and methods used in forecasting.
4. Describe the applications of a Human Resources Information System.

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:

Macro level Manpower Planning and Labour Market Analysis. Organisational Human Resource Planning. Stock Taking. Work Force. Flow Mapping. Age and Grade Distribution Mapping. Models and Techniques of Manpower Demand and Supply Forecasting. Behavioural Factors in Human Resource Planning- Wastage Analysis; Retention; Redeployment and Exit Strategies. Career Management and Career Planning. Performance Planning. Potentials Appraisal and Career Development. HRD Climate; Culture. QWL and Management of Change. TQM and HRD Strategies. HRD in Strategic Organisations. Human Resource Information System. Human Resource Valuation and Accounting. Competency mapping and HR Audit.

Suggested Readings:

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

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

MBA - (II Year) IV Semester

Discipline Specific Elective (DSE) – Human Resource Management (HR) Area MSPDTD06: Organizational Change and Intervention Strategies

Objectives The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science. **(4 Credits)**

Learning Outcomes After the course, the students are expected to have a good knowledge and techniques of throughout the organisational changes and intervention strategies.

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: Organization Change an Overview. Concept, Theories and Significance; Types of Change, Forces of Change and Concept of Analyzing the Environment, Resistance to Change; Change Agent – Types, Skills and Roles. Implementing Change. Approaches to Problem Diagnosis. Some Major Techniques of Planned Change. HR and Technological change. Steps in OD. General OD Competencies. OD Skills. Designing Interventions - Interpersonal, Team, Intergroup and System. Evolution of OD. Ethics of OD Professional. Future of OD.

Suggested Readings:

1. Ruchika Gupta (1 January 2014), Organizational Change and Intervention Strategies, Lakshi Publishers, Noida.
2. Mukherjee (1 January 2015), Organizational Change and Development, Pearson Education India, New Delhi.
3. Gareth (2017), Organizational Theory, Design and Change, Pearson, New Delhi.
4. Thomas G. Cummings (5 November 2015), Organization Development and Change, Cenage Learning, US.
5. B. R. Singh (Latest Edition), Management of Organisational Change, Anmol Publications Pvt. Ltd., New Delhi.

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



DEPARTMENT OF MANAGEMENT STUDIES
SCHOOL OF STUDIES IN MANAGEMENT & COMMERCE
GURU GHASIDAS VISHWAVIDYALAYA

(A Central University Established by The Central Universities Act, 2009)

Phone: 07752-260025, 260460 Fax: 07752-260148

Website: <http://www.ggu.ac.in>