

**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

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.

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

*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.

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

**Note:

- (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.
- (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.

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

**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.

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

Approved by BOS held on 10-11-2021

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.

Approved in BOS held on 10.11.2021

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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). Introducing Research Methodology: A Beginner's Guide to Doing a Research Project. Sage Publications 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.

Approved in BOS, held on 10.11.2021

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.

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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)

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

Learning Outcomes

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.

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

Learning Outcomes

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 Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media 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) – 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)**

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

Learning Outcomes

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.