



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Outcome-Based Syllabus and Scheme of Examination

For

PROGRAMME-MASTER OF BUSINESS ADMINISTRATION
PROGRAMME CODE-CFSMBA1003

Courses Effective from Academic Session 2022-23

Department of Commerce and Financial Studies

AtalBihari Vajpayee Vishwavidyalaya, Bilaspur

(A Govt. State University)



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Programme Outcomes (PO) for MBA

The Programme is designed to develop future managers with Dual Specializations• in the area Financial Management, Human Resource Management and International Business.

Program Learning Outcome

- **Leadership and Management:** Develop the students with requisite knowledge, skills & right attitude necessary to create effective leadership that enables students to prove, develop and sustain in a global environment.
- **Problem analysis:** Identify, formulate, review research literature, and analyze complex business problems and reach substantiated conclusions using the principles and concepts of business and management.
- **Design/development of solutions:** Design solutions for complex business problems and design system or processes that meet the specified needs with appropriate consideration for the law of the land, and the cultural, societal, and environmental considerations.
- **Scanning and solution to complex problems:** Use research-based knowledge and research methods including design of statistical applications for analysis and interpretation of data, and thereby arrive at definitive alternatives to provide valid conclusions.
- **Modern Concepts and usage:** Create, select, and apply appropriate techniques, resources, and modern management processes and IT tools including prediction and modeling to complex business problems and boundaries.
- **Environment and sustainability:** Evaluate business environment and opportunities and devise strategies for responding effectively to problems, threats, and opportunities. Understand the impact of the professional methods in providing solutions keeping in view the societal and environmental contexts, and demonstrate the knowledge and need for sustainable development.
- **Professional Ethics:** Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practices.
- **Individual and team work:** Summarize and apply theories of team composition, process, and motivation (including inclusivity and diversity) to effectively manage work teams



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

- **Communication:** Communicate effectively on complex business management activities with the industry and with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions. Construct and communicate a logical, relevant, and professional quantitative assessment of business information in an effective manner
- **Project management and finance:** Demonstrate knowledge and understanding of the business and management principles and apply those to one's own work, as a member and leader in a team, and to manage projects in multidisciplinary environments.
- **Continuous learning:** Recognize the need for, and have the preparedness and ability to engage in independently and also keep continuous learning in the broadest context of changes happening in business management.



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

		Elective- 1	3	-	-	3	75	25	100	40	
		Elective-2	3	-	-	3	75	25	100	40	
		Elective-3	3	-	-	3	75	25	100	40	
		Minor									
		Elective-4	3	-	-	3	75	25	100	40	
		Elective-5	3	-	-	3	75	25	100	40	
	MBACFS319	Summer Training- Project Report	6	-	-	6	100	-	100	40	
		Total	29	-	-	29	625	175	800	-	
Fourth	MBACFS401	Entrepreneurship Development	4	-	-	4	75	25	100	40	
	MBACFS402	Strategic Management	4	-	-	4	75	25	100	40	
	MBACFS403	Project Management	4	-	-	4	75	25	100	40	
		Major									
		Elective- 1	3	-	-	3	75	25	100	40	
		Elective-2	3	-	-	3	75	25	100	40	
		Minor									
		Elective-3	3	-	-	3	75	25	100	40	
		MBACFS404	Dissertation Report	5	-	-	5	100	-	100	40
		MBACFS405	Comprehensive viva	5	-	-	5	100	-	100	40
		Total	31	-	-	31	650	150	800	-	

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year, the student is required to undergo summer training in an organisation. A report based on the summer training shall be submitted within six-eight weeks from the commencement of the third semester. After this each student has to make a presentation and the final grade in this course (Semester-III which has 6 credits) will be based on both the written report and the presentation.



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Electives for Semester-III

Electives	Course Name	Course Code
Finance	Security Analysis & Portfolio Management	MBACFS303
	Strategic Financial Management	MBACFS304
	Derivatives and Risk Management	MBACFS305
	Financial Services and FINTECH	MBACFS306
Marketing	Sales Promotion & Advertising Management	MBACFS307
	Consumer Behavior	MBACFS308
	Service Marketing	MBACFS309
	Digital Marketing	MBACFS310
Human Resource Management	Human Resource Development	MBACFS311
	Industrial Relations and Labour Laws	MBACFS312
	Compensation Management	MBACFS313
	Industrial Psychology	MBACFS314
International Business	Customer Relationship Management	MBACFS315
	Export Import Management	MBACFS316
	E-commerce Strategies and Applications	MBACFS317
	International Supply Chain Management	MBACFS318



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Electives for Semester-IV

Electives	Course Name	
Finance	International Financial Management	MBACFS406
	Global Corporate Finance	MBACFS407
	Management of Working Capital	MBACFS408
Marketing	International Marketing	MBACFS409
	Sales & Distribution Management	MBACFS410
	Retail Management	MBACFS411
Human Resource Management	HR Analytics	MBACFS412
	Global Human Resource Management	MBACFS413
	Employee and Organizational Development	MBACFS414
International Business	International Business Environment	MBACFS415
	Global Logistics Management	MBACFS416
	Cross Cultural Management	MBACFS417



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

MBA SEMESTER-I

Part A: Introduction

Program: Master Degree	Class: MBA- I Year	Semester: I	w.e.f. Academic Session: 2022-23
Course Code	MBACFS101		
Course Title	Managerial Accounting		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Learn about basic accounting fundamentals and to prepare Vertical Learners will mature in financial analysis• Understand Financial Statements as per Indian Companies Act 2013. skills and learn to prepare Cash Flow Statement, Estimated Working Capital and Receivables management.• analyze ratios and core concepts of business finance and its importance in managing a business.		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 40 /Total Hours:40

Unit-I : Introduction : Generally Accepted Accounting Principles, Managerial Accounting–Concept and Distinction with Financial Accounting, Controllership Functions.

Unit-II : Inflation Accounting : Statement of the Problem, Methods of Inflation Accounting, Practical Difficulties in Inflation Accounting and Merits and Demerits.

Unit-III : Financial Analysis : Reclassification of Balance Sheet and Profit and Loss Account, Ratio Analysis – Limitations and Types of Accounting Ratios and Preparation of Pro-forma of Balance Sheet on the Basis of Accounting Ratios.

Unit –IV : Fund Flow and Cash Flow Statement: Concept of the Term Fund and Preparation of Fund Flow Statement under Working Capital Concept, Preparation of Cash Flow Statement.

Unit –V : Reporting to Management : Significance and Essentials of a Good Reports, Types of Accounting Reports, Levels of Management and Report.

Part C - Learning Resources

Text Books, Reference Books and E-Resources



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

TEXT/ REFERENCE BOOKS:

- Managerial Accounting: Kurt Heisinger, Sierra College Joe Hoyle, University of Richmond
- Managerial Accounting By Ray Garrison
- Introduction to Managerial Accounting By Peter Brewer and Ray Garrison and Eric Noreen

Part A: Introduction

Program: Master Degree	Class: MBA - I Year	Semester: I	w.e.f. Academic Session: 2022-23
Course Code	MBACFS102		
Course Title	Statistical Method for Decision Making		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Articulate data collection methods, types of variables, types of data,• Present data using graphical and numerical methods,• Conduct elementary-level exploratory data analysis, to gain in particular, basic knowledge from real life data using basic statistical tools.		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 40 /Total Hours:40

Unit-I Statistics: Concept, Significance and Limitations. Collection of Primary and Secondary Data, Classification and Tabulation, Frequency Distributions and their graphical representation.

Unit-II Measures of Central Tendency: Mean, Median and Mode .Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Quartile Deviation. Moments, Measures of Skewness and Kurtosis.

Unit-III Correlation and Regression Analysis: Two variable case/Index Numbers, Time series-its components and their determination.

Unit-IV Sampling: Methods of Sampling; Sampling and Non-Sampling Errors, Law of Large Numbers and Central Limit Theorem. Estimation Point and Interval Estimates, Confidence Intervals. Statistical Testing - Hypothesis and Errors; Large and Small One Sample and Two sample Tests - Z test, t –test and F-Test. Chi-Square Test, Analysis of Variance.

Unit-V Probability: Classical, Relative and Subjective Probability. Additive and Multiplicative rules, Conditional Probability and Baye's Theorem. Random Variable, Mathematical Expectation, Binomial, Poisson and Normal probability distributions.

Part C - Learning Resources

Text Books, Reference Books and E-Resources



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

TEXT/ REFERENCE BOOKS:

- Levin, R.I.: Statistics for Management(PHI)
- Gupta,S.P. &Gupta,M.P.:BusinessStatistics
- Lapin, Lawrence: Statistics for Modern Business Decisions(HBJ)
- Shenoy,G.V.&Pant,M:StatisticalMethodsInBusinessandSocialSciencess

Part A: Introduction

Program: Master Degree	Class: MBA - I Year	Semester: I	w.e.f. Academic Session: 2022-23
Course Code	MBACFS103		
Course Title	Managerial Economics		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Apply the knowledge of the mechanics of supply and demand to explain working of markets• Describe how changes in demand and supply affect markets• Understand the choices made by a rational consumer		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 40 /Total Hours:40

Unit-I : Nature and Scope of Managerial Economics : Managerial Economist's Roles and Responsibilities; Relation with Economics and other Disciplines; Business Objective Models – Profit Maximization, Sales Maximisation, Managerial Discretion and Behavioural Models; Fundamental Economic Concepts – Incremental, Opportunity Cost, Discounting and Equi-Marginal or Substitution Concepts.

Unit-II :Theory of Consumer Demand : Cardinal Utility Analysis of Demand; Ordinal Utility Analysis of Demand; Revealed Preference and Logical Ordering Analyses of Demand; Consumer's Choice; Individual and Market Demand Functions; Demand Distinctions; Law of Demand - Price, Income and Substitution Effects, Bandwagon Effects and Snob/Veblen Effects, Giffen's Paradox.

Unit-III : Demand Elasticity and Forecasting : Elasticity of Demand - Determinants and Distinctions, Degrees and Measurements of Price, Income, Cross Advertising and Expectation Elasticities and Applications in Business; Decisions, Demand Estimation- Functional Forms, Demand Forecasting, Need for and Steps in Demand Forecasting and Demand Forecasting Techniques for Established as well as New Products.

Unit-IV : Production Theory : Production Function; Laws of Variable Proportions; Producer's Equilibrium - Traditional Analysis, Isoquant, Isocost and Ridge Lines and Modern Analysis of Producer's Equilibrium-



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Expansion Path and Returns to Scale as per Isoquants; Economies and Diseconomies of Scale – Internal and External.

Unit-V : Cost Theory : Implications of Costs – Real, Alternative and Money Costs; Cost Distinctions and Functions; Cost Behaviour in Short-Run and Economic Capacity; Derivation of Long Run Costs; Modern Analysis of Costs - Average Fixed and Average Variable Costs and Reserve Capacity; Real and Pecuniary Economies; Relevance of Costs in Business Decisions.

Part C - Learning Resources

Text Books, Reference Books and E-Resources

TEXT/ REFERENCE BOOKS:

- Peterson & Lewis : Managerial Economics
- Haynes, Mote & Paul : Managerial Economics
- Laidler : Introduction to Micro Economics
- Varshney R.L. & Maheshwari : Managerial Economics

Part A: Introduction

Program: Master Degree	Class: MBA - I Year	Semester: I	w.e.f. Academic Session: 2022-23
Course Code	MBACFS104		
Course Title	BUSINESS ENVIRONMENT		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• To analyze various categories of business environment and apply various approaches that are helpful to manage both the internal and external environment of the business.• To apply the various types of policies in the economic environment,• To apply various constitution provisions & how government play different roles for the smooth functioning of an organization & evaluate the importance of CSR in an economy.		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 40 /Total Hours:40

UNIT-1 Introduction: Business Environment: Concept, Nature and scope of Business Environment, Global Business Environment, and Business Environment in the Indian context.

UNIT-2 Economic Development: Economic Environment : Types of economic policies, economic liberalization, fiscal and monetary policies and budget; WTO, and international economy Industrial policy– Trade Policy –Economic Development and role of government–Privatization & Public Systems Management.



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Various Summits: ASEAN, BRICS, G20, G7, APEC, OPEC, NATO

UNIT-3 Political and Legal Environment: Political & Legal environment: Political institutions – Legislature – executive –Judiciary interaction between political institutions and business firm, legal framework of business, Company laws, Labor legislations: Consumer Protection Act,1986.

UNIT-4 Technological Environment: Technological Environment, Impact of Technology, Technology and Society; Trends in Technology Management, Issues & Challenges.

UNIT-5 Social Environment: Social Environment: Business and Society, Social responsibility of Business, Social pressures, groups and dimensions. Natural Environment: Environmental aspects in business, Environmental hazards: Government role and interventions.

Part C - Learning Resources

Text Books, Reference Books and E-Resources

TEXT/ REFERENCE BOOKS:

- V.S.P. Rao, Business organisation, Himalaya Publishing House
- Basu, Business organisation, MC Graw Hill
- C.R. Basu TMH, Business organisation, New Delhi
- Jagdish Prasad, Business organisation, KitabMahal, Allahabad

Part A: Introduction

Program: Master Degree	Class: MBA - I Year	Semester: I	w.e.f. Academic Session: 2022-23
Course Code	MBACFS105		
Course Title	Principles and Practices of Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Learn the roles and responsibilities of manager.• make various strategic decisions• Inculcate leadership quality and able to face various challenges.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit-I : Introduction: Meaning, Concept, Nature, Process and significance, Managerial Roles and Skills,

Unit-II : Theories of Management: Management Thought and Thinkers-: Scientific Management (F.W.Taylor, Gantt, Glibreths.); Classical Organization Theory (Henry Fayol, C.I.Barnard, M.P.Follet, Max Weber); Neo-Classical Theory (Human Relations Movement & Hawthorne Experiments,

Unit-III: Planning & Decision Making- Planning (its Nature Scope; Steps; Principles; Types of plans); Organizing (Structural and Systemic dimensions; Authority, Responsibility & Accountability; Work division; Span of Management; Delegation; Decentralization; Decision Making: steps of Decision Making; Nature of managerial decision making and its types, Barriers to decision making; Individual and Group Decision making.



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Unit-IV: Staffing and Motivation; Staffing: Concept of staffing, staffing process
Motivation: Concept, Importance, extrinsic and intrinsic motivation; Major Motivation theories - Maslow's Need-Hierarchy Theory; Herzberg's Two-factor Theory, Vroom's Expectation Theory.

Unit-V: Leadership and Control: Leadership: Concept, Importance and style, Control: Meaning, Steps, Importance, Sources, Designing the control process, Effectiveness of Control Systems

Part C - Learning Resources

TEXT/ REFERENCE BOOKS:

- Koontz & Weirich (2004), Management, McGraw – Hill, Tokyo, (Text Book). References 1. Richard .M Hodgets (1993), Management, Academic Press, New Jersey.
- Hampton (1992), Management, McGraw – Hill, International Edition, Tokyo.
- Stoner & Wankel (1999), Management, Prentice Hall India, New Delhi.
- Peter F. Drucker (1987), Practice of Management, Pan Books, London, Reprint.

Part A: Introduction

Program: Master Degree	Class: MBA - I Year	Semester: I	w.e.f. Academic Session: 2022-23
Course Code	MBACFS106		
Course Title	Managerial Communication and Personal Effectiveness		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Learn how to manage their stress levels and improve their efficiency at work• Use persuasion and influence to achieve your objectives• Set a personal action plan with achievable goal		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit I – Introduction: Importance of communication skills in Business Management. Types of communication: Verbal and Non-verbal Communication, the media and tools of communication. The Communication Process. Barriers and Gateways to communication.

Unit II – Written Communication Skills: Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications. Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication.

Unit III – Recruitment and Employment Correspondence: Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/ Resumes; Joining Interview; An offer of employment; Job Description; Letter of



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Acceptance, Letter of Resignation and Promotion, Testimonials and References.

Unit IV– Business and Social Etiquette: Professional conduct in a business setting; workplace hierarchy; the proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

Unit V–Self-Assessment and other Skills: Self Development and Assessment, Self-Assessment, Self-Awareness, Perception and Attitudes, Values and Belief System, Personal Goal Setting, Career Planning, Self-Esteem, Building of Self-Confidence,

Other Skills: Managing time, Meditation, Understanding roles of manager and their Responsibility, Exposure to work environment And culture in today's job Places, Improving Personal Memory, Study skills that include Rapid reading, Notes taking, Complex problem solving, creativity.

Part C - Learning Resources

TEXT/ REFERENCE BOOKS:

- Fluency in English - Part II, Oxford University Press, 2006.
- Business English, Pearson, 2008.
- Language, Literature and Creativity, Orient Blackswan, 2013.
- Language through Literature (forthcoming) ed. Dr. Gauri Mishra, DrRanjanaKaul, DrBrati Biswas

Part A: Introduction

Program: Master Degree	Class: MBA - I Year	Semester: I	w.e.f. Academic Session: 2022-23
Course Code	MBACFS107		
Course Title	Computer Application in Management		
Course Type	Theory		
Pre-requisite	Basic knowledge of computer		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Gain familiarity with the concept and terminology used in the operation of business application system.• Achieve hand-on experience with application software to enhance business activity.• Explore various methods that IT can be used to support existing business and strategies.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 30 /Total Hours:30			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Unit-I : Computer Fundamentals : Meaning and Characteristics, Computer Generations, Classification of Computers, Organisation of Computer, Input and Output Devices, Storage Devices; PC as a Virtual Office.

Unit-II : Information Technology : Meaning and Components, Basic Idea of Different Types of Networks, Internet-a Global Network, E-Mail; Common Protocol Used in Internet, Concept of World Wide Web and Internet Browsing, Internet Security Application of Internet in Business.

Unit-III : Operating Systems and Word Processing : Concepts; Basic Idea of DOS, WINDOWS and Unix, Introduction and Working with MS-Word in MS-Office, MS-Excel, MS-Power Point-Basic Commands, Formatting Text and Documents, Working with Graphics and Creating Presentation the Easy Way.

Unit-IV : Introduction to Accounting Packages : Preparation of Vouchers, Invoice and Salary Statements, Maintenance of Inventory Records, Maintenance of Accounting Books and Final Accounts, Financial Reports Generation.

Unit-V : Database Management System : Traditional File Management, Processing Techniques, Limitation of File Management Systems, Meaning and Features of DBMS, Components of DBMS, Architecture of DBMS, Functioning of DBMS. Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Supply Chain Management (SCM),

Part C - Learning Resources

TEXT/ REFERENCE BOOKS:

- R. Pillai, Objective Computer Awareness, Arihant Publications
- P.K. Sinha, Computer Fundamentals, SPB Publications
- Rani Ahilya, Computer, Lucent's Publication
- RasanandaMohanty, Computer Application in Business Accounting, Himalaya Publishing House

Part A: Introduction

Program: Master Degree	Class: MBA- I Year	Semester: I	w.e.f. Academic Session: 2022-23
Course Code	MBACFS108		
Course Title	MS – Office Lab		
Course Type	Practical		
Course Learning Outcomes (CLO)	After completion of this course student will be able to <ul style="list-style-type: none">• Understand the basics of computers, they will be able to work with worksheet and power point.• Demonstrate the importance of Microsoft office.• Understand of usefulness of information technology tools for business operations.		
Credit Value	2		
Total Marks	Max. Marks: 50	Min. Marks: 20	



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Part B: Content of the Course

Total Lectures: 20 /Total Hours:40

Unit 1: Word Processing

Introduction to word Processing, Word processing concepts, Use of Templates, Working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect, Autotext; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge: including linking with Database; Printing documents

Creating Business Documents using the above facilities

Unit 2: Preparing Presentations

Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, Images, texts, Symbols, Media; Design; Transition; Animation; and Slideshow.

Creating Business Presentations using above facilities

Unit 3: Spreadsheet and its Business Applications

Spreadsheet concepts, Managing worksheets; Formatting, Entering data, Editing, and Printing a worksheet; Handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs

Generally used Spreadsheet functions: Mathematical, Statistical, Financial, Logical, Date and Time, Lookup and reference, Database, and Text functions

Unit 4: Creating Business Spreadsheet

Creating spreadsheet in the area of: Loan and Lease statement; Ratio Analysis; Payroll statements; Capital Budgeting; Depreciation Accounting; Graphical representation of data; Frequency distribution and its statistical parameters; Correlation and Regression

Part C – Learning Resources

TEXT/ REFERENCE BOOKS:

- R. Pillai, Objective Computer Awareness, Arihant Publications
- P.K. Sinha, Computer Fundamentals, SPB Publications
- Rani Ahilya, Computer, Lucent's Publication
- Rasananda Mohanty, Computer Application in Business Accounting, Himalaya Publishing House



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

MBA SEMESTER-II

Part A: Introduction

Program: Master Degree	Class: MBA- I Year	Semester: II	w.e.f. Academic Session: 2022-23
Course Code	MBACFS201		
Course Title	Marketing Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Utilise information of a firm's external and internal marketing environment.• Exercise critical judgment through engagement and reflection with existing marketing literature and new developments in the marketing environment• Critically evaluate the marketing function and the role it plays in achieving organizational success.		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 40 /Total Hours:40

UNIT-I Introduction: Concept, nature, scope and importance of marketing, Marketing concept and its evolution, Marketing mix, Strategic marketing planning –an overview.

Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions, Market segmentation and positioning, Buyer behavior, consumer versus organizational buyers, Consumer decision making process.

UNIT-II: Product Decisions: Concept of a product, Classification of products, Major product decisions, Product line and product mix, Branding, Packaging and labeling, Product life cycle–strategic implications, New product development and consumer adoption process.

Pricing Decisions: Factors affecting price determination, Pricing policies and strategies, Discounts and rebates.

UNIT-III: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels, Distribution channel intermediaries, Channel management decisions, Retailing and wholesaling.

Promotion Decisions: Communication Process, Promotion mix – advertising, personal selling, sales promotion, publicity and public relations, Determining advertising budget, Copy designing and testing, Media selection, Advertising effectiveness, Sales promotion–tools and techniques.

UNIT-IV Marketing Research: Meaning and scope of marketing research, Marketing research process.

Marketing Organisation and Control: Organising and controlling marketing operations.



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

UNIT-V Issues and Developments in Marketing: Social, ethical and legal aspects of marketing, Marketing of services; International marketing, Green marketing, Cyber marketing, Relationship marketing and other developments of marketing.

Part C – Learning Resources

1. TEXT/ REFERENCE BOOKS:

- **Kotlar, Philip**, Marketing Management, Prentice Hall, New Delhi.
- **Stanton, Etzel**, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
- **Saxena, Rajan**, Marketing Management, Tata-McGraw Hill, New Delhi.
- **McCarthy, E.J.**, Basic Marketing: A managerial approach, Irwin, New York.

Part A: Introduction

Program: Master Degree	Class: MBA – I Year	Semester: II	w.e.f. Academic Session: 2022-23
Course Code	MBACFS202		
Course Title	Human Resource Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Effectively manage and plan key human resource functions within organizations• Examine current issues, trends, practices, and processes in HRM• Contribute to employee performance management and organizational effectiveness		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 / Total Hours: 30

UNIT-I: Human Resource Management: Concept, objectives, scope, functions, importance, Human Resource Planning: Meaning, Objectives, process, limitations, importance, responsibility for human resource planning.

UNIT-II: Recruitment and Selection: Meaning, sources of recruitment, selection process, induction.

UNIT-III: Training and Development: Meaning, identification of training and development needs, method soft training and development, evaluation of training and development programmes, significance of training and development, career development.

UNIT-IV: Performance appraisal: Meaning, process, methods, limitations, importance, internal mobility, employee separation.

UNIT-V Wage and Salary Administration : Concept, objectives, factors influencing wage and salary administration. Job evaluation: meaning, principles, methods, limitations, importance, Systems of payment: Time



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

rate system, piece rate system, Incentive payments. Fringe benefits, Executive compensation.

Part C – Learning Resources

Text Books, Reference Books and E-Resources

TEXT/ REFERENCE BOOKS

- David A. DeCenzo & Stephen P. Robbins: Personnel/Human Resource Management
- Rudrabasavarj, M.N.: Dynamic Personnel Administration: management of Human Resource
- P. Subbarao : Essentials of Human Resource Management & Industrial Relations
- B. Mamorai: Personnel Management

Part A: Introduction

Program: Master Degree	Class: MBA – I Year	Semester: II	w.e.f. Academic Session: 2022-23
Course Code	MBACFS203		
Course Title	FINANCIAL MANAGEMENT		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure• Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the corporate.• Analyse the complexities associated with management of cost of funds in the capital Structure		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 40 /Total Hours:40

Unit-I Introductory: Nature of concept of finance function, Distinction between Accounting and Finance function. Objectives of Financial Management – Profitability vs wealth Maximisation Organisation for finance function, Time valuation concept, compound value concept. Present value concept, Financial planning and financial forecasting.

Unit-II Capital Structure planning: Patterns of financial requirement, objectives of an optimum capital structure, security Mix, Capitalisation concept, causes. Consequences and Remedies of over 19orporate19tion and under 19orporate19tion. Capital structure theories (with numerical problems) .Sources of long term finance share and Debentures. New financial Instruments and Institutions Leverage Analysis.

Unit-III Management of fixed capital: Concept relevance and computation of cost of capital nature and scope



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

of capital Budgeting, Capital Budgeting, Analysis of risk and uncertainty (numerical problems).

Unit-IV Management of working capital: Concepts of working capital, Nature and scope of working capital management, Approaches to the financing of current Assets determining the financing mix, Financing of working in India. Estimation of working capital.

Unit-V Management of Earnings: Nature and scope of management of earning. Dividend policy and Dividend Models, Walter's Model. Gordons Model. Pattern of dividend policies. Determinants of Dividend policy.

Part C – Learning Resources

TEXT/ REFERENCE BOOKS:

- Brigham Financial Management Theory And Practice
- Home.Wachowicz In Fundamentals Of Mancial Management.
- Westorn And Brigham Management Finance.
- Van-Home Financial Management And Policy

Part A: Introduction

Program: Master Degree	Class: MBA – I Year	Semester: II	w.e.f. Academic Session: 2022-23
Course Code	MBACFS204		
Course Title	Organizational Behaviour		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none"> • understand and use organizational weaknesses and strengths. • gain knowledge in sustainability, crisis management. • Understand the idea behind making, implementing, and improving a cross-functional business strategy to drive business growth in the long and short term. 		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 40 /Total Hours:40

Unit-I : Introduction : Organisational Behaviour-Concept; Contributing Disciplines; Foundation; Challenges and Opportunities; Human Behaviour-Nature, Process and Models.

Unit-II : Individual Behaviour : Personality-Determinants; Theories; Organisational Implications; Perception – Process; Factors Influencing; Managerial Utility; Sensation Vs. Perception; Learning-Nature, Process, Factors Affecting, Importance for Managers; Motivation-Need, Theories and Types of Incentives and Precautions in their Use; Special Issues in Motivation-Employees Recognition Programmes and Employees Involvement



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Programmes; Skill-based Pay Plans; Flexible Benefits etc.

Unit-III : Group Behaviour : Transactional Analysis-Levels of Self Awareness; Ego States; Life Positions; Transactions; Stroking; Uses of T.A.; Group Dynamics-Meaning and Nature of Group; Formal Groups – Committee, Task Force and Quality Circle; Informal Groups-Causes of Formation; Managing Informal Groups; Individual Vs. Group Decision Making.

Unit-IV : Leadership, Power and Authority : Leadership-Nature, Significance and Styles; Theories; Providing Effective Leadership; Power and Authority Bases of Power and Sources of Authority; Authority Limits; Increasing Power.

Unit-V : Morale and Stress Management : Morale- Nature, Factors Influencing and Methods of Measurement; Morale Building; Productivity and Morale; Stress Management-Sources, Consequences and Coping Strategies.

Part C – Learning Resources

TEXT/ REFERENCE BOOKS:

- Robbins, SP Stephen P, Timothy Judge and Nehasika Vohra, Organisational Behaviour, 12th or 16th edition, Pearson Education, 2011.
- Fred Luthans, Organisational Behaviour, 11th edition, McGraw Hill, 2009.
- W. Newstrom, John, Organisational Behaviour, 10th edition, Tata McGraw –Hill 2009.
- Paul Heresy, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour: Leading Human Resources, 2008

Part A: Introduction

Program: Master Degree	Class: MBA – I Year	Semester:II	w.e.f. Academic Session: 2022-23
Course Code	MBACFS205		
Course Title	Business Research Methods		
Course Type	Theory		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none"> • Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. • Have basic knowledge on qualitative research techniques • Have basic awareness of data analysis-and hypothesis testing procedures 		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 40 /Total Hours:40

UNIT I: Research concept, Classification , Steps of Research Process, Research Design – Definition, Features , Merits , Limitations , Applications of Exploratory, Descriptive and Causal Research, Research Objectives & Hypothesis Formulation.



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Unit II: Primary & Secondary data classification, Qualitative research – Focus Group, Interviews and Projective Techniques, Types of survey & Observation methods, Types of variables and classification of Experimentation Designs

Unit III : Primary Scales , Comparative and Non- Comparative Scales (Likert, Semantic), Concept of Reliability and Validity , Types of Questionnaire Design, Sampling Design – sample size determination, types of non probability and probability sampling design.

Unit IV: Basics of data analysis – frequency distribution, cross tabulation, Application of hypothesis testing – chi-square, t test, F test. Application of regression analysis, Format and types of Report Writing.

Unit-V: Presentation– Diagrams; graphs; charts. Report writing; Layout of Research report; Types of Reports; Mechanics of writing a Research report; Precaution for writing report; Oral presentation-preparation; Delivery; Audio Visuals.

Part C – Learning Resources

Text Books, Reference Books and E-Resources

TEXT/ REFERENCE BOOKS:

1. Marketing Research –An applied Orientation (latest edition) by Naresh K Malhotra , Pearson Publication
2. Research Methodology – Ranjit Kumar (Oxford Press)

Part A: Introduction

Program: Master Degree	Class: MBA – I Year	Semester: II	w.e.f. Academic Session: 2022-23
Course Code	MBACFS206		
Course Title	Accounting For Planning And Control		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none"> • Develop the concept of management accounting and its significance in the business. • Understand, develop and apply the techniques of management accounting in the financial decision making in the business 22orporate. • Develop competence with their usage in managerial decision making and control. 		
Credit Value	4		
Total Marks	Max. Marks:100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 40 /Total Hours:40			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Unit-I : Budgetary Control : Budget and Budgetary Control, Essentials for Effective Budgeting, Advantages, Types of Budgets, Flexible Budgeting and Zero –base Budgeting.

Unit-II : Standard Costing and Variance Analysis : Concept and Objects of Standard Costing, Setting of Standards, Variance Analysis- Material, Labour and Overhead Variances.

Unit-III : Marginal Costing : Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume-Profit, Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

Unit-IV : Decision Making: Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing

Decisions: Major factors influencing pricing decisions, various methods of pricing

Unit-V : Responsibility Accounting : Concept; Responsibility Centres – Cost, Profit, and Investment Centres, Advantages, Transfer Pricing – Market-based Price and Cost-based Price

Part C – Learning Resources

Text Books, Reference Books and E-Resources

TEXT/ REFERENCE BOOKS:

- Anthony Management Accounting
- Pandey, I M Management Accounting
- Ahmad Nisar Management Accounting
- Simon Herbert The New Science Management Decisions
- Radford, K.J Modern Managerial Decision Making

Part A: Introduction

Program: Master Degree	Class: MBA – I Year	Semester:II	w.e.f. Academic Session: 2022-23
Course Code	MBACFS207		
Course Title	Business Analytics		
Course Type	Theory		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Understand of Sectorial environment for organizational sustainability.• Get knowledge, skills and experiential learning in functional areas(s) of management.• To visualize managerial problems and identify various alternatives to solve them.		
Credit Value	4		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 40/Total Hours:40		
Unit I: Introduction: Concept of business analytics and data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, Data science, Applications of data science, Data Scientists: Roles and Responsibility		
Unit II: Data: Data Collection, Data Management, Big Data Management, Organization/ sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification		
Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.		
Unit III: Introduction to Data Mining, Data Mining Tasks, OLAP and Multi dimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.		
Unit IV: Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science,		
Unit V: Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.		
Part C – Learning Resources		
Text Books, Reference Books and E-Resources		
TEXT/ REFERENCE BOOKS:		
<ul style="list-style-type: none">• E. Turban, R. Sharda, J. Aronson, and D. King, Business Intelligence: A Managerial Approach, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7.• R. Mosimann, P. Mosimann, and M. Dussault, The Performance Manager: Proven Strategies for Turning Information into Higher Business Performance, Cognos Press, 2007, ISBN 978-0-9730124-1-5		

Part A: Introduction			
Program: Master Degree	Class: MBA – I Year	Semester:II	w.e.f. Academic Session: 2022-23
Course Code	MBACFS208		
Course Title	SPSS LAB		
Course Type	Practical		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Understand of Sectorial environment for organizational sustainability.• Get knowledge, skills and experiential learning in functional areas(s) of management.• To visualize managerial problems and identify various alternatives to solve them.	
Credit Value	2	
Total Marks	Max. Marks: 50	Min. Marks: 20
Part B: Content of the Course		
Total Lectures: 20 /Total Hours:40		
Unit I: Introduction to Statistics and SPSS, Starting SPSS, Entering and Editing Data in SPSS, Importing and Exporting Data in SPSS, Basic Concepts of Statistics and Research in Behavioural Sciences.		
Unit II: Descriptive Statistics:- Frequency, Percentage, Measures of Central Tendency, Measures of Variability,		
Unit III: Correlation: Bivariate Correlation. Partial Correlation, Regression, Simple and Multiple Regressions.		
Unit IV: Inferential Statistics, Parametric Tests like One Sample t- Test, Independent Sample t- Test, Dependent (Paired) Sample t-Test, Comparing Means; One way ANOVA, Two Way Between Groups ANOVA.		
Unit V: Non Parametric Test: Chi Square Test for Independence, Mann Whitney U Test, Wilcoxon Sign Ranked Test, Kruscal Wallis Test		
Part C – Learning Resources		
Text Books, Reference Books and E-Resources		
TEXT/ REFERENCE BOOKS: <ul style="list-style-type: none">• Green and Tull, Research Markets Decisions, PHI.• Tull Donald and Hawkins De , Marketing Research, PHI.• G.C.Beri, Marketing Research, Tata McGraw- Hill Publishers.• Luck David and Rubin Ronal , Marketing Research, PHI.		

MBA SEMESTER– III

Part A: Introduction			
Program: Master Degree	Class: MBA – II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS301		
Course Title	Corporate Governance and Business Ethics		
Course Type	THEORY		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">To Interpret and apply business ethics and morality in performing business activities.To Demonstrate and apply value, norms, ethical codes, and various ethical activities in a business.To develop and apply moral philosophies as a manager in an organization's decision-making.	
Credit Value	4	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 40 /Total Hours:40		
UNIT-I: Corporate Governance: Concept and Issues; History of Corporate Governance, Principles of Corporate Governance, Globalization and Corporate Governance; Corporate Governance Practices/Codes in India, UK, Japan, and USA; Corporate governance in family business; Corporate governance in state-owned business–the MOU System; Emerging Trends in Corporate Governance		
UNIT-II: Corporate Board: Attributes, Duties, Responsibilities, Liabilities; Shaping Directorial Competence and Board Effectiveness; Corporate Disclosure and Investor Protection; Corporate Reputation, Corporate Legitimacy. Corporate crimes-company and society relations. Corporate social challenges		
UNIT-III: The Legal and Regulatory Setting: Company Law, SEBI Regulations , FEMA – Banking and Capital Market Regulations, Takeover Code and Corporate Governance Issues. Tools forensuringCorporateGovernance:CostAuditMethodologyandCorporateGovernance,		
UNIT-IV: Statutory Audit for Governance, An introduction to e-governance and XBRL. Corporate governance in India: Reforming BOD-Birla Committee-Naresh Chandra Committee-Narayanamurthy committee-Audit committee-Corporate governance code.		
UNIT-V: Business ethics: Concept and Importance –benefits of business ethics-corporate philosophy and culture-managing ethics and legal compliance.		
Part C – Learning Resources		
Text Books, Reference Books and E-Resources		
<ul style="list-style-type: none">CSV Murthy, Business Ethics (Text and Cases), Pub. By HPHMarianne M. Jennings, Cases in Business Ethics, PubbyCengage LearningProf.(Col) P.S. Bajaj, Dr. Raj Agarwal, Business Ethics–An Indian perspective, PubbyBiztantraJohn R. Beatright, Ethics and the conduct of business, Pub. By Pearson EducationGeetaRani and R K Mishra, Corporate Governance Theory & Practice, Pub. By Excel BooksV Sithapathy and Rama Devi Iyer, Corporate Governance Practice & Procedure, Pub. By Taxman		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Part A: Introduction			
Program: Master Degree	Class: MBA – II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS302		
Course Title	Production and Operation Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• facilitate the various activities relating to scheduling and measuring of production take place and how control can be obtained on both product and quality.• develop various models that deal with inventory, control, safety, and security management in the production process.• create supply and logistics, distribution networks, and their management.		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 40 /Total Hours:40			
Unit I: Introduction Nature and Scope of Production/Operations Management, POM Relationship with other Systems in the Organisation, Factors that affect System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Student Planning and Analysis.			
Unit II: Production System and Related Concepts: Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.			
Unit III: Scheduling and measuring Production Activities: Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.			
Unit IV: Material and Inventory Management: An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.			
Unit V: Quality in Prod. & Ops Management: Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.			
Part C – Learning Resources			
Text Books, Reference Books and E-Resources			
TEXT/ REFERENCE BOOKS:			
<ul style="list-style-type: none">• Buffa. ES, Modern Production Management; John Willey, New York 1993Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behaviour, PHI New Delhi			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

- Chary SN, Production, and Operations Management- Concepts, Methods and Strategy, PHI New Delhi 2005
- Buffa. ES, Modern Production Management; John Willey, New York 1993
- Ajay Garg, Production and Operations Management, TMH, Delhi

Elective-I (Finance)

Part A: Introduction			
Program: Master Degree	Class: MBA – II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS303		
Course Title	Security Analysis & Portfolio Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course students should be able to: <ul style="list-style-type: none">• To provide a theoretical and practical background in the field of investments.• Designing and managing the bond as well as equity portfolios in the real word.• Valuing equity and debt instruments.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 30 /Total Hours:30			
Unit-I : Introduction : Meaning, Nature and Scope of Security Investment; Various Approaches for Investment Decisions; Investment Process; Various Attributes of Investment; Investment Environment –Instruments, Markets, Regulations etc.			
Unit-II :Fundamental Security Analysis: Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry Level Factors; Company Analysis – Financial Performance and Forecasting; Intrinsic Value of Shares.			
Unit-III : Technical Security Analysis : Meaning and Significance of Technical Analysis; Technical Analysis Vs. Fundamental Analysis; Traditional and Modern Tools of Technical Analysis; Various Forms of Efficient Market Hypothesis.			
Unit-IV : Portfolio Analysis: Security Risk and Return Vs. Portfolio Risk and Return; Various Components of Risks-Market Risk, Inflation Risk, Management Risk, Liquidity Risk, Business Risk, Financing Risk etc; Systematic Vs. Unsystematic Risks.			
Unit-V : Portfolio Management : Selection and Management of Optimum Portfolio Under Markowitz Model; Sharpe Model, Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model; Portfolio Selection Under Risk-free Lending and Borrowing Assumptions; Portfolio Appraisal and Revision.			
Part C – Learning Resources			
Text Books, Reference Books and E-Resources			
TEXT/ REFERENCE BOOKS:			
<ul style="list-style-type: none">• Copeland and Weston, Financial Theory and Corporate Policy, 3Ed, Addison Wesley.			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

- Prasanna Chandra, Financial Management Theory and Practice, TMH, New Delhi.
- Weston J.F., Chung K.S. & Hoge, Mergers, Restructuring and Corporate Control, PHI.
- William H. Beaver & George Parker, Risk Management, Problems and Solutions, McGraw-Hill.

Part A: Introduction			
Program: Master Degree	Class: MBA – II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS304		
Course Title	Strategic Financial Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of the course students would be able to: <ul style="list-style-type: none">• Understand the basic concepts and principles of strategic management analyse the internal and external environment of business.• Develop and prepare organizational strategies that will be effective for the current business environment.• Devise strategic approaches to managing a business successfully in a global context.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 30 /Total Hours:30			
Unit-I : Introduction : Strategic Management-Vision, Mission, Scope, Objectives, Strategies and Operating Plans; Process of Strategic Management; Strategic Financial Management; Changing Environment of Business Finance – Recent Trends and Financial Strategies; Financial Fundamental Analysis – Economy Analysis, Industry and Competition Analysis and Company Analysis.			
Unit-II : Corporate Valuation : Concept of Value; Value Creation through Required Rate of Return – NPV and IRR Approach; Book Value of the Corporate Entity – Intrinsic Value; Adjusted Book Value of the Corporate Unit; Current Market Valuation Model; Cost Theory of Valuation; Earnings Theory of Valuation; The Gordon Model of Valuation; Discounted Cash Flow Model.			
Unit-III : Business Growth and Corporate Reorganisation : Reorganisation for Growth – A Brief Overview of Expansion, Diversification, Alliances and Cooperation, and Mergers and Acquisitions; Corporate Growth and Financial Structure Redesigning – Leveraged Recapitalisation, Leveraged Buy Outs and Share Buyback; Growth Companies- Dividend Policy and Cash Dividends Vs Share Buyback.			
Unit-IV : Corporate Merger and Takeover : Mergers-Concept and Types; Reasons for Merger; Legal Aspects of Merger; Merger Exchange Ratio; Evaluating a Merger-Capital Budgeting Framework; Corporate Takeover-Concept of Friendly and Hostile Takeover; Takeover Regulations in India; Takeover Defence Mechanism.			
Unit-V : Managing Corporate Sickness and Corporate Restructuring : Concept of Corporate Sickness;			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Sickness Scenario in India; Causes of Sickness; Symptoms of Sickness; Predicting Sickness-Financial Ratios and Altman Model; Reorganisation for Growth-Stifled Corporate Entity – Share Buyback, Divestiture, Sell-Offs, Spin-Offs and Equity Carve-Outs; Distressed Restructuring-Voluntary Settlements and DIP Financing for Reconstruction; Formulating Revival Plan.

Part C – Learning Resources

Text Books, Reference Books and E-Resources

TEXT/ REFERENCE BOOKS:

- Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behaviour, PHI New Delhi
- Chary SN, Production, and Operations Management- Concepts, Methods and Strategy, PHI New Delhi 2005
- Buffa. ES, Modern Production Management; John Willey, New York 1993

Part A: Introduction

Program: Master Degree	Class: MBA – II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS305		
Course Title	Derivatives and Risk Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	The student will be able to: <ul style="list-style-type: none">• Equip with the ability to apply stock market basics to Indian Derivative market.• Learn valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives.• Learn the mechanics, valuation and trading strategies of derivative market; develop their own trading strategies in the volatile market		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit-I : :Conceptual Framework of Derivatives : Concept and Types of Derivatives; Exchange Traded Markets; Over-The-Counter Markets; Forward Contracts; Forward Prices and Spot Prices; Futures Contracts; Options; Swaps; Types of Traders : Hedgers, Speculators and Arbitrageurs; Derivatives Market in India; Security Exchange Board of India-Guideline with Regard to Derivatives Trading in India.

Unit-II: Conceptual Framework of Risk : Concept of Uncertainty and Risk; Operating Risk and Financial Risk; Systematic Vs. Non-Systematic Risks; Component of Risks – Market Risk, Foreign Exchange Risk, Interest Rate Risk, Liquidity Risk and Purchasing Risk.

Unit-III : Futures : Mechanics of Futures Markets-Convergence of Futures Price to Spot Price; Delivery; Types of Traders and Types of Orders; Forward Vs. Futures Contracts; Hedging Strategies Using Futures.



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Unit-IV : Options : Types of Options; Option Positions; Underlying Assets-Stock Options, Foreign Currency Options, Index Options and Futures Options; Trading Factors Affecting Stock Option Prices; Put-Call Parity; Strading Strategies Involving Options.

Unit-V : Swaps : Concept of Swaps; Mechanics of Interest Rate Swaps; Valuation of Interest Rate Swaps; Currency Swaps; Valuation of Currency Swaps.

Part C – Learning Resources

TEXT/ REFERENCE BOOKS:

- Futures and Option Markets, John C. Hull, Pearson Education
- Management & Derivative, Rene M. Stulz, Cengage
- Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behaviour, PHI New Delhi
- Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House

Part A: Introduction

Program: Master Degree	Class: MBA – II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS306		
Course Title	Financial Services and FINTECH		
Course Type	THEORY		
Course Learning Outcomes (CLO)	By the end of this course, students should be able to: <ul style="list-style-type: none">• Know the framework of Financial Markets in India.• Familiar with the functions of financial services.• Be an expertise in various financial markets, technologies and its services		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit I- Introduction to Financial Services – concept – objectives – characteristics – classification of financial services-Scope-Causes– constituents – growth of Financial Services in India – new financial products and services, Innovative Financial Instruments- Financial Service sector in India – problems faced. Regulatory frame work.

Unit II: Merchant Banking – meaning – definition – scope- functions – merchant banker’s code of conduct – qualities for merchant bankers- SEBI guidelines-Merchant banker’s commission Merchant bankers in market making process-Progress of merchant banking in India-Scope – Problems of merchant bankers. Securitization-



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

features-need-process of securitization Securitization in India.

Factoring: Meaning-Functions-benefits-Cost of factoring-types of factoring- Discounting Difference between factoring and discounting – Advantages and Disadvantages of factoring.

Unit III: Lease Financing – characteristics, types of lease, financial lease vs. operating lease- leasing process – services of the lessor – advantages and limitation of lease financing. Hire purchasing – Definition and features – Rights of hirer– Bank credit for hire purchase- difference between Hire Purchasing and Lease Finance.

Venture capital-features-scope of venture capital- importance-Venture capital guidelines stages of venture capital financing- The Indian Scenario: methods of venture financing. Credit Rating – Functions- origin – credit rating in India – benefits – credit rating Agencies in India: CRISIL – ICRA – CARE.

Unit IV: Introduction to Fin Tech- Recent developments –Major areas in FinTech2

, Future prospects and potential issues with Fin Tech – Fin Tech Evolution in Banks: Digital payments-payment gateways , bill payment services, money transfer services3 – Big Data Analytics4 , Artificial Intelligence5 and Machine Learning applications in the BFSI sector. – Alternative Lending, Crowd funding, and P2P Technology : Use of Crowd funding and p2p lending platforms – Big data and analytics in lending. Disruption of the investment banking business: Machine Learning in Fin Tech – LASSO, Decision-Tree Analysis – Automated Investment Services (Robot advisory services).

Unit V Fundamentals of digital currencies-Crypto currency Technologies and Block chain – Bit coin and its significance –Ethereum, Other Alt coins, Wallets, Exchange Markets, Payments – Application of block chain technology in banking and financial services industry- Security issues in Fintech-Regulatory issues in Fin Tech.

Part C – Learning Resources

TEXT/ REFERENCE BOOKS:

- E.GordonK.Natarajan Financial Markets and Services Himalaya publishing House
- JelenaMandirFintech law and Regulation Edward Elgar Publishing ltd,
- Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Gold feder, Bit coin and Crypto currency Technologies: A Comprehensive Introduction Princeton University Press
- Dr.JosephAnbarasu, Boominathan. V.K, Manoharan. P and Gnanaraj.G Financial Services Sultan Chand & Sons



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Elective-II (Marketing)

Part A: Introduction			
Program: Master Degree	Class: MBA – II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS307		
Course Title	Sales Promotion & Advertising Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	By the end of this course, students should be able to: <ul style="list-style-type: none">• Understand importance of Integrated Marketing Communications strategies;• Demonstrate a thorough understanding of the world of advertising including the creative and financial aspects; and• Learn to use sales promotions to push sales and attract buyers.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 30 /Total Hours:30			
Unit-I : Sales Promotion and Public Relations : Concept and Types of Sales Promotion; Concept and Tools of Public Relations; Social and Economic Effects of Advertising; Advertising and Competition; Advertising Regulations in India.			
Unit-II : Introduction of Advertising :Concept, Functions and Significance of Advertising; Advertising Communication System and Perception Process; Setting Advertising Objectives; The DAGMAR Approach.			
Unit-III : Advertising Strategy Planning : Need for Advertising Strategy Planning; Steps Involved in Developing Advertising Strategy; Considerations in Developing Advertising Strategy; Advertising Organisation – Factors Considered and Organisational Approaches; Advertising Agency – Role and Functions; Organization of Agency; Advertiser and Agency Relationship; Agency Compensation.			
Unit-IV : Creation of Advertisements : Advertising Appeals – Concept, Classification and Essentials; Advertising Copy – Copywriting and Structure of Copy; Advertising Layout – Concept, Functions and Principles.			
Unit-V : Advertising Media and Budget : Advertising Media – Principal Media; Media Selection Problems; Considerations in Media Selection; Media Scheduling; Advertising Budget – Approaches to Advertising Budget and Factors Influencing Budget; Measuring Advertising Effectiveness – Rationale and Techniques of Measurement.			
Part C - Learning Resources			
TEXT/ REFERENCE BOOKS:			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

- Belch George and Michael Belch, *Advertising and Promotion*, Tata McGraw Hill.
- William Wells, John Burnet, and Sandra Moriarty, *Adverting Principles and Practice*, Prentice Hall of India.
- JaishriJethwaney and Shruti Jain, *Advertising Management*, Oxford University Press.
- K. D. Koirala, *Marketing Communications*, Buddha Publications.

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS308		
Course Title	Consumer behavior		
Course Type	THEORY		
Course Learning Outcomes (CLO)	By the end of this course, students should be able to: <ul style="list-style-type: none">• Have an understanding of the interrelationships between the components of affect and cognition, behavior, environment, and marketing.• Recognize the use of concepts and theoretical models of consumer behavior in specific marketing situations as demonstrated using practical examples.• Use practical application of consumer behavior concepts in analysis of cases and problems		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit-I : Introduction : Concept and Need for Study of Consumer Behaviour. Application of Consumer Behaviour; Factors Affecting Consumer Behavior; Individual Consumer – Features of Individual Consumers; Consumer Decision-making Process; Organizational Consumer–Concept, Characteristics and Types of Organisational Consumer; Organizational Consumer Decision -making Process; Consumer Research.

Unit-II : Consumer Behaviour Models : Economic, Learning, Psychoanalytical and Sociological Models; Howard Sheth Model; Nicosia Model; Engel-Kollat-Blackwell Model; Sheth Model of Industrial Buying.

Unit-III : Consumer Motivation and Personality : Motivation –Concept of Motivation, Needs and Goals; Dynamic Nature of Motivation; Hierarchy of Needs; A Trio of Needs; Major Aspects of Motivation Research; Personality – Concept and Characteristics; Stages in the Development of Personality; Self and Self-image.

Unit-IV : Consumer Perception, Learning and Attitude : Concept and Elements of Perception; Factors Influencing Perception; Dynamics of Perception; Consumer Imagery; Concept, Process and Theories of Learning; Concept and Characteristics of Attitude; Factors Involved in Attitude Formation; Models of Attitude; Cognitive Dissonance and Attribution Theories.

Unit-V : Consumer in Scio-Cultural Settings : Reference Groups; Family Influences and Life Cycle; Social Class and its Measurement; Cultural Influence on Consumer Behaviour; Subcultures and Consumer Behaviour;



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Diffusion Process; Adoption Process.

Part C - Learning Resources

TEXT/ REFERENCE BOOKS:

- Del I. Hawkins, David L. Mothersbaugh, and Amit Mukerjee, Consumer Behavior, McGraw Hill.
- Michael R. Solomon, Consumer Behavior, Pearson Education.
- David L. Loudon and Albert j. Della Bitta, Consumer Behavior, McGraw Hill.

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS309		
Course Title	Service Marketing		
Course Type	THEORY		
Course Learning Outcomes (CLO)	The student should be able to: <ul style="list-style-type: none">• Develop an understanding about the various concepts and importance of Services Marketing.• Enhance knowledge about emerging issues and trends in the service sector.• Learn to implement service strategies to meet new challenges.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit-I :Introduction: Concept, Characteristics and Importance of Services; Development of Services Marketing; Concept of Services Marketing; Role of Marketing in Services Organisation; Services Marketing Mix; Technological Developments in Services Marketing; International Services Marketing – A Brief Discussion Only.

Unit-II : Services Market and Marketing : Application of Marketing Research in Services Marketing; Services Marketing Research Process; Collection of Services Marketing Information; Strategic Marketing Process for Services; Services Marketing Planning; Internal Marketing – Concept and Components and Marketing Planning and Implementation.

Unit-III : Services Product and Pricing : Service Product Concept; Service Attributes; Life Cycle Concept of Services; New Service Development; Positioning the Services; Service Pricing – Factors Influencing Service Pricing; Services Pricing Policies; Steps in Pricing Strategy for Services.

Unit-IV : Services Distribution and Promotion : Accessibility and Availability; Location–Factors Considered; Promotion–Goals of Internal and External Communication; Promotion Mix – Advertising, Personal



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Selling, Sales Promotion and Publicity; Media Choice and Selection; Managing Promotional Efforts; Role of Employees in Services Marketing; Process and Physical Evidence.

Unit-V : Special Aspects of Services Marketing : Tourism Marketing; Financial Services Marketing; Not-for-Profit Services Marketing; Charities Marketing; Internationalisation of Services; Professional Services and Marketing; Importance of Aftersales Services.

Part C - Learning Resources

TEXT/ REFERENCE BOOKS:

- Services Marketing - Valarie A Zeithmal & Mary Jo Bitner, 5/e, TMH, 2011.
- Services Marketing-Christopher Lovelock, Pearson Education.
- Services Marketing – Rajendra Nargundkar, 3/e, TMH, 2010.
- Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning 2007.
- Services Marketing: Operation, Management and Strategy-Kenneth E Clow & David L. Kurtz, 2/e, Biztantra, 2007.



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS310		
Course Title	Digital Marketing		
Course Type	THEORY		
Pre-requisite (if any)			
Course Learning Outcomes (CLO)	On successful completion of this course, the students will be able: <ul style="list-style-type: none">• To discuss the principles and importance of compensation management• To relate the bases of compensation• To appraise the present trends in calculation of incentives and other pay systems		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit-I: Definition of digital marketing; origin of digital Marketing, Traditional VS Digital Marketing, benefits of Digital marketing.

Unit-II: The internet micro- and macro-environment, Internet users in India. The internet marketing mix: product and branding; place e.g. channels, virtual Organizations; price e.g. auctions; promotions; people; processes; physical evidence. Digital marketing tools/e-tools; the online marketing matrix including business and Consumer markets; the online customer.

Unit-III Interactive order processing: choosing a supplier; selecting a product; check stockv Availability; placing order; authorization of payment; input of data; data transfer; Order processing; online confirmation and delivery information; tracking of order; Delivery; data integrity and security systems.

Unit-IV : Search engine marketing (SEM): definition of SEM, definition of search engine Optimization (SEO); advantages and disadvantages of SEO; best practice in SEO, Paid search engine marketing, pay per click advertising (PPC); landing pages; longv Tail concept; geo-targeting e.g. Google Ad Words; opt in email and email Marketing 4 Hour

Unit-V: Market research , Customer relationship Marketing, Internet communities, Design digital marketing plan, SWOT, situational analysis, key performance Indicators in internet marketing, Digital Landscape, P-O-E-M Framework, Segmenting and Customising Messages, Digital Advertising Market in India

Part C - Learning Resources

TEXT/ REFERENCE BOOKS:

- Digital Marketing by Seema Gupta (IIM-B)
- Digital Marketing: Strategy, Implementation & Practice by Dave Chaffey & Fiona EllisChadwick
- Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation – Damian Ryan and Calvin Jones



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Elective-I (Human Resource Management)

Part A: Introduction			
Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS311		
Course Title	Human Resource Development		
Course Type	THEORY		
Course Learning Outcomes (CLO)	Upon completion of this course, participants will demonstrate knowledge, understanding and skills in: <ul style="list-style-type: none">• Assessing organizations' HRD needs• Developing HRD Competencies and facilitating adult learning• Designing and evaluating effective HRD programs		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 30 /Total Hours:30			
Unit – 1 HRD- Macro Perspective : HRD Concept, Origin and Need, HRD as a Total System; Approaches to HRD; Human Development and HRD; HRD at Macro and Micro Climate.			
Unit -2 HRD–Micro Perspective: Areas of HRD; HRD Interventions Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD: Roles of HR Developer; Physical and Financial Resources for HRD; HR Accounting; HRD Audit, Strategic HRD			
Unit–3 Instructional Technology for HRD: Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behaviour Modeling and Self Directed Learning; Evaluating the HRD			
Unit– 4 Human Resource Training and Development: Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers.			
Unit–5 Training Methods: Training with in Industry (TWI): On the Job & Off the Job Training; Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation; Vestibule Training; Management Games; Case Study; Programmed Instruction; Team Development; Sensitivity Training; Globalization challenges and Strategies of Training Program, Review on T&D Programmes in India.			
Part C - Learning Resources			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

TEXT/ REFERENCE BOOKS:

- 1. Nadler, Leonard : Corporat Human Resource Development, Van Nostrand Reinhold, ASTD, New York
- Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt.Ltd., New Delhi , 2005.
- Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi , 2004.
- Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi .
- Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS312		
Course Title	Industrial Relations & Labor Law		
Course Type	THEORY		
Course Learning Outcomes (CLO)	The student should be able to: <ul style="list-style-type: none">Develop an understanding about the various concepts and importance of Services Marketing.Enhance knowledge about emerging issues and trends in the service sector.Learn to implement service strategies to meet new challenges.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit- I Industrial Relations: Concept, Determinants of Industrial Relations; Perspectives of Industrial Relations; Evolution of Industrial Relations. Origin and Development of Industrial Relations. Economic Restructuring and Industrial Relations Systems in India,

Unit – II Public Policy on Industrial Relations in India : Constitution and Labour, Industrial Policy Resolutions; Five Year Plans; Tripartism: Indian Labour Conference; Standing Labour Committee; Industrial Committees; Wage board; Evaluation and Implementation of Committees; Voluntarism; code of Discipline and code of Conduct; Industrial Trade Resolutions.

Unit – III Labour Management Cooperation In India : Works committees; JMCS; Worker’s Participation in Management; Worker Director; Employee Grievance Redressal System; Industrial employment Standing Orders and its Role in Industrial Relations; Management of Discipline in Industry; Misconduct; Process of Domestic Enquiry and Punishment.

Unit – IV Industrial conflict : Causes, Manifestation, measures of conflict resolution. Industrial Relations System in U.K., U.S.A., and Japan. Recent Trends in Industrial Relations.

Unit – V Trade Union movement; Historical development; growth of trade unions in India; Problems of



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Trade unions; challenges before trade unions Recognition, Leadership, Political involvement, Inter and Intra Union Rivalry, Finance, Trade Union Structure; National Trade Union Federations; Emerging Trends in Unionism in India Case

Part C - Learning Resources

TEXT/ REFERENCE BOOKS:

- 1. Davar R S: Personnel Management and Industrial Relations in India
- 2. Mamoria C B: Industrial Relations
- 3. Charles Myeres: Industrial Relations in India
- 4. ArunMonappa: Industrial Relations
- 5. Sharma A M : Industrial Relations
- 6. Ahuja K K : Industrial Relations Theory and Practice
- 7. C.S. VekataRatnam :Globalisation and Labour-Management Relations

Part A: Introduction



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS313		
Course Title	Compensation Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	On successful completion of this course, the students will be able: 1. To discuss the principles and importance of compensation management 2. To relate the bases of compensation 3. To appraise the present trends in calculation of incentives and other pay systems		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 30 /Total Hours:30			
Unit I: Introduction to Compensation Management Introduction –Definition of Compensation Management - objectives of compensation – Principles of Compensation Management – Importance of Compensation Management – Types of wages. Exploring and Defining the compensation context – Intrinsic compensation - Extrinsic compensation -- Compensation Trends in India. - The 3-P compensation concept			
Unit II: Compensation Planning & Bases of Compensation Compensation and its components - Compensation Planning: Level, Structure and Systems Decision – Compensation level planning- factors influencing compensation level planning : internal factors and external factors. Traditional Bases for Pay-Seniority and Longevity Pay- Merit Pay- Performance Appraisal- Methods- Biases -Strengthening the Pay for Performance Link- Possible Limitations of Merit Pay Programme			
Unit III: Incentive Pay & Other Pay Systems Exploring Incentive Pay- Contrasting Incentive Pay with Traditional Pay. Individual Incentives- Types of Individual Incentives- Advantages and Disadvantages. Group Incentives- Types of Group Incentives- Advantages and Disadvantages. Companywide Incentives- Types- Designing Incentive Pay Programmes. Person Focused Pay- Competency Based Pay, Pay for Knowledge and Skill Based Pay, team based pay- Concepts.			
Unit IV: Designing Compensation System Building internally consistent Compensation System - Creating Internal Equity through Job Analysis and Job Valuation - Building Market Competitive Compensation System – compensation surveys - Integrating Internal Job Structures with External Market - Building Pay Structures that Recognise Individual Contribution : Constructing pay structure. Pay structure variations – Broad banding- two tier pay structure.			
Unit V: Contemporary Strategic Compensation International compensation – components of international compensation – Executive compensation – components of executive compensation - Compensating the Flexible Workforce Contingent Employees – core and fringe compensation.			
Part C - Learning Resources			
Text Books, Reference Books and E-Resources <ul style="list-style-type: none">• Tapomoy Deb, Compensation Management text & cases, Excel Publication , 2014			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

- Joseph J. Martocchio, Strategic Compensation- A Human Resource Management
- Approach- Pearson Education, 2012, 3rd Ed
- Milkovich & New Man, Compensation, Tata McGraw –Hill, New Delhi

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS314		
Course Title	Industrial Psychology		
Course Type	THEORY		
Course Learning Outcomes (CLO)	On successful completion of this course, the students will be able: <ul style="list-style-type: none">• To measure the job related behaviour• To deal with industrial tension and Maladjustment• To analyse the industrial fatigue and accidents.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit-I : Introduction : Significance, Nature and Scope of Industrial Psychology; Problems of Industrial Psychology; Foundations of Industrial Psychology-Economic, Social and Psychological.

Unit-II : Job-related Behaviour and its Measurement : Job Analysis; Concept, Objectives and Methods of Job Evaluation; Concept and Methods of Performance Appraisal; Essential of a Good Performance Appraisal System; Performance Appraisal Vs. Merit Rating; Job Specification - Maintenance and Motivational Factors.

Unit-III : Individual Difference, Vocational Guidance and Selection : Individual Differences- Nature, Significance; Reasons Behind Individual Differences; Vocational Guidance-Necessity and Kinds; Scientific Steps in Vocational Guidance and Limitations of Guidance; Vocational Selection-Advantages and Methods.

Unit-IV : Industrial Tension and Maladjustment: Causes, Effects and Remedies to Minimize Industrial Tension; Maladjustment – Emotional and Vocational; Readjusting a Maladjusted Worker; Monotony – Determining Factors and Effect on Productivity; Elimination of Monotony.

Unit-V : Industrial Fatigue and Accidents : Causes, Effects and Remedies to Eliminate Industrial Fatigue; Causes and Ill-effects of Accidents; Steps for Reduction in Accidents.

Part C - Learning Resources

Text Books, Reference Books and E-Resources

- Nelson, Quick and Khandelwal, ORGB : An innovative approach to learning and teaching Organizational Behaviour. A South Asian Perspective, Cengage Learning, 2012
- Luthans, Fred, Organizational Behavior, McGraw Hill 2008
- UdaiPareek, Understanding Organizational Behavior, Oxford University Press



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

- Robbins, Stephen, Organizational Behavior, Prentice Hall, India

Elective-IV International Business

Part A: Introduction		
Program: Master Degree	Class: MBA - II Year	Semester: III w.e.f. Academic Session: 2022-23
Course Code	MBACFS315	
Course Title	Customer Relationship Management	
Course Type	THEORY	
Course Learning Outcomes (CLO)	On successful completion of this course, the students will be able: <ul style="list-style-type: none">• Apply the concept of CRM• Implement how CRM practices and technologies enhance the achievement of marketing• Implement various technological tools for data mining	
Credit Value	3	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
<u>UNIT-I: Emerging Concepts in Customer Relationship Management:</u> CRM Definition, Need and Importance : Conceptual Framework of Customer Relationship Management ;The Value Pyramid , Customer Interaction Cycle , Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.		
<u>UNIT-II:CRM as a Business Strategy:</u> CRM - Issues and Strategies, Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-.Customer lifecycle Management.		
<u>UNIT-III:TechnologicalTools for CRM and Implementation:</u> Data Mining for CRM-Some Relevant Issues; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation –set by step process.		
<u>UNIT- IV: CRM Implementation:</u> Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects: Development Customizations; Beta Test and Step-by-Step Process: Five Phases of CRM Projects: Development Customizations; Beta Test and		
<u>UNIT-V: CRM in Services:</u> Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM;		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Part C - Learning Resources

Text Books, Reference Books and E-Resources

- Jagdish N Sheth, ParvatiyarAtul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008
- Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson Education
- H.Peeru Mohamed , A Saga devan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing House
- Customer Centricity –Focus on right customer for strategic advantage, by Peter Fader, Whart on Digital Press, 2012

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS316		
Course Title	Export Import Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	After completion of this course, the student: <ul style="list-style-type: none">• Will gain an understanding of the guiding principles and concepts.• Will have practiced planning, developing, and constructing a viable global supply chain.• Will gain an understanding of the financial transaction, regulatory, and legal issues involved in international supply chains.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit- I: Import-Export Management: Overview

Import Export Management Introduction; Concept Key Feature; Foreign Trade - Institutional Framework and Basics; Trade Policy; Foreign Trade; Simplification of Document; Reduction in Document to Five for Custom Purpose; Exporting; Importing Counter Trade; the Promise and Pit fall of Exporting; Improving Export Performance; Counter Trade.

Unit-II: International Marketing: Environmental and Tariff Barrier

International Marketing: Definition, Components of International Marketing Management; Trade Barrier Definition: Components of Trade Barrier, Objectives of Trade Barrier.,

Non-Tariff Barrier: Non: Tariff Barriers; Government Participation in Trade; Quota; Ad-valorem Duty; Specific Duties and their Differences, Export and Import Financing, Procedure, and Primary Consideration, Export and Import Financing Procedures; 14 Steps for Conducting Export Transaction; Export Assistance; Export-Import Primary Consideration

Unit-III: Import and Export Documentation: Introduction, Freight Forwarder's Powers of Attorney, Bill of Lading, Certificates of Origin, Letter of Credit. Processing of Export Order; Nature and Format of Export Order; Examination and



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Confirmation of Export Order; Manufacturing or Procuring Goods; Central Excise Clearance; Pre Shipment Inspection; Appointment of Clearing and Forwarding Agents; Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty Drawback.

Unit-IV: Export Assistance of India: Introduction, Importance of Export Assistance, Export Promotion Measure in India, Expansion of Production Base for Exports; Relaxation in Industrial Licensing Policy / MRTP / FERA / Foreign Collaborations; Liberal Import of Capital Goods; Export Processing Zones (EPZ); Export Oriented Units (EOU); Special Economic Zones (SEZs); Electronic Hardware Technology Parks (EHTP) and Software Technology Park Units (STP); Assured Supply of Raw-Material Imports; Eligibility for Export / Trading / Star Trading / Super Star Trading Houses; Export Houses Status for Export of Services; Rendering Exports Price Competitive; Fiscal Incentives; Financial Incentives; Strengthening Export Marketing Effort

Unit-V: Export Promotion Organization: its Objectives; Importance of Institutional Infrastructure; Govt. Policy Making and Consultations; Indian Trade Promotion Organization (ITPO); Indian Institute of Foreign Trade (IIFT); Indian Institute of Packaging (IIP) Indian Counsel of Arbitration (ICA); Federation of Indian Export Organization (FIEO); Marine Products Exports Development Authority (MPEDA); Export Processing Zones (EPZ); 100% Export Oriented Units (EOUs); Facilities for Units in EOUs, EPZs, EHTPs & STPs; M. Visvesvaraya Industrial Research & Development Center (MVIRDC); Chamber of Commerce (COC).

Part C - Learning Resources

Text Books, Reference Books and E-Resources

TEXT/ REFERENCE BOOKS:

- Export Import Policy, Publisher: Ministry of Commerce, Government of India, New Delhi
- Electronic Commerce by N. Janardhan, Publisher: Indian Institute of Foreign Trade, New Delhi.
- Nabhi's Exporters Manual and Documentation, Publisher: Nabhi Publication, New Delhi.
- Nabhi's New Import Export Policy, Publisher: Nabhi Publication, New Delhi.
- Export-What, Where, How by Ram Paras, Publisher: Anupam, Delhi.

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS317		
Course Title	E-Commerce Strategies and Applications		
Course Type	THEORY		
Course Learning Outcomes (CLO)	After completion of this course, the student will be able to: <ul style="list-style-type: none">• Learn the concepts of electronic Data Interchange.• Understand the technologies that support an internet-based business.• Understand the key regulatory issues related to the E-Commerce industry.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	

Part B: Content of the Course



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Total Lectures: 30 /Total Hours:30

UNIT-I Introduction to E-commerce- Electronic commerce frame work Electronic- commerce and media conversions- Anatomy of e-commerce application- Components of the I-ways- Network access equipment- Global information distribution network- Internet terminology- NSF NET- Architecture and components- National research and educational network.

UNIT-II Electronic commerce and world wide web- Architectural frame work of E-commerce-www Architecture- Hypertext publishing- consumer oriented application-Mercantile process model- Consumer perceptive- Electronic payment system- Types- designing EPS- Smart cards and EPS- Credit cards and EPS.

UNIT-III Electronic Data Interchange [EDI]-Application- security and privacy issue-Software implementation- Value added networks- Internal information systems- customization-Supply chain Management.

UNIT-IV Marketing on the Internet- advertising on the internet- Charting the online marketing process-E-commerce catalogues or directories information filtering- Consumer data interface emerging tools.

UNIT-V Multimedia and digital media- Concepts- Digital video and E-Commerce- Video Conferencing- Frame Relay- Cell Relay- Mobile Computing-Frame work-Wireless Delivery Technology- Cellular Data Communication Protocols.

Part C - Learning Resources

TEXT/ REFERENCE BOOKS:

- Danial Minoli & E. Minoli, Web Commerce Technology Hand Book, TMH.
- Parag Diwan & Sunil Sharma, E-Commerce

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
1 Course Code	MBACFS318		
2 Course Title	International Supply Chain Management		
3 Course Type	THEORY		
4 Course Learning Outcomes (CLO)	After completion of this course, the student will be able to: <ul style="list-style-type: none"> • Impart the basic components of International Logistics and integrating all the subsystems of Logistics. • Understand the various processes involved in international supply chain. • Impart basic knowledge on Inventory management, Packaging and various kinds of packing. 		
5 Credit Value	3		
6 Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 30 /Total Hours:30			
9 Unit I: Global Supply Chain – Overview			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Introduction & Importance of Supply Chain Management, Developing Supply Chain as a Competitive Tool for Customer Satisfaction and Corporate Profitability, Channel Structure, Supplier Network Development, Outsourcing., Supply Chain Logistics Operations.

Unit II: Strategic Issues in Supply Chain Management

Value chain and value delivery system, Concept of multi-modal transportation and infrastructure needs; Strategic Alliances, Communication Flow of Supply Chain, Documentation needs and liabilities; Inter-functional coordination, Inter-corporate cooperation, Outsourcing in Supply Chain; Vendor Management & Development, Strategic Lead Time Management, Warehousing

Unit III: Managing the Supply Chain Performance

SCM and Information Technology, IT Enabled Supply Chain Management, Inter-firm Integration: Implementation Issues, Application of ERP, JIT, Optimization of Supply Chain, Retailing Management, Waste Elimination and Lean Thinking in Supply Chain; Supply chain performance measurement systems; Sustainable Supply Chain Networks

Unit IV: International Logistic System

Concept, Objectives & Scope, The System Elements, International Transportation Issues, Warehousing, Inventory Management, Packaging and Unitization Issues, Communication and Control, Centralized and Decentralized Logistic Management, Third Party Logistics (3PL), Multimodal Transport Operator (M.T.O.)

Unit V: Inventory Management and Packaging

Inventory Management: Introduction, Characteristics, Functionality, Components, Planning Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking Containerization: Genesis, Concept, Classification, Benefits and Constraints; Chartering: Kinds of Charter, Charter Party, and Arbitration Transportation

Part C - Learning Resources

TEXT/ REFERENCE BOOKS:

- Bowersox, Closs and Cooper, Supply Chain Logistics Management, Tata McGraw-Hill
- Chopra, Meindl and Kalra, Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Shah, Supply Chain Management: Text and Cases, Pearson Education
- Simchi-Levi, et al, Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Part A: Introduction			
Program: Master Degree	Class: MBA- II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS401		
Course Title	Entrepreneurship Development		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• Highlight the nuances of establishing business in the area of manufacturing and services.• Familiarize them with market research for converting an idea into practice and the application of 4Ps. Inculcating the importance of team building, approaches to financing and the viability of going online.• Building confidence for venture creation.		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 40 /Total Hours:40			
Unit-I Entrepreneur and Entrepreneurship; Entrepreneurship and economic development, Entrepreneur vs. Manager. Entrepreneurial Competencies, the Entrepreneurial role, task and personality – Entrepreneurial skills: creativity, problem solving, decision making, communication, Unit-II: Leadership quality: Mccellend's need achievement theory, self analysis, personal efficacy, culture and values, risk taking behaviour, technology backup. Factor affecting Entrepreneurial growth The Entrepreneurial process – deciding, developing, moving, managing, recognizing UNIT –III: Creativity and innovation; Opportunity recognition in Entrepreneurship, The product concept and Commercial opportunities, Importance of manufacturing, products and technology, the product development process. Product Protection: Patents, Trademarks and Copyrights. Services and Commercial opportunities- Infrastructure of services, types of service ventures, success factors for service ventures UNIT-IV: Marketing Research for new ventures- market research in pre-startup phase, sources of market intelligence, Competitive analysis and implications. Marketing Functions- product concepts, distribution, promotion, pricing. Marketing strategies. International Markets and new venture opportunities. UNIT-V: Organizing – Team Building, Legal forms of business. Financing the new venture- Business acquisition and franchising, Financial resources for new venture. Managing, Growing and Ending the new venture. Governmental scheme for promotion of entrepreneurship.			
Part C - Learning Resources			
Text Books, Reference Books and E-Resources			
RECOMMENDED BOOKS: <ul style="list-style-type: none">• David H. Holt- Entrepreneurship- New Venture Creation- PHI• Bharat Bhaskar- Electronic Commerce- McGraw Hill, 3rd Edition• Hisrich, Peters & Shepherd- Entrepreneurship- 6th Edition• Barringer, Entrepreneurship: Successfully launching new ventures, Pearson 3rd Edition			



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Part A: Introduction			
Program: Master Degree	Class: MBA- II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS402		
Course Title	Strategic Management		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• understand and use organizational weaknesses and strengths.• gain knowledge in sustainability, crisis management, resource allocation, marketing management, and human resources.• Understand the idea behind making, implementing, and improving a cross-functional business strategy to drive business growth.		
Credit Value	4		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 40 /Total Hours:40			
Unit-I :Concept of Strategy: Concept of Strategy and Strategic Management, Strategic Management Process, Levels of Strategy, Approaches to Strategic Decision Making, Organisational Mission and Purpose, Objectives and Goals; Importance of Strategic Management.			
Unit-II :Environmental Analysis and Diagnosis: Concept of Environment and its Components, Organisational Appraisal; Industry Analysis, Competitors Analysis, SWOT Analysis.			
Unit-III :Strategy Intent: Grand Strategies – Turnaround, Divestment and Liquidation Strategies, Growth Strategies-Merger, Take-over and Joint Strategies, Integration and Diversifications.			
Unit-IV :Functional Strategies: Marketing, Production/Operations and R & D plans and Policies, Personnel and Financial Plans and Policies.			
Unit-V :Strategy Implementation and Evaluation: Strategic Implementation – Concept, Relationship between Strategic Formulation and Implementation, Strategic Evaluation and Control – Concept, Types of Strategic Control, Techniques of Strategic Evaluation and Control – Strategic and Operational Control.			
Part C - Learning Resources			
Text Books, Reference Books and E-Resources			
RECOMMENDED BOOKS: <ul style="list-style-type: none">• Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008), Management of Strategy-Concepts and Cases, 4/e, Cengage Learning, New Delhi.• John. A. PearceII, Richard B. Robinson Jr, AmitaMital, (2008), Strategic Management– Formulation, Implementation and Control,1/e, Tata McGraw-Hill, New Delhi			

Part A: Introduction			
Program: Master Degree	Class: MBA- II Year	Semester: IV	w.e.f. Academic Session: 2022-23



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Code	MBACFS403	
Course Title	Project Management	
Course Type	THEORY	
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">• To recognize the project ideas and the stages of project.• Learn the various techniques of project management.• Manage Investment Evaluation under Certainty.	
Credit Value	4	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 40 /Total Hours:40		
Unit-I : Conceptual Framework to Project and Project Management; Topologies of Projects, Phases of a Project Life-cycle; Stages of a Project; Project Management Team.		
Unit-II : Project Ideas; Screening of Ideas; Pre-feasibility Study; Support Study; Feasibility Study; Detailed Project Report; Project Appraisal.		
Unit-III : Major Cost Components of the Project; Sources of Project Financing; Planning Capital Structure; Cost of Production and Profitability Estimate; Cash Flow Estimates; Projected Balance Sheet; Break-even Analysis.		
Unit-IV :Investment Evaluation under Certainty; Risk and Uncertainty; Project Evaluation Techniques-Pay-Back Period, Profitability Index, Net Present Value, Internal Rate of Return, Certainty Equivalent Approach and Sensitivity Analysis.		
Unit-V :Project Organisation; Project Planning and Scheduling; GANTT Charts; Critical Path Method; Programme Evaluation Review Technique.		
Part C - Learning Resources		
Text Books, Reference Books and E-Resources		
RECOMMENDED BOOKS: <ul style="list-style-type: none">• PMP - Project Management Professional - “Study Guide” - By KimiHeldman• Project Management - By S. Choudhary• Text Book of Project Management - By P Gopalakrishnan, V. E. Ramamoorthy• Project Management - By Prasanna Chandra		

Elective-I Finance

Part A: Introduction			
Program: Master Degree	Class: MBA- II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS406		
Course Title	International Financial Management		
Course Type	THEORY		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">To recognize the difference in the operations in the international and domestic financial marketsTo explain the various ways the exchange rate evolved over the years in the International markets.To analyze and prepare the Balance of Payments account for a country.	
Credit Value	3	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
Unit 1 International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution		
Unit-2 International flow of funds and International Monetary system:- International Flow of Funds: Balance of Payments (BOP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate international flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).		
Unit-3 Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.		
Unit-4 International Financial Markets and Instruments: - Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements		
Unit-5 International Parity Relationships & Forecasting Foreign Exchange rate: - Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage		
Part C - Learning Resources		
Text Books, Reference Books and E-Resources		
RECOMMENDED BOOKS: <ul style="list-style-type: none">International Financial Management - Jeff Madura, Cengage Learning 2008.International Finance Management - Eun&Resnick, 4/e, Tata McGraw Hill.International Financial Management – MadhuVij, Excel BOOKS, 2010.International Financial Management – Apte P. G, 6/e, TMH, 2011Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Part A: Introduction			
Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS407		
Course Title	Global Corporate Finance		
Course Type	THEORY		
Course outcomes	At the end of this course, the students will be able to: <ul style="list-style-type: none">• To recognize the international financial markets and its management.• Learn the capital structure decision in MNCs• Manage the cash flows in international transactions.		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 30 /Total Hours:30			
Unit 1: International Financial System - Foreign Investments – meaning and types - Global corporate ownership structure – Global capital markets and Instruments – money market and Instruments. EMS – Euro currency market – money market instruments.			
Unit 2 Capital Budgeting in International Business – estimating cash flows for MNCs - NPV vs APV – capital budgeting from the parent’s perspective – Estimating the Exchange rate - risk adjustment in capital Budgeting - sensitivity analysis in international capital budgeting.			
Unit 3 Capital structure decisions for MNCs- Cost of Capital - Cost of capital for segmented and integrated markets – cross border Listing of Stocks– IAPM - Financial structure of subsidiaries- International Trade Finance.			
Unit 4- Management of International Cash Flows – Netting – Bilateral vs Multilateral Netting – Cash Management practices in MNCs – Cash collection Process - Transfer pricing and issues in Transfer pricing – Blocked Funds. Managing international Trade Credit – Extension and Contraction of credit period.			
Unit 5 Global Corporate Governance System – governance practices of MNCs in USA, the UK, Japan, France and Germany. Law and Corporate Governance – Corporate Governance Reform – objectives – political Dynamics			
Part C - Learning Resources			
Text Books, Reference Books and E-Resources			
<ul style="list-style-type: none">• Cheol S Eun and Bruce G Resnick, International Financial Management, McGrawHill, New Delhi.• Shapiro A C, Multinational Financial Management, PHI, New Delhi• Jeff Madura, International Corporate Finance, 8th Edition, SWcengage Indian Edition.			

Part A: Introduction			
Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS408		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Title	Management of Working Capital	
Course Type	THEORY	
Course outcomes	At the end of this course, the students will be able to: •	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
Unit-I : Introduction : Concept of Working Capital; Components of Working Capital; Interdependence among Components of Working Capital; Estimating Working Capital Needs; Factors Affecting the Need for Working Capital; Managing Working Capital; Objectives of Working Capital Management; Working Capital Analysis – Fund Flow.		
Unit-II : Financing Working Capital : Sources of Working Capital Finance – A Brief Overview of Long-term and Short-term Sources of Finance; Long-term Vs. Short-term Sources-Speed, Flexibility, Cost, Risk, Liquidity, and Profitability; Alternative Current Assets and Financing Policies— Maturity Matching Self Liquidating Policy, Aggressive Policy, Conservative Policy; The Concept of Zero Working Capital.		
Unit-III : Management of Cash : Motives for Holding Cash; Need for and Objectives of Cash Management; Cash Forecasting and Cash Budgets; Cash Cycle; Cash Float; Control of Float – Managing Collections and Disbursements; Near-Cash-Marketable Securities – Concepts, Types, Need For and Investment Strategy.		
Unit-IV : Management of Receivables : Concept and Nature of Receivables; Purpose of Receivables; Costs and Benefits of Receivables; Factors Affecting Size of Receivables; Managing Receivables – The Profit Decision and Optimum Size Determination; Sound Credit Policy – Credit Standard and Credit Limit, Credit Period, Cash Discounts and Collections.		
Unit-V : Management of Inventory : Concept, Nature, and Components of Inventory; Benefits of Holding Inventory; Risks and Costs of Inventory; Managing Inventory – Minimising Costs and Optimum Size Determination; Inventory Management System- Economic Order Quantity Subsystem, Reorder-Point Subsystem, Stock-Level Subsystem, and Tying Together the Subsystems into a Total Inventory Management System; ABC Analysis of Stock; Just in Time Concept of Inventory Management.		
Part C - Learning Resources		
Text Books, Reference Books and E-Resources		
<ul style="list-style-type: none">• Financial Management: P V Kulkarni• Financial Management: S N Maheshwari• Financial Management: I M Pandey• Financial Management: Prasanna Chandra		

Elective-II Marketing

Part A: Introduction			
Program: Master Degree	Class: MBA - II Year	Semester: III	w.e.f. Academic Session: 2022-23
Course Code	MBACFS404-B		
Course Title	International Marketing		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Type	THEORY	
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none"> • Apply the knowledge of the mechanics of supply and demand to explain working of markets • Describe how changes in demand and supply affect markets • Understand the choices made by a rational consumer 	
Credit Value	3	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
<p>Unit-1International Marketing: Definition and Scope – Reasons and Motivations – Global Vs.Domestic Marketing – Concepts related to the management of international marketing function –World Trade and India’s foreign trade: an overview – Institutional framework for exports in India.</p> <p>Unit-2International Trade Theories: Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter’s Diamond Theory- Managerial Implications Global marketing environment – cultural Environment Political and Legal Environment Economic Environment - Modes of entry in to foreign business</p> <p>Unit-3India’s Export: Import policy – procedure and Documentation - INCO terms - balance of trade and payments</p> <p>Unit-4 International Product Policy and Planning: Need for product planning, Product adaptation, Product Standardization, Cross country segmentation, Product life cycle in International Marketing, International Packaging, International Market selection – International Marketing Research – International marketing Planning and control.</p> <p>Unit-5International Pricing and Promotion decisions: International pricing decisions-International promotional decisions-Evaluation of international marketing performance- coordination of international marketing performance.</p>		
Part C - Learning Resources		
Text Books, Reference Books and E-Resources		
TEXT/ REFERENCE BOOKS:		
<ul style="list-style-type: none"> • Cetero, R, Phillip, International Marketing, Tata McGraw Hill,2006 • Vern Terpestra, International Marketing, Cengage Learning,2010 • RC Varshney and B.Bhattacharya, International Marketing- Indian Perspective, Sultan chand& Sons New Delhi,2006 • Fayerweather, J, International Marketing Management, Sage Publication,2006 		

Part A: Introduction			
Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS410		
Course Title	Sales and Distribution Management		
Course Type	THEORY		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">Understand the information related to understanding of the sales & distribution processes in organizations.Learn concepts, approaches and the practical aspects of the key decision-making variables in sales management and distribution channel management.Analyze various market analysis methods and selling	
Credit Value	3	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
Unit 1 : Introduction to Sales Management, The Selling process • Managing Sales Information, Sales Organization, Managing of sales territory, Management of Sales Quota		
Unit 2 : Recruitment and Selection of Sales force, Training the sales force,		
Unit 3 : Sales force motivation, Sales force compensation, Evaluating and controlling sales force		
Unit 4 : Distribution Channel Management, Evolution of Marketing Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising.		
Unit 5 : Channel Design and Planning Process, Channel Management, Channel Information System, Logistics and SCM, IT and Logistics & SCM, Performance Measures		
Part C - Learning Resources		
Text Books, Reference Books and E-Resources		
<ul style="list-style-type: none">Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest EditionSales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest EditionSales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University PressSales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill		

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS411		
Course Title	Retail Marketing		
Course Type	THEORY		
Course Learning Outcomes (CLO)	At the end of this course, the students will be able to: <ul style="list-style-type: none">understand the contemporary changes that are taking place in Retailing sector and designing business formats to suit the requirements.establish and maintain a retail chain of stores		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Part B: Content of the Course

Total Lectures: 30 /Total Hours:30

Unit-1An overview of Retailing – Trends in retail marketing – Scope of Retail Marketing – Retail formats – organized and unorganized formats – different types of organized formats –product retailing vs. service retailing – Globalization and retail formats.

Unit-2: Retail store location and layout – location strategy – location criteria – interior and exterior design layout –store design -internal and external atmospherics retail store Management planning – visual merchandising – space management – inventory management – vendor relationship – retail advertising and promotions.

Unit-3 : Retail organization structure – recruitment, selection and training of retail personnel – retail sales force management – legal process to establish a retail store in India – license requirement – regulatory compliances – issues and challenges in India.

Unit-4 : Information Technology (IT) application in retailing - Point of sale – back end IT applications – retail database – basic concepts, scope and role of Supply Chain Management (SCM) in retailing – planning and sourcing of supply chain operations – EDI – ERP – logistics planning – major drivers and problems regarding supply chain management.

Unit-5 :The internationalization process and reasons – Retail Internationalization theory – International retailers – regulation and economy – market selection and entry methods – future trends – contemporary issues and relevant case studies.

Part C - Learning Resources

Text Books, Reference Books and E-Resources

- Swapna Pradhan (2013), “Retailing Management-Text and Cases”, 4th edition, TMH
- Nicholas Alexander and Anne Marie Doherty (2010), “International Retailing”, Oxford University Press.
- Bajaj C, TuliRajnish, Srivastava N V, (2017), Retail Management, Oxford University Press,New Delhi, 3rd Edition.
- Valarie Zeithaml and Mary Jo Bitner , (2018), Services Marketing, Tata McGraw Hill, 7th Edition

Elective- III Human Resource Management

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS412		
Course Title	HR Analytics		
Course Type	THEORY		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Learning Outcomes (CLO)	The students will be able to. <ul style="list-style-type: none"> • Have an understanding of How HR function adds value and demonstrates the value in business terms • Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making. • Convert soft factors in a people management context into measurable variables across various domains 	
Credit Value	3	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
<p>Unit-1 HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems (working session)</p> <p>Unit-2 HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.</p> <p>Unit-3 Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.</p> <p>Unit-4 Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.</p> <p>Unit-5 HR Metrics: Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.</p>		
Part C - Learning Resources		
Text Books, Reference Books and E-Resources		
<p>TEXT/ REFERENCE BOOKS:</p> <ul style="list-style-type: none"> • Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008. • Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014. • Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013. • The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001. • HR Analytics: The What, Why and How, by Tracey Smith 		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS413		
Course Title	Global Human Resource Management		
Course Type	THEORY		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Learning Outcomes (CLO)	By the end of the programme, students will be able to: <ul style="list-style-type: none">• Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM• Develop and ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed work (i.e. dissertation)• Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.		
Credit Value	3		
Total Marks	Max. Marks: 100	Min. Marks: 40	
Part B: Content of the Course			
Total Lectures: 30 /Total Hours:60			
Unit 1: Global Human Resource Management Concept: Expanding Role - Global Issues and Challenges, Differences between Domestic HRM and GHRM.			
Unit 2: Social and Cultural Variables in Global Organizations: Cross Cultural Differences - Cross Cultural Research Methodologies - Hofetede's Hermes Study, Cultural Issues.			
Unit 3: Global Staffing and Compensation Practices: Nature, Sources, Policies - Human Resource Planning - Recruitment and Selection for Global Assignment, Selection Process, Expatriate and Repatriate - Compensation - International Compensation Structure, Differentiating HCN'S, PCN'S and TCN'S			
Unit 4: Appraisal and Training and Development in the Global Perspective: Programmes and Agencies - Performance Management, Appraisal System - Training and Development Need, Cross Cultural Training, Areas of International Training and Development.			
Unit 5: Global Industrial Relations and People Management: Trade Unions, Collective Bargaining, Disputes/Conflicts, Quality Circles and Participative Management - USA - European Countries, Asian Countries and Middle East			
Part C - Learning Resources			
Text Books, Reference Books and E-Resources			
TEXT/ REFERENCE BOOKS: <ul style="list-style-type: none">• Dowling, P. J. and Welch, D. E. (1999). International Human Resources Management. 4th ed. CENGAGE Learning.• Ashwathappa, K. and Dash, S. (2008). International HRM. Tata McGrawHill. Publishing Company Limited.• Andersen, Arthur. (1996). International Assignment Policies- A Benchmark Study. Jossey-Bass Publishers.• Black, Stewart, Hal B. Gregersen and Mendenhall. Mark E. (1992). Global Assignments. Jossey-Bass Publishers.			
Part A: Introduction			
Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS414		
Course Title	Employees and Organisational Development		
Course Type	THEORY		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Learning Outcomes (CLO)	By the end of the programme, students will be able to: <ul style="list-style-type: none">• Develop Executive Development Programme.• Have in-depth knowledge of On-the-Job and Off-the-Job Techniques.• Impart knowledge about significance of Organisational Change.	
Credit Value	3	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
Unit-I : Executive Development : Concept, Need and Significance of Executive Development; Objective of Executive Development Programmes; Steps in the Organization of an Executive Development Programme; On-the-Job and Off-the-Job Methods/Techniques of Executive Development; Executive Development in India after Liberalisation.		
Unit-II : Workers' Development : Rational for Workers' Development; Concept and Objectives of HRD for Workers; HRD Roles of Unions; Techniques/Methods of Workers' Development in India with Emphasis on Quality Circles (QCs); Quality of Work Life (QWL) in Indian Industry.		
Unit-III : Organisation Development : Concept and Need of Organisation Development (OD); Steps in OD; OD Interventions; Survey Feedback Process; Process Consultation; Sensitivity Training; Safeguards in OD		
Unit-IV : Organisational Change Management and Leadership Development : Concept and Significance of Organisational Change; Levers of Organisational Change; Resistance to Change; Traits of Leadership; Developing Leadership from Within.		
Unit-V : HRD Practices in India : An Outline of HRD Practices in BHEL; Infosys Technologies Ltd.; Sundaram Fasteners Ltd. and Bank of Baroda.		
Part C - Learning Resources		
TEXT/ REFERENCE BOOKS: <ul style="list-style-type: none">• Burke, W. (1992) Organization Development, A Process of Learning and Changing, Second Edition. Reading, Massachusetts: Addison Wesley Publishing Company• Daft, R. (2001) Organization Theory and Design, Seventh Edition. Cincinnati, Ohio: SouthWestern Thompson Learning• Forsyth, D. (1999) Group Dynamics, Third Edition. Belmont, California: Wadsworth Publishing Company• French, W., & Bell, C., (1999) Organization Development, Behavioral Science Interventions for Organization Improvement. Upper Saddle River, New Jersey: Prentice Hall		

Elective -4 (International Business)

Part A: Introduction			
Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS415		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Title	INTERNATIONAL BUSINESS ENVIRONMENT	
Course Type	THEORY	
Course Learning Outcomes (CLO)	Students graduating with an International Business Environment should be able to: <ul style="list-style-type: none">• Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.• Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.• Identify how cultural differences restrict and create opportunities for management action, international trade and its forms and theories	
Credit Value	3	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
Unit – I International Business: Nature, importance and scope – Mode of entry into international business - Framework for analyzing international business environment – geographical, economic, socio-cultural, political and legal environment.		
Unit – II International Economic Environment: World economic and trading situation; International economic institutions and agreements – WTO, UNCAD, IMF, World Bank; Generalized system of preferences, GSTP; International commodity agreements.		
Unit – III Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types – M&A of MNC's		
Unit – IV Nature of International Business Environment: Forces – Political environment – Legal Environment – Technology – Cultural Environment – Country Classifications – Economic Trade Policies		
Unit – V Foreign Investment: Capital flows – types and theories of foreign investment; foreign investment flows and barriers, Foreign Direct Investment (FDI)		
Part C - Learning Resources		
TEXT/ REFERENCE BOOKS: <ul style="list-style-type: none">• Adhikary, manab, global business management, macmillan, new delhi.• Aswathappa, international business, tata mc grow hill publications, new delhi.• Bhattacharya.b, going international response strategies for indian sector, wheeler publishing co, new delhi.• Black and sundaram, international business environment, prentice hall of india, new delhi.• Gosh, biswanath, economic environment of business, south asia book, new delhi.		

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS416		
Course Title	GLOBAL LOGISTICS MANAGEMENT		
Course Type	THEORY		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Learning Outcomes (CLO)	On completion of this course, the students will be able to <ul style="list-style-type: none">Analyse issues in International sourcing and trade and take a strategic view of the global business environment impacting International supply chains.Apply analytical techniques to arrive at cost effective solutions to meet SC requirements of efficiency and responsiveness.Manage International Logistics & Supply chain partners and service providers	
Credit Value	3	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
Unit – I Marketing Logistics: Concept, objectives, and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Factors influencing Distribution Logistics.		
Unit – II Transportation: Containerization; CFS and inland container depots; Dry ports; Road-Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents.		
Unit – III General Structure of Shipping: Characteristics- Types of shipping- liner and tramp operations; Conference Chartering operation- Freight structure and practices; Chartering principles and practices; UN convention on shipping information- Documents for shipping of goods.		
Unit – IV Air Transport: Air transportation –total cost concept, advantages, freight structure, and operations; Carrier consignee liabilities- Cargo handling- Information Support System.		
Unit – V Inventory Control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.		
Part C - Learning Resources		
TEXT/ REFERENCE BOOKS: <ul style="list-style-type: none">Asopa, v.n shipping management cases, and concepts, macmillan, new delhi.Desai, h.pindian shipping perspectives, anupam publications, delhi,Khanna, k.k. physical distribution, himalaya publishing, delhi.Lambert, d et al strategic logistic management, tatamcgraw hill, new delhi.		

Part A: Introduction

Program: Master Degree	Class: MBA - II Year	Semester: IV	w.e.f. Academic Session: 2022-23
Course Code	MBACFS417		
Course Title	Cross Cultural Management		
Course Type	THEORY		



अटलबिहारीवाजपेयीविश्वविद्यालय, बिलासपुर (छ.ग.)

कोनीपुलिसथाना के सामने, बिलासपुर-रतनपुरमार्ग, कोनी, बिलासपुर (छ.ग.) 495009

Website : www.bilaspuruniversity.ac.in

Course Learning Outcomes (CLO)	On completion of this course, the students will be able: <ul style="list-style-type: none">To learn to think across cultural differences.To experiment with different ways of acting in cross-cultural situations.To reflect on the cultural foundations of economic systems and of organizational practices.	
Credit Value	3	
Total Marks	Max. Marks: 100	Min. Marks: 40
Part B: Content of the Course		
Total Lectures: 30 /Total Hours:30		
Unit I: Global Cultural Diversity: Organizational behavior and management practices across countries, Major perspectives and frameworks underlying cross-cultural dimensions, Cultural convergence versus divergence, Business strategies for effective management of cultural diversity in an international setting		
Unit II: HR issues of Cross-Cultural Teams Organizational culture in a global business environment, Emerging types of organizational structures in the global economy, Interdependence of nations and cultures in a global business environment. Role of human resources in an organization competing in the global economy, corporate strategy and international human resource management, Concerns of managing expatriate employees, Relation between cultural values and team processes, Techniques to design and implement effective international teams		
Unit III: Cross-Cultural Perceptions & Communication Theories of intercultural communication, Major barriers to effective cross-cultural communication, Perceptions & Communication difference, Techniques to overcome barriers and develop intercultural communication.		
Unit IV: Cross-cultural Business Negotiations Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies, Cultural diversity and multicultural teams, National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Management of cross-culture teams Conflict handling and Negotiation techniques		
Unit V: Competencies for Global Managers Tackling issues and problems in international assignments, acclimatizing expatriate employee to local culture, Identifying, grooming and motivating global Leadership, International management issues affecting women in leadership roles across cultures.		
Part C - Learning Resources		
TEXT/ REFERENCE BOOKS: <ul style="list-style-type: none">Ms ShobhanaMadhavan, Cross culture management, Oxford University PressN K Singh, Eastern and Cross Culture Management, SpringerPandey, Janak, SinhaDurganand, Asian contributions to Cross-Cultural Psychology, SAGE Publications		