

PROGRAMME PROJECT REPORT

(PPR)

MASTER OF BUSINESS ADMINISTRATION (MBA)



MATS Centre for Distance and Online Education (MCDOE)

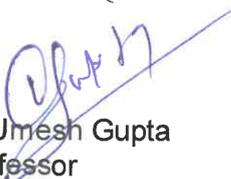
MATS University, Raipur, Chhattisgarh

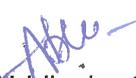
MATS UNIVERSITY: VISION

To become a world-class center in providing globally relevant education. MATS will be the Global University, known for the quality academic programmes and outstanding faculty, products, and services to students and clients independent of place and time constraints. MATS University will be a benchmark institution for lifelong partnerships with students, the workforce, and public and private enterprises. Building on its proud tradition, MATS University will extend educational opportunities to those who will make our state (Chhattisgarh), our nation, and global society a better place to live and work.

MATS UNIVERSITY: MISSION

To foster an intellectual and ethical environment in which the spirit and skills within MATS will thrive so as to impart high quality education, training, research and consultancy services with a global outlook and human values. To create and develop technocrats, entrepreneurs and business leaders who will strive to & improve the quality of human life. To create truly world class schools of Management Sciences, Engineering Sciences, Information Technology, Life Science, Basic and Applied Sciences, Humanities & Social Sciences and Life Skills.


Dr Umesh Gupta
Professor


Dr Abhilasha Shukla
Associate Professor


Dr Premendra Sahu
Assistant Professor


Dr Madhu Bhushan
Associate Professor



A. Programme Mission and Objectives:

Mission:

The mission of the Open and distance learning Master of Business Administration (MBA) programme in Management is to equip students with in-depth theoretical knowledge and practical management skills through accessible, flexible, and innovative online and distance education. The programme strives to develop competent business leaders capable of navigating future challenges in a dynamic and evolving business environment

Objectives:

The open and distance learning Master of Business Administration (MBA) programme is a two-year postgraduate programme that focuses on business administration.

Key Objectives:

1. To develop business acumen by attaining proficiency in core business disciplines such as finance, marketing, human resource management, and strategy to analyze and solve business challenges effectively.
2. To enhance strategic decision-making by applying analytical and critical thinking skills to formulate data-driven decisions and implement effective business strategies.
3. To cultivate leadership and ethical decision-making skills necessary for managing teams, fostering innovation and maintaining corporate social responsibility.
4. To recognize the importance of continuous learning and professional development to stay updated with evolving business trends and technologies.
5. To gain global and digital competency by understanding international business dynamics, digital transformation, and emerging technologies, enabling effective business operations in a digital and globalized economy.
6. To develop an entrepreneurial and innovation mindset by identifying business opportunities, creating innovative solutions and driving entrepreneurial ventures in competitive markets.
7. To demonstrate effective communication and collaboration skills by fostering strong interpersonal, negotiation, and presentation abilities to convey business ideas and work efficiently across diverse teams and cultures.



B. Relevance of the Programme with University's Mission and

Goals:

The open and distance learning MBA programme aligns with MATS University's mission to cultivate a learning environment that encourages creativity, innovation, and critical thinking. It is designed to offer a high-quality education in business and management, equipping students with the knowledge and skills needed to excel in the corporate world. The programme focuses on developing competent professionals capable of making meaningful contributions to industry and society. Additionally, it fosters an inclusive and diverse learning atmosphere, preparing students to navigate and succeed in multicultural and global business environments. Through practical and project-based learning, students enhance their teamwork, leadership, and communication skills-essential qualities for thriving in the dynamic field of business management

C. Nature of Prospective Target Group of Learners:

This Programme is specifically designed to meet the requirement of learners who are not able to accomplish their educational goal through the conventional mode of education. The learners who are working professionals, housewives, reside in tribal or rural areas and not able to join the regular programme due to various reasons, are our target group of learners. Learners who want to enroll themselves in this particular programme must have graduation in any discipline or equivalent Degree.

D. Appropriateness of Programme to be Conducted in Open and Distance Learning Mode to Acquire Specific Skills and Competence:

The open and distance learning mode of MATS University system places greater emphasis on the learner, where most of the instruction is delivered through distance mode with only a minimal component of face-to-face communication. Students will have the flexibility to learn at their own pace. They can access course materials and resources online and progress through the programme as per their convenience. It allows students to attend classes from anywhere, eliminating geographical barriers and offering more opportunities for students to learn and acquire specific skills and competencies.

The Open and Distance Learning mode will provide an opportunity to learn in a reliable to



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technology-driven environment for the students where they can access online resources and learning materials, attend virtual classrooms, participate in online discussions, and engage with other students and faculty through various collaborative tools. This provides a highly immersive and interactive learning experience, helping students to develop critical thinking, analytical, and problem-solving skills. The open and distance learning MBA programme is designed to provide flexibility, enabling students to learn at their own pace while managing work, family, and education. It offers comprehensive learning resources that promote self-directed, independent study. The Programme is supported by a robust Learning Management System (LMS), which provides access to a wide range of digital resources, including e-tutorials, study materials, assignments, quizzes, discussion forums for doubt resolution, assessment tools, progress tracking features, and result displays.

E. Instructional Design:

Curriculum Design, Detailed Syllabi and Duration:

The MBA programme offered by MATS Centre for Open and Distance Education, for the period of two years which is divided in four semesters. This programme comes under the MATS School of Management Studies and Research. MBA is a postgraduate programme designed to provide in-depth knowledge of business administration, covering fundamental to advanced management concepts, strategies, and their applications.

Credit Points:

All courses under this programme offered by MCDOE carry a certain value as credit-points. A credit point expresses the learning hours required to study a certain unit of a course. One credit point is equivalent to 30 learning hours and these learning hours includes self-learning, contact classes, assignment, project and all the activities comes under the programme to accomplish the post-graduation degree.

Total credits of the MBA programme are 86. The Teaching & Examination Scheme is as follows:

Semester-wise distribution of Credits for MBA:

S No.	Semester	Number of Credits
1	Semester – 1	24
2	Semester – 2	24
3	Semester – 3	20
4	Semester – 4	18
	Total Credits	86



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Teaching & Examination Scheme

Semester – I

Programme: Master of Business Administration (MBA) Sem.: I							
Courses				Evaluation Scheme			Total Marks
Category	Name	Course Type	Course Code	Credits	Theory		
					Internal	External	
Compulsory Subjects							
Major	Management concepts & practices	Theory	ODL/MSMSR/MBA/101	4	30	70	100
Major	Organizational Behavior	Theory	ODL/MSMSR/MBA/102	4	30	70	100
Major	Accounting for Managers	Theory	ODL/MSMSR/MBA/103	4	30	70	100
Minor	Business Statistics	Theory	ODL/MSMSR/MBA/104	3	30	70	100
Minor	Business Ethics & Corporate Governance	Theory	ODL/MSMSR/MBA/105	3	30	70	100
Minor	Managerial Economics	Theory	ODL/MSMSR/MBA/106	3	30	70	100
	Soft skill	Theory	ODL/MSMSR/MBA/107	3	30	70	100
Total				24	210	490	700

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Semester-II

Programme: Master of Business Administration (MBA) Sem.: II						
Courses			Evaluation Scheme			Total Marks
Category	Name	Code	Credits	Theory		
				Internal	External	
Major	Human Resource Management	ODL/MSMSR/MBA/201	4	30	70	100
Major	Marketing Management	ODL/MSMSR/MBA/202	4	30	70	100
Major	Financial Management	ODL/MSMSR/MBA/203	4	30	70	100
Minor	Indian Economy & policy	ODL/MSMSR/MBA/204	3	30	70	100
Minor	Research Methodology	ODL/MSMSR/MBA/205	3	30	70	100
Minor	Business Law	ODL/MSMSR/MBA/206	3	30	70	100
Project	Minor Project	ODL/MSMSR/MBA/207	3	30	70	100
Total			24	210	490	700



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Semester-III

Programme: Master of Business Administration (MBA) Sem.: III						
Courses			Evaluation Scheme			Total Marks
Category	Name	Code	Credits	Theory		
				Internal	External	
Core Major	Strategic Management	ODL/MSMSR/MBA/301	3	30	70	100
Core Major	Entrepreneurship Development	ODL/MSMSR/MBA/302	3	30	70	100
Project	Internship (Report & Viva)	ODL/MSMSR/MBA/303	2	Viva 30	Project 70	100
Major	Elective I (Major Sp I; Group I)		3	30	70	100
Major	Elective II (Major Sp I; Group II)		3	30	70	100
Major	Elective III (Major Sp II; Group I)		3	30	70	100
Major	Elective IV (Major Sp II; Group II)		3	30	70	100
Total			20	210	490	700

Marketing Management: Any 2 Course shall be Opted from the respective elective Group		
Group I	ODL/MSMSR/MBA/304 (M)	Marketing Research
	ODL/MSMSR/MBA/305 (M)	Consumer Behavior
Group II	ODL/MSMSR/MBA/306 (M)	Services Marketing
	ODL/MSMSR/MBA/307 (M)	Retail marketing
Finance Management: Any 2 Course shall be Opted from the respective elective Group		
Group I	ODL/MSMSR/MBA/304 (F)	Security Analysis & Portfolio Management
	ODL/MSMSR/MBA/305 (F)	Working Capital Management
Group II	ODL/MSMSR/MBA/306 (F)	Management of Financial Institutions
	ODL/MSMSR/MBA/307 (F)	Tax Planning & Taxation
Human Resource Management: Any 2 Course shall be Opted from the respective elective Group		
Group I	ODL/MSMSR/MBA/304 (H)	Training & development
	ODL/MSMSR/MBA/305 (H)	Stress Management
Group II	ODL/MSMSR/MBA/306 (H)	Compensation Management
	ODL/MSMSR/MBA/307(H)	Human Resource Planning

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Semester-IV

Programme: Master of Business Administration (MBA) Sem.: IV						
Courses			Evaluation Scheme			Total Marks
Category	Name	Code	Credits	Theory		
				Internal	External	
Core Major	International Business	ODL/MSMSR/MBA/401	3	30	70	100
Core Major	Management Information System	ODL/MSMSR/MBA/402	3	30	70	100
Major	Elective V (Major Sp I; Group I)		3	30	70	100
Major	Elective VI (Major Sp I; Group II)		3	30	70	100
Major	Elective VII (Major Sp II; Group I)		3	30	70	100
Major	Elective VIII (Major Sp II; Group II)		3	30	70	100
Total			18	180	420	600

Marketing Management: Any 2 Course shall be Opted from the respective elective Group		
Group I	ODL/MSMSR/MBA/403 (M)	Product and Brand Management
	ODL/MSMSR/MBA/404 (M)	International Marketing
Group II	ODL/MSMSR/MBA/405 (M)	Sales & Advertisement Management
	ODL/MSMSR/MBA/406 (M)	E-Commerce & Digital Marketing
Finance Management: Any 2 Course shall be Opted from the respective elective Group		
Group I	ODL/MSMSR/MBA/403 (F)	International Financial Management
	ODL/MSMSR/MBA/404 (F)	Derivatives and Risk Management
Group II	ODL/MSMSR/MBA/405 (F)	Corporate Financial Restructuring
	ODL/MSMSR/MBA/406 (F)	Banking and Financial Management
Human Resource Management: Any 2 Course shall be Opted from the respective elective Group		
Group I	ODL/MSMSR/MBA/403 (H)	Industrial Relations & Labour Law
	ODL/MSMSR/MBA/404 (H)	International Human Resource Management
Group II	ODL/MSMSR/MBA/405 (H)	Organizational Change & Development
	ODL/MSMSR/MBA/406 (H)	Human Resource Management



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Detailed Syllabi:

MANAGEMENT CONCEPTS AND PRACTICES ODL/MSMSR/MBA/101

MODULE I

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

MODULE II

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

MODULE III

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

MODULE IV

Leading and Controlling:

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

MODULE V

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

Text books/ Reference books:

1. Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2006.
2. Heinz Wehrich, Harold Koontz: Management A Global Perspective, 10/e,



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Tata McGraw Hill, 2007.

3. Prem Vrat, K K Ahuja, P K Jain, Case Studies in Management, Vikas Publishing House Pvt. Ltd., 2006.

4. Robbins: Management 7/e Pearson Education, 2006.

ORGANIZATIONAL BEHAVIOR ODL/MSMSR/MBA/102

MODULE I

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

MODULE II

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

MODULE III

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

MODULE IV

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

MODULE V

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

Text books/ Reference Books:

1. Robbins, S. P., & Judge, T. (2013). Organizational behavior (15th ed.). Boston: Pearson.
2. Newstrom J. W., & Davis, K. (2011). Human behavior at work (12th ed.). Tata McGraw Hill
3. Nelson, D, Quick, J.C., & Khandelwal, P., (2011). ORGB . Cengage Learning.



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ACCOUNTING FOR MANAGERS ODL/MSMSR/MBA/103

MODULE I

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

MODULE II

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

MODULE III

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

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

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

BUSINESS STATISTICS ODL/MSMSR/MBA/104

MODULE I

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

MODULE II

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



MODULE III

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

MODULE IV

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

MODULE V

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

Text Book/ Reference Books:

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

BUSINESS ETHICS & CORPORATE GOVERNANCE ODL/MSMSR/MBA/105

MODULE I

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

MODULE-II

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

MODULE-III

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



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Module-IV

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

Module- V

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

Text Books/ Reference Books:

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

MANAGERIAL ECONOMICS ODL/MSMSR/MBA/106

MODULE 1

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

MODULE 2

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

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

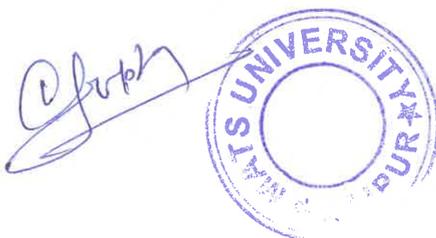
Theory of cost: Cost, Concept and types, Cost, cost function.

MODULE 3

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

MODULE 4

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



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MODULE 5

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

Text Books/ References Books:

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

SOFT SKILLS ODL/MSMSR/MBA/107

MODULE I

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

MODULE II

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

MODULE III

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

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

1. Communicating at Work – Principles and Practices for Business and the Professions by Adler, The McGraw Hill Company, 9th Edition REFERENCE BOOKS 1.



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- Business Communication and Personality Development by Biswajit Das & Ipseeti Satpathy, The Encel Publications, 1st Edition
2. Managerial Communication – Strategies and Applications by Hynes; The McGraw Hill Company, 4 th Edition
 3. Effective Business Communication by Murphy; The McGraw Hill Company, 7th Edition
 4. Winning at Interviews by Edger Thorpe, Showik Thorpe; Pearson Publications, 1st Edition
 5. Professional Communication by Aruna Koneru; The McGraw Hill Company

Semester II:

HUMAN RESOURCE MANAGEMENT ODL/MSMSR/MBA/201

MODULE I

Introduction to HRM:

Meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Principles of HRM. Factors Influencing HRM, Human Resource Management vs Personnel Management, New Trends in HRM: Changing environment of HRM and contemporary challenges, Emerging HRM Concepts.

The changing role of HRM i.e. SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy.

MODULE II

Human Resource Planning and Employee Hiring:

HR Planning: Need and Importance of HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Demand and Supply forecasting for HRP. Attributes of an Effective HR Planning, Barriers to HR Planning, Concept of Job Analysis and Job Design.

Recruitment and Selection: Employee Recruitment, Sources of Recruitment, Factors Influencing Recruitment, Recruitment Process, Evaluation of Recruitment Process, Recruitment Strategy, Trends in Recruitment; Employee Selection Process; Selection Tests; Factors Influencing Selections.

MODULE III

Employee Training & Development:

Nature, importance and types of training, Determining Training Needs, Training process, Training methods. Management Development, Career planning, promotion, transfer, demotion and separation.



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Performance Appraisal: Meaning, Purpose and significance of performance appraisal.
Methods of Performance appraisals.

MODULE IV

Compensation Management:

Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation and recent trends in compensations management.

Job Evaluation:

Meaning and methods of job evaluation. Development of Pay System, Regulation of wages by Government of India, Employee incentive schemes, types of incentive plans, Employee Benefits.

MODULE V

Emerging trends and challenges in HRM:

Economic and Technological change, Work force availability and quality, employee health and safety; measures and policies for employee safety at work. Human Resource Accounting: Meaning, objectives, advantages and limitations.

Future trends in Human Resource Management:

Hybrid work model, Employee skill development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, multi-generational workforces and All-in-One HR tools.

Text Books/ Reference Books:

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



MARKETING MANAGEMENT ODL/MSMSR/MBA/202

MODULE I

Introduction to Marketing

Nature, Scope, Importance, Evolution of Marketing. Selling Vs Marketing, Marketing Mix. Marketing Environment: Concept, Importance and Components-Economic, Demographic, Technological, Natural, Socio-cultural and Legal, Marketing management process.

MODULE II

Consumer Behaviour

Nature and Importance, Consumer Buying Decision Process, Factors influencing Consumer Buying Behaviour. Market Segmentation: Concept, Importance and Bases. Target Market Selection, Positioning: Concept, Importance and Bases. Product Differentiation Vs. Market Segmentation.

MODULE III

Introduction to Product

Concept and Importance, Product Classifications. Concept of Product Mix, Branding, Packaging and Labeling. Product Life-Cycle, New Product Development Process. Consumer Adoption Process.

MODULE IV

Introduction to Pricing

Significance, Factors affecting Price, Pricing Policies and Strategies. Distribution Channels and Physical Distribution: Channels of Distribution-Meaning and Importance, Types of Distribution Channels, Functions of Channel members, Factors affecting Choice of Distribution Channel.

MODULE V

Introduction to Promotion

Nature and Importance of Promotion, Communication Process, Types of Promotion: Advertising, Personal Selling, Public Relations & Sales Promotion-Techniques and their distinctive characteristics. Factors affecting Promotion Mix Decisions. Recent Developments in Marketing: Social Marketing, Online Marketing, Direct Marketing, Services Marketing, Green Marketing, Rural Marketing. Consumerism, Marketing Research.

Text Books/ Reference Books:

1. P. Kotler, P.Y. Agnihotri and E.U. Haque, "Principles of Marketing- A South Asian Perspective", Pearson Education, 2012.



2. T. Ramaswamy and S. Namkumar, "Marketing Management Global Perspective: Indian Context", McMillan, Delhi, 2013.
3. R. Saxena, "Marketing Management", McGraw Hill Education, 2012.
4. C.W. Lamb, J.F. Hair, C. McDaniel, D. Sharma, "MKTG: a South Asian Perspective with Coursemate", Cengage Learning, 2016.
5. R. Winer, "Marketing Management", Pearson Education, 2012.

FINANCIAL MANAGEMENT ODL/MSMSR/MBA/203

MODULE I

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

MODULE II

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

MODULE III

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

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

1. Arnold, G.C: Corporate Financial Management, Financial Times Pitmom Publishing.



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

INDIAN ECONOMY & POLICY ODL/MSMSR/MBA/204

MODULE I

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

MODULE II

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

MODULE III

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

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

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



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RESEARCH METHODOLOGY ODL/MSMSR/MBA/205

MODULE I

Research Design: Concept and features of a good research design. Importance of good research design. Research Approaches: Qualitative vs. Quantitative (comparison, pros, and cons). Exploratory Research Design: Concept and types: Projective Techniques, Depth Interviews, Experience Surveys, Focus Groups, Observations. Descriptive Research Design: Concept, types, and uses. Cross-sectional vs. Longitudinal research. Experimental Design: Concept of cause-effect, causal relationships. Variables: Independent, Dependent, Concomitant, Extraneous. Treatment and Control Group.

MODULE II

Concept of Measurement: Importance and challenges in management research; Validity and Reliability. Levels of Measurement: Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Types of Scales: Rating Scales: Likert, Semantic Differential, Constant Sum, Graphic Rating. Ranking Scales: Paired Comparison, Forced Ranking. Applications of Scales.

MODULE III

Basics of Sampling: Universe and Statistical Population Sample and its Characteristics Sampling Frame (Practical Approach) Sampling and Non-Sampling Errors: Types and Reduction Methods Sampling Methods: Probability Sampling: Simple Random, Systematic, Stratified, Area, and Cluster Sampling. Non-Probability Sampling: Judgment, Convenience, Purposive, Quota, and Snowball Sampling Sample Size: Determining Sample Size (Practical Aspects). Constraints and Non-Response

MODULE IV

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

MODULE V

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

Text Book/ Reference Books:

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



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BUSINESS LAW ODL/MSMSR/MBA/206

MODULE I

Law of Contract:

Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract.

Law of Agency:

Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency.

MODULE II

Negotiable instruments act 1881:

Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonour of negotiable instruments.

Law of partnership:

Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

MODULE III

Companies Act:

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

MODULE IV

Sale of goods Act:

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

MODULE V

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures.



The Right to Information Act, 2005

Right to know, Salient features of the Act, obligation of public Authority, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

Text Books/ Reference Books:

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

MINOR PROJECT ODL/MSMSR/MBA/207

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

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

Training Diary

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

Preparation of Training Report

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

Project Work

After carefully having understanding of the working environment of the business organization the student has to undergo a major project work in consultation with company and its guide from the institution in his related field of specialization i.e. Human Resource Management or Marketing Management or Finance. The student is expected to undergo detailed study regarding the topic from books and available



Abh-

journals and prepare a questionnaire duly approved by the company and the faculty. He will collect the relevant data with the help of questionnaire and observation method. He/she is expected to complete the project report in a nice manner (types and bind) after getting consultation from the guide of the company and guide from the institution He is supposed to prepare Two copies of the project report.

GUIDELINES FOR SUBMISSION PROJECTS AND SUMMER INTERNSHIP

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

THE GUIDE

The Guide for MBA would be a person From the MATS

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

PROJECT TIME / MAN-HOURS

- The MBA Major Projects would be of approximately 8 to 10 weeks and carries total marks of 200 including project report and viva.
- Number of students in a project group will not be more than three for MBA.

PROJECT EVALUATION GUIDELINES

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

- Presentation and viva - 50% of total marks.
- Thesis/Project report - 50% of total marks.

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

- Presentation and viva - 50% of total marks.
- Thesis/Project report - 50% of total marks.

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

SUMMARY/ABSTRACT

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

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

TOPIC OF THE PROJECT- This should be explicitly mentioned at the beginning of



the Synopsis. Since the topic itself gives a peep into the project to be taken up, candidate is advised to be prudent on naming the project. This being the overall impression on the future work, the topic should corroborate the work.

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

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

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

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

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

Page Specification : (Written paper and source code)

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

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

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

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

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

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

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

FORMAT OF THE STUDENT PROJECT REPORT ON COMPLETION OF THE PROJECT

- Cover Page as per format
- Acknowledgement
- Certificate of the project guide as at Annexure III
- Certificate of the Company/Organisation
- Synopsis of the Project
- Main Report



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A handwritten signature in blue ink, appearing to be 'S. D.'.

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- ◆ Objective & Scope of the Project
- ◆ Theoretical Background Definition of Problem
- ◆ Methodology adopted,

Annexure:

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

Formats of various certificates and formatting styles are as follows:

1) Certificate from the Guide

Guide Name & Designation Full Address

CERTIFICATE

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

Signature of the student

Signature of the Guide

2) Project Report Cover Page Format:

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

Submitted in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (Bookman Old Style, 16 point, centre)

Guide

Submitted

by:

(Guide Name)

(Student's name) Roll No.:

Submitted to MATS, RAIPUR

LOGO

3) Self certificate by the students

SELF CERTIFICATE

This is to certify that the dissertation/project report entitled “ _____ ” is done by me is an authentic work carried out for the partial fulfilment of the requirements for the award of the degree of Master of Business Administration under the guidance of _____



Abh

Signature

Signature

The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Signature of the student

Name of the Student

Roll No

ACKNOWLEDGEMENTS

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

BIBLIOGRAPHY

Semester III:

STRATEGIC MANAGEMENT ODL/MSMSR/MBA/301

MODULE I

Strategy and Process

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

The SM model

MODULE II

Competitive Advantage

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

MODULE III

The Strategic Alternatives

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



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MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

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

ENTREPRENEURSHIP DEVELOPMENT ODL/MSMSR/MBA/302

MODULE I

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

MODULE II

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



MODULE III

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

MODULE IV

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

MODULE V

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

Textbooks/ Reference Books:

Entrepreneurship Development", S. S. Khanka, Covers entrepreneurial motivation, competencies, and the process of entrepreneurship development.

Dynamics of Entrepreneurial Development and Management" by Vasant Desai, Explains the fundamentals of entrepreneurship, start-ups, project formulation, and financial planning.

INTERSHIP (REPORT & VIVA) ODL/MSMSR/MBA/303

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

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

Training Diary



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

Preparation of Training Report

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

Project Work

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GUIDELINES FOR SUBMISSION PROJECTS AND SUMMER INTERNSHIP

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THE GUIDE

The Guide for MBA would be a person From the MATS

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

PROJECT TIME / MAN-HOURS

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

PROJECT EVALUATION GUIDELINES

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

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

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

FORMAT OF THE STUDENT PROJECT REPORT ON COMPLETION OF THE PROJECT

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



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◆ Methodology adopted,

Annexure:

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

Formats of various certificates and formatting styles are as follows:

1) Certificate from the Guide

Guide Name & Designation Full Address

CERTIFICATE

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

Signature of the student

Signature of the Guide

2) Project Report Cover Page Format:

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

Submitted in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (Bookman Old Style, 16 point, centre)

Guide

Submitted by:

(Guide Name)

(Student's name) Roll No.:

Submitted to MATS, RAIPUR



Abin

Signature of the Guide

LOGO

3) Self certificate by the students

SELF CERTIFICATE

This is to certify that the dissertation/project report entitled “_____” is done by me is an authentic work carried out for the partial fulfilment of the requirements for the award of the degree of Master of Business Administration under the guidance of _____ . The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

Signature of the student

Name of the Student

Roll No

ACKNOWLEDGEMENTS

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

BIBLIOGRAPHY

MARKETING RESEARCH ODL/MSMSR/MBA/304(M)

MODULE I

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

MODULE II

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



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administration.

MODULE III

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

MODULE IV

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

MODULE V

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

Text Books / Reference Books:

1. **Marketing Research: An Applied Orientation** by “Naresh K. Malhotra & Satyabhushan Dash” (Pearson Education India, 7th Edition, ISBN: 978-9332551784)
2. **Marketing Research: Text and Cases** by “Rajendra Nargundkar” (McGraw Hill Education India, 4th Edition, ISBN: 978-0070153278)

CONSUMER BEHAVIOR ODL/MSMSR/MBA/305(M)

MODULE I

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

MODULE II

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

MODULE III

Individual Determinants of Consumer behavior: Perception (Meaning of Perception, The perceptual process, Factor responsible for perceptual, Distortion). Learning



(Elements, Process, Learning theories and measures of consumer learning). Personality (Meaning and Nature, Characteristics of Personality, Stages in the development of personality, personality Influences and consumer behavior, VALS model and its development).

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

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

SERVICE MARKETING ODL/MSMSR/MBA/306(M)

MODULE I

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

MODULE II

Consumer Behavior in Services: Customer Expectation of Service; Customer Perception of Service; Understanding Customer expectation and Perception through Marketing Research. Service scope effects on behavior: Importance and Strategies for



effective delivery through Employees; Intermediaries and Customer Participation; Managing Demand; Managing Capacity; Waiting Line Strategies.

MODULE III

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

MODULE IV

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

MODULE V

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

Text Books/ Reference Books

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

RETAIL MARKETING ODL/MSMSR/MBA/307(M)

MODULE I

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



MODULE II

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

Module III

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

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

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

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

ODL/MSMSR/MBA/304(F)

MODULE I

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

MODULE II

Efficient capital markets Hypothesis & capital Market Theory: Need, EMH – forms, tests and results, Implications of efficient capital markets; Random walk Hypothesis, Indian Markets and Efficiency, Capital Market theory - Background, risk



free asset, Markowitz portfolio theory, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, CML, SML; Arbitrage pricing theory – empirical test of APT, Stability of beta.

MODULE III

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

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

1. "Security Analysis and Portfolio Management" by Prasanna Chandra (McGraw Hill Education India, ISBN: 978-9339222113)
2. "Investment Analysis and Portfolio Management" by Puneet Handa & Raghunathan V (Pearson Education India, ISBN: 978-8131771535)

WORKING CAPITAL MANAGEMENT ODL/MSMSR/MBA/305(F)

MODULE I

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

MODULE II

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



cycle.

MODULE III

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

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

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

MANAGEMENT OF FINANCIAL INSTITUTIONS ODL/MSMSR/MBA/306 (F)

MODULE I

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

MODULE II

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

MODULE III

Introduction to Financial Instruments: Commercial papers, Certificate of Deposits, Treasury bills, Commercial Bills, Gilt-edged securities, Warrants, American



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Depository Receipts (ADRs) Global Depository Receipts (GDRs)

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

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

TAX PLANNING & TAXATION ODL/MSMSR/MBA/307(F)

MODULE 1

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

MODULE 2

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

MODULE 3

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



MODULE 4

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

MODULE 5

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

Text Books/ Reference Books:

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

TRAINING & DEVELOPMENT ODL/MSMSR/MBA/304(H)

MODULE I

Training:

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

MODULE II

Training Needs Analysis (TNA):

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

MODULE III

Training Modules:

Developing Training Modules - Steps, Training Methods & Techniques - On-the-job & Off-the-job Training Methods, Facilities Planning (Space & Design),



Training Aids & Training Communication. Technologies for Training Support, Technologies for Training Administration, Outward bound methods: Meaning and significance of inward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Training aids.

MODULE IV

Training Evaluation

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

MODULE V

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

Text Books/ Reference Books:

1. Noe A. Raymond, "Employee Training and Development", Tata McGraw Hill Publications.
2. Lynton P. Rolf & Pareek, Udai, "Training for Development", Vistaar Publications.
3. Rao. P. L., "Enriching Human Capital through Training and Development",Excel Books.

STRESS MANAGEMENT ODL/MSMSR/MBA/305(H)

MODULE I:

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



MODULE II:

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

MODULE III:

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

MODULE IV:

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

MODULE V:

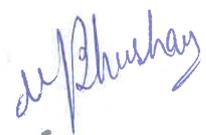
Preparing for the Future- Care of the Self: Nutrition & Other life style Issues; Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education. Stress management interventions: primary, secondary, tertiary. Meditation – Meaning, Importance

Text Books/ Reference Books:

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

COMPENSATION MANAGEMENT ODL/MSMSR/MBA/306(H)**MODULE 1:**

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



MODULE 2:

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

MODULE 3:

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

MODULE 4:

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

MODULE 5:

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

Text Books/ Reference Books:

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

HUMAN RESOURCE PLANNING ODL/MSMSR/MBA/307(H)**MODULE I : Overview of Human Resource Planning (HRP)**

Definition, scope, methods, levels, types, tools, and requirements for successful HR planning. HRP Process: HRP Steps, HR Demand Forecasting: Factors and Techniques, Management judgment, Ratio Trend Analysis, Regression Analysis, Work Study Technique, and Delphi Technique. HR Supply Forecasting: Elements, Methods (Just Concepts): Staffing and Succession Plans.

MODULE II : Aspects of HRP and Evaluation for HRP Practitioners

HRP Practitioner: Significance, Function.

Designing HRP Department Goals and Objectives ,Establishing a Department Structure for HRP, Staffing the HRP Division, Resolving Conflicts, Communicating for Necessary Resources Types of Power Using HRP Tools to Increase Organizational Efficiency, HRP's exposure to globalization.



MODULE III: Elements of HRP:

Multiskilling Development, Career Management, Performance Management, and Management Training and Development, return on investment in HRP.

HRP Assessment: Significance, Necessity, Method, and Issues

Implications for HRP of Selected Strategic Options: Restructuring, Mergers and Acquisitions and impact of HRP, and Outsourcing.

MODULE IV Compensation Management:

Overview of Compensation Management, Elements, Types, Procedure, origins and development of the dearness allowance concept in India. Fringe benefits' function in incentive schemes, Retirement Plans with Golden Handshake and VRS Programs.

Module V: Human Resource Accounting

Concept, Human Resource Cost: Concepts and Methods of Measurement, Valuation: determinant of value, Monetary and non-Monetary Measurement, developing human resource accounting systems, designing and implementing of a HRA System.

Text Books/ Reference Books:

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

Semester IV:

INTERNATIONAL BUSINESS ODL/MSMSR/MBA/401

MODULE I

Introduction to international Business:

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



MODULE II

Country Evaluation and Selection:

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

MODULE III

Introduction to Globalization

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

MODULE IV

Introduction to MNC

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

MODULE V

Trade and Balance of payment,

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

Text Books/ Reference Books:

1. Ohlin, International Economics
2. Dr. Aswathappa International Business, Tata McGraw Hill.
3. P. SubbaRao – International Business – HPH
4. Shyam Shukla; International Business, Excel Books.
5. Francis Cherunilam; International Business, Prentice Hall of India
6. Rosy Joshi; International Business, Kalyani Publishers.
7. Venkataramana. K, International Business, SHBP.
8. Subhasre S – International Business, HPH.



MANAGEMENT INFORMATION SYSTEM ODL/MSMSR/MBA/402

MODULE I

Introduction - Introduction, Concept, evolution and meaning of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.

MODULE II

Information and Managerial Effectiveness - Information and Managerial Effectiveness, Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; information systems for finance, marketing, manufacturing, research and development and human resource areas.

MODULE III

Information Systems - Information Systems - Information systems and their role in Business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, Business expert system.

MODULE IV

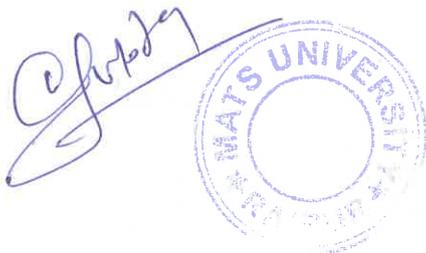
Information System for Functional Areas and Issues - Information System for Functional Areas - Information for Financial - Marketing Inventory Control - Production and HR Functions, Security Issues Relating to Information Systems, threats to information systems, Vulnerability, risk and control measures.

MODULE V

New Trends in MIS - Cloud computing, Big data, CRM technology for Business, Data ware housing and artificial intelligence, Near field Communication, Super Beam(Only concepts).

Text Books/ Reference Books:

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



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PRODUCT & BRAND MANAGEMENT ODL/MSMSR/MBA/403(M)

MODULE I

Product Concepts

Basic concept of product, levels of product, Product-Life- Cycle: Concept, strategies related to different stages of PLC.

MODULE II

New Product Development

Meaning and Importance of new product – Types of new product. Stages of new product development-Reasons for failure of a new products. Product strategies - growth strategies intensive, interactive, diversification strategies. Packaging: Meaning - Importance – types – Features- Factors influencing packaging decision. Packaging Strategies: Meaning Legal and Ethical aspects of packaging. Product labelling: Meaning, types and importance.

MODULE III

Product Portfolio:

Product portfolio Concept, benefits of Product portfolio management. Product portfolio analysis-Boston consultancy group, General Electric, Ansoff's Product-Market Growth Matrix, Arthur D. Little Portfolio Matrix.

MODULE IV

Brand Management

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

MODULE V

Brand Equity

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

Text Books/ Reference Books:

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



INTERNATIONAL MARKETING ODL/MSMSR/ MBA/ 404 (M)

MODULE I

Introduction to International Marketing:

Introduction, scope and significance, difference between international and domestic marketing. Strategic approach to international marketing: levels, key aspects, decision milestones. International competitiveness, Marketing resources and capabilities. Analysis of international competitors.

MODULE II

Global marketing environment:

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

MODULE III

International Market Entry Strategies:

Key entry modes, Classification of entry modes. Direct and indirect modes. Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

MODULE IV

Global Marketing Programme:

Product decisions – B2B, service and B2C firms, selection of product and selection of market, Pricing decisions and terms of doing business. Communication decisions. Selling and negotiating in international markets.

MODULE V

International Distribution Channel:

Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, international advertising- standardization vs. adaptation, Selection of media, Selection of agency, Measuring advertising effectiveness.

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Text Books/ Reference Books:

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

SALES & ADVERTISEMENT MANAGEMENT ODL/MSMSR/MBA/405(M)

MODULE I

Introduction to sales management:

Meaning, Importance, sales organizations, qualities and responsibilities of sales manager. Types of sales organizations - Standard sales management process-international sales management. Introduction to Sales promotion, Advantages and disadvantages of Sales Promotion, Push and Pull Strategies

MODULE II

Sales Promotion Tools

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

MODULE III

Introduction to Advertisement:

Concepts of advertisement, nature, importance, History of advertising; Advertising purpose and functions; Economic, social & ethical aspects of advertising; Advertising & the marketing mix, Advertising as a communication process; types of advertising; Major Institutions of Advertising Management.

MODULE IV

Advertising and Media Strategy:

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

MODULE V

Creative Strategy & Advertising Budget

Creative approaches; The art of copywriting; Advertising copy testing; creativity in communication, motivational approaches & appeals, Advertising budget process; Methods of determining Advertising appropriations. Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pre



testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing)

Text Books/ Reference Books:

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

E-COMMERCE & DIGITAL MARKETING ODL/MSMSR/MBA/406(M)

MODULE I

E-Business

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

MODULE II

Security for E-Business

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

MODULE III

E-Payments

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

MODULE IV

E-Business Marketing Technologies

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

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MODULE V

Cyber Laws

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

Text Books/ Reference Books:

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

INTERNATIONAL FINANCIAL MANAGEMENT ODL/MSMSR/MBA/403(F)

MODULE I

GLOBAL FINANCIAL MANAGEMENT

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

MODULE II

BALANCE OF PAYMENTS

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

MODULE III

FOUNDATION OF FOREIGN EXCHANGE

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

MODULE IV

EXCHANGE RATE DETERMINATION

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fisher’s Effect, and

Pure Expectations Theory. Covered Interest Arbitrage

MODULE V

FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES

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



Text Books/ Reference Books:

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

DERIVATIVES & RISK MANAGEMENT ODL/MSMSR/MBA/404(F)

MODULE I

Concept of Risk and Derivative

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

MODULE II

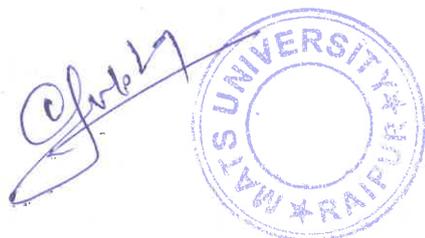
This section will investigate the use (i.e. arbitrage, hedging and speculation) of fixing derivatives such as futures, forwards Forward Contracts: An overview of Forward Contracts, Features, Carry Price Model, Pricing (No Income, Known Income & Known Yield), Hedging strategies.

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

MODULE III

Option instruments

Option Contracts: Meaning, Types, Equity, commodity, interest rate, foreign exchange and other options, Parties, Pay Offs, Settlement procedures for stock, indices, Option,



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pricing models: Binomial trees and Black Scholes, Diagrammatic presentation of One step Binomial Process, Option trading strategies. (Strips, Straps, Straddle, Strangle, Spreads, Butterfly Spreads) Application of Options (Speculation & Hedging strategies), Greek option.

MODULE IV

Swap & Exotic Option

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

MODULE V

Risk Management and Regulations of derivative market

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

Text Books/ Reference Books:

1. John, C. Hull, 'Options, Futures and other Derivative Securities', PHI Learning, 7th Edition, 2008.
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.
3. S.L.Gupta, 'Financial Derivatives- Theory, Concepts and Practice', Prentice Hall Of India, 2008.
4. Stulz, 'Risk Management and Derivatives', Cengage Learning, 1st Edition, 2008.

CORPORATE FINANCIAL RESTRUCTURING ODL/MSMSR/MBA/405(F)

MODULE I

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

MODULE II

Introduction: Concept, rationale, types and motives of merger and Acquisition, Theories



of merger, sources of value creation in merger & acquisition, Emerging trends and challenges in M & A market.

MODULE III

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

MODULE IV:

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

MODULE V:

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

Text Books/ Reference Books:

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

BANKING & FINANCIAL MANAGEMENT ODL/MSMSR/MBA/406(F) Module – I

Introduction to Banking:

Introduction to Banking: Definition - Functions of a bank, classification of banks – Evolution of Banking in India - origin - Structure and organization of banks; Reserve Bank of India - Commercial banks - Role of Banks Commercial Bank in the economy - Regional rural banks - Cooperative banks - Development banks

Module – II

Commercial Banks:

Commercial Banking in India - Functions – Deposit mobilization by banks – Types of deposits Cheques, Crossing of cheques – Lending of money by banks: cash credit, overdraft, term loans - Principles of sound bank lending – Asset & Liability Management. Principles of lending – NPA in Commercial Banks – Causes, NPA Management. BIS role and functions –Basel Accord - Basel I, II, and III and



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implementation in Indian Banks

Module – III Digital Banking

Digital Banking – Meaning – Evolution – Channels of Digital Banking: ATMs, Mobile Banking, Internet Banking, Cards, Cash Deposit Machines. Digital Payments System: Overview of Domestic Payment System - Role of NPCI – Rupa Cards – IMPS – National Unified USSD platform – Unified Payment Interface – National Automated Clearing House (NACH) - SWITCH - Aadhaar Enabled Payment System (AEPS) - ECS – RTGS – NEFT – Digital Settlement platforms.

Module – IV - Introduction to Insurance

Introduction to Insurance: Insurance Vs. other savings and investment options, Definition of insurance - Basic principles of insurance, Life Insurance Products - Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different type of insurance products – whole life products, interest sensitive products, term assurance annuities, endowment, assurance.

Module – V General Insurance

Introduction to General Insurance – Different Types of non-life insurance: Health Insurance - Meaning - Importance - Features/Coverage of Health Insurance Policy – Exclusions that the insurance policy does not cover, role of TPAs Fire Insurance, Marine insurance, Motor and Miscellaneous Insurance - Recent trends in Insurance in India – IRDA, Duties, Powers and Functions,

Text Book:

1. Banking and Insurance; O P Agarwal; Himalaya Publishing House
2. Insurance & Risk Management, Dr. P. K. Gupta Himalaya Publishing House

Reference Books:

1. Principles of Banking; Indian Institute of Banking Finance; Macmillan
2. Principles and Practice of Non-Life Insurance; P K Gupta; Himalaya Publishing House
3. Insurance – Fundamentals, environment and procedures; B S BOLA, M C Garg, K P Singh; Deep and Deep Publications

INDUSTRIAL RELATIONS & LABOUR LAW ODL/MSMR/MBA/403(H)

MODULE I

Introduction to Industrial Relation:

Background of Industrial Relations –Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in



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India –Historical perspective & post- independence period, Code of Discipline and historical initiatives for harmonious IR.

MODULE II

Industrial Disputes:

Meaning, causes and classification of Industrial disputes, Settlement Machinery of Industrial Dispute: Conciliation Arbitration, Adjudication. Forms of disputes- Strikes, Lock-out, Lay –off, Retrenchment.

Trade Union:

Meaning, Objective, role and functions of the Trade Unions. Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of Trade unions, Problems of trade unions.

MODULE III

Collective Bargaining:

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

Workers' Participation in Management:

Meaning, objective, essential condition. Grievance Handling and Disciplinary Action, Code of Conduct.

MODULE IV

Labor Legislation:

Objectives, Principles, Classification and Evolution of labour legislation in India.

International Labour Organisation and its influence on Legal enactments in India.

Regulative Legislation: Industrial employment standing orders Act 1946, Industrial Dispute Act 1947, Trade Unions Act 1926.

MODULE V

Labor Welfare: Concept, scope, types, theories and principles.

Protective Legislation: Factories Act 1948, Payment of Wages Act 1936, Minimum Wages Act 1948, Social Security Legislation: Workmen Compensation Act, 1923, Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972.

Text Books/ Reference Books:

1. Industrial Relations & Labour Laws by S. C. Shrivastava
2. Industrial Relations & Labour Laws by D.P. Jain



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3. Industrial Relations by T. V. Rao

INTERNATIONAL HUMAN RESOURCE MANAGEMENT ODL/MSMSR/MBA/404 (H)

MODULE I

Introduction: Growth of International Business and Globalization – Operational Objectives and Means of Globalization in HR Perspective – Use of Balanced Score Card – Choosing an international Competitive Strategy. Forms of Operations.

MODULE II

HR Challenges & Opportunities: National Differences Facing Operations – Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organizations - Ethical and Socially Responsible Behaviour - Careers in International business.

MODULE III

HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions- Planning, Organizing, Directing & Control - Operations – Manpower Planning to Separations in a Global Set-up - Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems – Reporting Relationships – Performance Appraisal Systems– Employee Empowerment – Value systems – Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms.

MODULE IV

Change Management Model – Appreciating Change - Industry Analysis – Business Models - Mobilizing Support - Executing Change - Building Change Capability – Leadership and Change – Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations – HR to Develop Global Organizational Learning Systems.

MODULE V

Quality Performance in Knowledge Based Organizations - Technology – Behavioral & Technical - Universal Quality Standards & HRM – Eastern Management Thought for Global Management - Commitment, Quality, and Stress Free Work Life.

Text Books / References Books:

1. Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL
2. BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, M.E.Sharpe.
3. Monir Tayeb, INTERNATIONAL HRM, Oxford University Press.
4. Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN
5. MULTINATIONAL CONTEXT, Cengage Learning, New Delhi,



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ORGANISATIONAL CHANGE & DEVELOPMENT

ODL/MSMSR/MBA/405(H)

MODULE I

Organizational change

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

MODULE II

Resistance to change

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

MODULE III

Organization development (OD)

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

MODULE IV

Designing Interventions

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

MODULE V

Evaluating and Institutionalizing Organizational Change

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

Text Books/ Reference Books:

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

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4. Management and organization development. New York: McGrawHill, 1971.

HUMAN RESOURCE DEVELOPMENT ODL/MSMSR/ MBA/406(H)

MODULE I

Introduction: Concept of Human Resource Development (HRD), Scope of HRD. Sub systems/ mechanisms of HRD. An Overview of HRD Trends and Practices. Global Practices in HR.

Where and how to begin the establishment of HRD process. Some critical issues in HRD.

MODULE II

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

MODULE III

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

MODULE IV

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

MODULE V

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

Text Books/ Reference Books:

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

Duration of the Programme:

The minimum duration of the MBA programme in online mode is 02 years and maximum duration is 04 years.

Medium of the Programme:

English will be the medium of the programme and examination may be written in English or Hindi as per the learner's choice of the medium.



Requirement of Faculty and Supporting Staff:

Supporting staff will be deputed at the learner supported Centre as per the need of course curriculum.

Category	Existing
Professor	01
Associate Professor	01
Assistant Professor	03

Instructional Delivery Mechanism and Usage of Media:

As the programme will offer in MATS Centre Open and Distance Education mode, there are various instructional delivery mechanisms and media will be used to effectively deliver content to the learners. The programme delivery mechanism used by MCDOE follows a multimedia approach for instructions, which are as follows:

- The printed self-learning material (SLM) which covers all the metrics of the programme will be deliver to the learners for every course.
- Learning Management System (LMS) is an online platform that provides a centralized location for students to access learning content, engage in discussions, submit assignments, and take assessments. The LMS provides a user-friendly interface that is accessible on multiple devices, such as desktops, laptops, tablets, and smartphones.
- Webinars can be used for lectures, discussions, or interactive sessions with students. Pre-recorded video lectures can be used to deliver course content in a concise and engaging way. Interactive multimedia includes simulations, games, and quizzes that are designed to reinforce learning.
- Discussion forums can be used to facilitate group discussions, peer-to-peer learning, and to provide feedback and support. Online and face-to-face counselling will be provided by academic counsellors appointed for the programme.
- The counseling sessions are held as per schedule drawn by the MCDOE. These counselling sessions are held in non-working hours for the learners so they can attend the counselling session properly and regularly to enhance their learning skills.
- Live session will be conducted through the use of Internet Communication Technologies (ICT) from the University's studio, the schedule of which is

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made available at the Learner Support System.

- Programmes which have industrial training/practical/ project component are held at University's learners support centers and Attendance of the learner in this part of the courses is compulsory. As per ProjectWork of the programme will be done by the learner regarding this acomplete guide will be delivered to the learner also study material.
- The SLM will be dispatched periodically to the enrolled learners for each course of the programme. These SLM's will be very helpful to the learners in effective learning. The assignment for internal assessment of learner's shall be delivered to the learners along with the SLM. Online modules are also available in the University's website for some programme.
- The contact classes and counselling schedule will be of 30 days in a year which will be divided as 15 days in each semester. The schedule of contact classes of the programme shall be communicated to the student through the various medium.

Learner Support Services:

MATS Centre for Open and Distance Education has a full-fledged Learner Support Services to provide guidance and help to its learners. All the necessary information has been provided to all the learner via various medium like website, helpdesk, email and by person-to-person interaction via teleconferencing and calling.

Learning Management System (LMS) to Support Course Delivery for ODL Mode:

The Learning Management System (LMS) is designed to facilitate the students to have a Global learning experience. LMS has user friendly interface approach through which the learning is made easy, interesting and meeting the global standards of learning. The audio- visual mode of teaching, the self-learning materials, discussion forums and evaluation patterns are unique and meeting the requirements of the industry and as per UGC guidelines. The students can experience uninterrupted learning 24x7 through web and mobile at the pace chosen by them. The user interface will be simple and easy to navigate through the e- learning modules; the LMS will provide seamless accessibility with all the learning tools designed as per standard norms for an easy and interesting learning experience.



Nature of Contact Classes:

Based on the course material, the counsellors for Online Education, are expected to guide and talk with the learners during the contact class sessions. By talking with their counsellor during contact sessions in online mode, the learners can work through their problems and this will help them to understand the programme objectives to learn with ease. In addition to these online contact sessions, learners must participate in various training programmes run by the relevant learner support system provided by the University which also includes practical training approach as per Programme's structure.

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Counseling Session & Structure of Study in ODL Mode:

Delivery in Open and Distance Education Mode:

Srl. No.	Code	Title of the Course	No of Credits	Total Hours of Study	Counseling Sessions Study Structure (In Hours)				
					Face to Face Counseling	Self-Study	Practical Work	Assignments	Project
SEMESTER I									
1	ODL/ODL/MSMSR/MB A/101	Management concepts & practices	4	120	16	68	-	36	
2	ODL/ODL/MSMSR/MB A/102	Organizational Behavior	4	120	16	68		36	
3	ODL/ODL/MSMSR/MB A/103	Accounting for Managers	4	120	16	68		36	
4	ODL/ODL/MSMSR/MB A/104	Business Statistics	2	60	8	34		18	
5	ODL/ODL/MSMSR/MB A/105	Business Ethics & Corporate Governance	2	60	8	34		18	
6	ODL/ODL/MSMSR/MB A/106	Managerial Economics	2	60	8	34		18	
7	ODL/ODL/MSMSR/MB A/107	Soft skill	2	60	8	34		18	
SEMESTER II									
8	ODL/ODL/MSMSR/MB A/201	Human Resource Management	4	120	16	68		36	
9	ODL/ODL/MSMSR/MB A/202	Marketing Management	4	120	16	68		36	
10	ODL/ODL/MSMSR/MB A/203	Financial Management	4	120	16	68		36	
11	ODL/ODL/MSMSR/MB A/204	Indian Economy & policy	2	60	8	34		18	
12	ODL/ODL/MSMSR/MB A/205	Research Methodology	2	60	8	34		18	
13	ODL/ODL/MSMSR/MB A/206	Business Law	2	60	8	34		18	
14	ODL/ODL/MSMSR/MB A/207	Minor Project	2	60	8	34			18

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SEMESTER III									
15	ODL/ODL/MSMSR/MB A/301	Strategic Management	3	90	10	60		20	
16	ODL/ODL/MSMSR/MB A/302	Entrepreneurship Development	3	90	10	60		20	
17	ODL/ODL/MSMSR/MB A/303	Internship (Report & Viva)	3	90	10	60		20	
18		Elective I (Major Sp I; Group I)	3	90	10	60		20	
19		Elective II (Major Sp I; Group II)	3	90	10	60		20	
20		Elective III (Major Sp II; Group I)	3	90	10	60		20	
21		Elective IV (Major Sp II; Group II)	3	90	10	60		20	
SEMESTER IV									
22	ODL/ODL/MSMSR/MB A/401	International Business	3	90	10	60		20	
23	ODL/ODL/MSMSR/MB A/402	Management Information System	3	90	10	60		20	
24		Elective V (Major Sp I; Group I)	3	90	10	60		20	
25		Elective VI (Major Sp I; Group II)	3	90	10	60		20	
26		Elective VII (Major Sp II; Group I)	3	90	10	60		20	
27		Elective VIII (Major Sp II; Group II)	3	90	10	60		20	

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SPECIALISATION OPTIONS FOR SEMESTER III

Marketing Management: Any 2 Course shall be Opted from the respective elective Group

Group I	ODL/ODL/MSMSR/MBA/304 (M)	Marketing Research
	ODL/ODL/MSMSR/MBA/305 (M)	Consumer Behavior
Group II	ODL/ODL/MSMSR/MBA/306 (M)	Services Marketing
	ODL/ODL/MSMSR/MBA/307 (M)	Retail marketing

Finance Management: Any 2 Course shall be Opted from the respective elective Group

Group I	ODL/ODL/MSMSR/MBA/304 (F)	Security Analysis & Portfolio Management
	ODL/ODL/MSMSR/MBA/305 (F)	Working Capital Management
Group II	ODL/ODL/MSMSR/MBA/306 (F)	Management of Financial Institutions
	ODL/ODL/MSMSR/MBA/307 (F)	Tax Planning & Taxation

Human Resource Management: Any 2 Course shall be Opted from the respective elective Group

Group I	ODL/ODL/MSMSR/MBA/304 (H)	Training & development
	ODL/ODL/MSMSR/MBA/305 (H)	Stress Management
Group II	ODL/ODL/MSMSR/MBA/306 (H)	Compensation Management
	ODL/ODL/MSMSR/MBA/307 (H)	Human Resource Planning

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SPECIALISATION OPTIONS FOR SEMESTER IV

Marketing Management: Any 2 Course shall be Opted from the respective elective Group

Group I	ODL/ODL/MSMSR/MBA/403 (M)	Product & Brand Management
	ODL/ODL/MSMSR/MBA/404 (M)	International Marketing
Group II	ODL/ODL/MSMSR/MBA/405 (M)	Sales & Advertisement Management
	ODL/ODL/MSMSR/MBA/406 (M)	E-commerce & Digital Marketing

Finance Management: Any 2 Course shall be Opted from the respective elective Group

Group I	ODL/ODL/MSMSR/MBA/403 (F)	International Financial Management
	ODL/ODL/MSMSR/MBA/404 (F)	Derivatives and Risk Management
Group II	ODL/ODL/MSMSR/MBA/405 (F)	Corporate Financial Restructuring
	ODL/ODL/MSMSR/MBA/406 (F)	Banking & Financial Management

Human Resource Management: Any 2 Course shall be Opted from the respective elective Group

Group I	ODL/ODL/MSMSR/MBA/403 (H)	Industrial Relations & Labour Law
	ODL/ODL/MSMSR/MBA/404 (H)	International Human Resource Management
Group II	ODL/ODL/MSMSR/MBA/405 (H)	Organizational Change & Development
	ODL/ODL/MSMSR/MBA/406 (H)	Human Resource Development

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F. Procedure for Admissions, Curriculum, Transaction and

Evaluation:

The eligibility criteria for admission to the MBA programme offered in MATS Open and Distance Education mode requires candidates to have a Master degree or an equivalent qualification from a recognized university. MBA applicants can conveniently access all admission-related information, including the application process, through the University's website or by contacting the helpdesk. The admission form can be downloaded from the website and submitted via online or offline mode. Upon receipt, the University will review the documents and process the fee payment. Once the payment is completed, the admission will be confirmed, and an enrollment number will be issued to the student.

▪ Fee Structure:

The fee structure of the programme in ODL mode is as follows:

Programme	Semester Tuition Fees	Semester Examination Fees	Registration Fees (One Time)
MBA	16500	1500	1000

▪ Examination and Evaluation System:

Evaluation shall be based on continuous assessment, in which sessional work and the terminal examination shall contribute to the final grade. Sessional work shall consist of class tests, mid-semester examination(s), homework assignments, etc., as determined by the faculty in charge of the courses of study. Progress towards achievement of learning outcomes shall be assessed using the following: time- constrained examinations; closed- book and open-book tests; problem-based assignments; practical assignment laboratory reports; observation of practical skills; individual project reports (case-study reports); team project reports; oral presentations, including seminar presentation; viva voce interviews; computerized adaptive assessment, examination on demand, modular certifications, etc.



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Each course shall correspond to an examination paper comprising of external and internal evaluations.

The semester end theory examinations for Major, Minor, Open/Generic and DSC (Discipline specific Course) vocational, value added, SEC (Skill Enhancement Course) and AEC (Ability Enhancement Course) shall be of a duration as promulgated through the examination's regulations approved by the Academic Council of the University. The credit structure for theory/Practical/tutorial, internal, external examinations and total marks for an examination shall be as per the programme structure approved by the Academic Council of the University as per UGC norms. Students shall acquire a minimum passing mark in internal and external examinations separately to be declared as pass in the respective courses, as prescribed by the Academic Council.

1. The academic performance of a candidate shall be evaluated in respect of the courses of study prescribed for each semester through the evaluation. The evaluation of students admitted in the programme shall be based on:
 - 1.1. End Semester Examinations - 70% marks of total marks and
 - 1.2. Continuous Internal Assessment - 30% of total marks
2. The End Semester examinations shall be held as per the academic calendar notified by the University and the duration of end semester examination shall be of three or two hours.
3. The minimum percentage of marks to pass the programme in each semester shall be 40% in each course comprising of end semester examinations and continuous evaluation.
4. A programme 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.
5. Semester examination results shall have following categories:
 - 5.1. Passed, i.e., those who have passed in all courses of the semester examination in internal and external examination separately.



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5.2. Promoted (ATKT), i.e., those who have earned minimum 50% of credits in a particular year including both the semesters (even and odd) or those who have earned any number of credits in odd semester.

5.3. Detained, i.e., those who are not promoted as per the above provisions shall be detained. Such students have to appear in the examination of next academic session to earn required credits (excluding the credits already earned) as per the provisions of this ordinance and only then he/she may continue the programme within stipulated period as per the provisions of this ordinance.

6. However, a student of any semester who has been detained/ not appeared in examination due to less attendance/ not applied for examination/ applied but not appeared shall be out from the programme. Such a student has to take admission in the next session as an ex-student through the procedure adopted/notified by the University.

▪ **Continuous Internal Assessment:**

1. Continuous Internal Assessment shall be of 30% marks of total marks allotted for the course.
2. The components for continuous internal assessment for each course shall be decided by the Board of Studies of concerned subject.
3. Continuous Internal assessment shall be carried forward in case of ATKT students, there shall not be any provision of conducting internal assessment tests for ATKT students at any circumstances.

▪ **Evaluation and Certification of MOOCs and Vocational Courses:**

The guidelines of the University/SWAYAM portal/UGC shall be followed for evaluation and certification of MOOCs, Vocational Courses, Field Projects/ Internship/ Apprenticeship/ Community engagement and service/ Honours with Research Project.

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▪ **Letter Grades and Grades Point:**

The Semester Grade Point Average (SGPA) is computed from the grades as a measure of the student's performance in a given semester. The SGPA is based on the grades of the current term, while the Cumulative GPA (CGPA) is based on the grades in all courses taken after joining the programme of study.

The University may also mention marks obtained in each course and a weighted average of marks based on marks obtained in all the semesters taken together for the benefit of students.

Grading System

Letter Grade	Grade Points	Description	Range of Marks (%)
O	10	Outstanding	>90 to <=100
A+	9	Excellent	>80 to <=90
A	8	Very Good	>70 to <=80
B+	7	Good	>60 to <=70
B	6	Above Average	>50 to <=60
C	5	Average	>40 to <=50
P	4	Pass	=40
F	0	Fail	<40
Ab	0	Absent	Absent

▪ **Computation of SGPA and CGPA:**

UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- I. The SGPA is the ratio of the 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.

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

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the learner in the i th course.

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Example of Computation of SGPA

Semester	Course	Credit	Letter Grade	Grade point	(Credit x Grade)
1	Course 1	3	A	8	3 x 8 = 24
1	Course 1	4	B +	7	4 x 7 = 28
1	Course 1	3	B	6	3 x 6 = 18
1	Course 1	3	O	10	3 x 10 = 30
1	Course 1	3	C	5	3 x 5 = 15
1	Course 1	4	B	6	4 x 6 = 24
		20			139
SGPA					139/20=6.95

The Cumulative Grade Point Average (CGPA) is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

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

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

Example of Computation of CGPA

Semester 1	Semester 2	Semester 3	Semester 4
Credit 20 SGPA 6.9	Credit 20 SGPA 7.8	Credit 20 SGPA 5.6	Credit 20 SGPA 6.0
$CGPA = (20 \times 6.9 + 20 \times 7.8 + 20 \times 5.6 + 20 \times 6.0) / 80 = 6.6$			

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts. On completing all requirements for the award of the undergraduate certificate/ diploma/ degree, the CGPA shall be calculated, and this value shall be indicated on the certificate /diploma/degree. The 3 years (6 semester) and 4 years (8 semester) undergraduate degrees should also indicate the Division obtained as per following Table:



Distribution of Divisions

Division	Criterion
First division with distinction	The candidate has earned minimum number of credits for the award of the degree with CGPA of 7.5 or above
First division	The candidate has earned minimum number of credits required for the award of the degree with CGPA of 6.0 above but less than 7.5
Second division	The candidate has earned minimum number of credits required for the award of the degree with CGPA of 4.5 or above but less than 6.0
Third Division	The candidate has earned minimum number of credits required for the award of the degree with CGPA of 4.00 or above but less than 4.5

Note: The conversion of CGPA into percentage shall be as followed to facilitate its application in other academic matters.

Equivalent Percentage = $CGPA \times 10$. The percentage shall be rounded off up to the second decimal point.

The candidate shall be awarded a certificate/diploma/degree when he/she successfully earns the minimum required credits for the certificate/diploma/degree.

▪ **Issue of Transcript:**

Based on the recommendations on Letter grades, grade points and SGPA and CGPA, the university shall issue the transcript for each semester and a consolidated transcript indicating the performance in all semesters.

▪ **Credit Transfer:**

1. The credit transfer shall be implemented as per the policy of the University framed in accordance with the guidelines issued by the UGC from time to time.
2. The member institutions of the Academic Bank of Credit established vide University Grants Commission (Establishment and Operation of Academic Bank of Credits in Higher Education) Regulations 2021 shall accept and transfer the credits as per the provisions of this

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regulation as amended from time to time.

3. Except for the cases of provisional promotions, the university shall facilitate credit transfer of students between them however, the student may be required to fulfil some eligibility criteria, drawing parity for a course, framed by the University in which the student seeks admission.

G. Requirement of the Laboratory Support and Library Resource:

In the open distance learning MBA programme, practical learning and hands-on experience will be facilitated through various interactive methods. Business simulations, case studies, and virtual business environments will provide students with real-world scenarios to enhance decision-making and problem-solving skills. Web-based tools and data analysis platforms will be used to develop analytical and strategic thinking.

Instructors will conduct live webinars, interactive sessions, and video demonstrations of key business concepts. Additionally, students will have access to recorded lectures and business case discussions, allowing them to learn at their own pace. Video conferencing tools will be used for live discussions, mentorship, and doubt-clearing sessions to ensure an engaging and comprehensive learning experience.

H. Cost Estimates of the Programme and the Provision:

This programme was already designed and developed in the conventional mode. In this process of overall development according to the current scenario, the cost estimate of all the metrics, components, equipment, advanced lab & maintenance cost for this programme this programme comes to amount of Rs. 3124000 and provision is made of Rs. 3200000.

I. Quality Assurance Mechanism and Expected

Programme Outcomes:

The programme structure of the open distance learning MBA programme is designed under the guidance of an expert committee, the Board of Studies, and the Faculty Board. It is developed in accordance with the guidelines of statutory bodies and is approved by the Board of Studies, Faculty Board, and Academic Council of the University. The curriculum is reviewed annually to align with the evolving



needs of the business and management industry. Any necessary updates and improvements are forwarded to the Board of Studies, Faculty Board, and Academic Council for approval. The changes in the course curriculum as per the needs and requirements from time to time. The University will help the passed-out students in their placement in different industries through the training and placement cell.

Expected Outcomes of the Programme:

- Apply fundamental and advanced management concepts, financial principles, marketing strategies, and operational frameworks to solve real-world business challenges.
- Analyze and formulate business strategies by assessing market trends, economic conditions, and organizational objectives, leading to effective decision-making.
- Design and implement business solutions that align with ethical, social, and sustainability considerations while meeting corporate and industry needs.
- Utilize modern business analytics tools, financial modeling techniques, and strategic management frameworks to enhance organizational performance.
- Demonstrate professional ethics, leadership qualities, and corporate social responsibility in managerial decision-making.
- Recognize the need for continuous learning and professional development to adapt to the dynamic global business environment.
- Communicate effectively within the business community and society by producing well-structured reports, presentations, and strategic proposals while fostering leadership, teamwork, and personal growth.



Admin



M. Blunkay



