

**PROGRAMME PROJECT REPORT (PPR)**  
**TWO-YEAR FULL TIME MBA(HRM) PROGRAMME STRUCTURE:**  
**DISTRIBUTION OF COURSES**  
**ODL MODE**  
**AS PER NATIONAL EDUCATION POLICY (NEP)-**  
**2020**



**RAJIV GANDHI UNIVERSITY-A CENTRAL UNIVERSITY**  
**INSTITUTE OF DISTANCE STUDIES**  
**DEPARTMENT OF MANAGEMENT**  
**RONO HILLS, DOIMUKH**  
**ARUNACHAL PRADESH-791112**

**[W.E.F. First Year MBA Batch for the Session (2024 -2026)]**

## **1. Program Mission and Objectives**

This PPR will discuss the mission and objectives of MBA (Human Resource Management ) offered by the Institute of Distance Education, Rajiv Gandhi University.

### **PROGRAMME OUTCOMES:**

#### **1. PO 1 – Knowledge Application:**

- This PO emphasizes the application of management theories and practices to solve real-world business problems. Students should be able to take theoretical knowledge and effectively apply it to practical situations within a business context.

#### **2. PO 2 – Critical Thinking and Problem Solving:**

1. This PO focuses on fostering analytical and critical thinking abilities, particularly in the context of data-based decision-making. Graduates will demonstrate proficiency in identifying, analyzing, and solving complex business problems within their area of specialization, applying critical thinking and decision-making skills to develop innovative solutions.

#### **3. PO 3 – Leadership Skills:**

- Leadership skills are highlighted in this PO, emphasizing the development of value-based leadership qualities. Students should be able to lead themselves and others, inspiring and guiding them towards organizational goals while adhering to ethical values.

2. **PO 4 – Entrepreneurial Mindset:** Graduates will cultivate an entrepreneurial mindset, recognizing and pursuing opportunities for innovation, growth, and value creation within their respective fields or industries.

3. **PO 5 Global Perspective:** Graduates will understand the implications of globalization on business operations and strategy, recognizing the opportunities and challenges of conducting business in diverse cultural, economic, and political environments.

#### **4. PO 6 – Modern Tools:**

- Utilizing modern management tools and techniques, including prediction and modeling, is essential in this PO. Students should be capable of selecting and applying appropriate resources and IT tools to address complex business activities, while also understanding their limitations.

#### **5. PO 7 – Communication Skills:**

- Effective communication is highlighted in this PO, encompassing various aspects such as written communication, report writing, designing documentation, making presentations, and giving/receiving clear instructions related to complex commercial activities.

**6. PO 8 – Continuous Learning and Adaptability:** Students should be prepared to adapt to changes in the economy and industry by continually updating their skills and knowledge. Graduates will demonstrate a commitment to lifelong learning and professional development, adapting to evolving industry trends, technologies, and best practices to remain competitive in their careers.

○

Each of these POs plays a crucial role in preparing students for success in the field of management, equipping them with the necessary skills and competencies to thrive in diverse business environments.

### **PSO of MBA Programme**

"PSO" typically refers to "Program Specific Outcomes" in the context of an MBA program. These outcomes are specific to the program and describe the knowledge, skills, and attributes that students are expected to attain by the time they complete their MBA degree. PSOs are often tailored to reflect the unique focus, objectives, and specialization of the MBA program.

#### **1. PSO1: Application of Leadership in a Global Context:**

- This PSO emphasizes the cultivation of knowledge, skills, and attitudes essential for effective leadership within a globalized business landscape. It necessitates the understanding of cross-cultural dynamics, communication strategies, and the ability to adapt leadership styles to diverse contexts. Students are expected to demonstrate proficiency in navigating complexities inherent in global environments and leading teams towards common objectives.

#### **2. PSO2: Development of Ethical Management Professionals:**

- PSO2 underscores the imperative of fostering ethical leadership and management practices among students. It aims to instill strong moral values and integrity, ensuring that graduates uphold ethical standards in their professional endeavors. Furthermore, students are prepared to assume pivotal roles across various sectors of the Indian economy, aligning their actions with national priorities and contributing to sustainable development.

#### **3. PSO3: Cultivation of Proactive Thinking in Dynamic Environments:**

- This PSO accentuates the cultivation of proactive thinking skills necessary to thrive in dynamic socio-economic and business ecosystems. It encompasses the ability to anticipate changes, identify opportunities, and

respond strategically to emerging trends and challenges. Students are equipped with analytical tools, foresight capabilities, and adaptive strategies to navigate uncertainties and drive organizational success amidst evolving business landscapes

## **2. Relevance of the Programme with Rajiv Gandhi University's Mission and Goals**

### **RAJIV GANDHI UNIVERSITY VISION**

*Rajiv Gandhi University aspires to be India's most vibrant, energetic, responsive and acclaimed university, to be recognised for excellence in teaching, research and providing the highest quality educational opportunities for the learners of all communities. The University aim sat nurturing their talent by promoting intellectual growth to shape their personality and serve humanity as multi-skilled, socially responsible, creative, adaptable, and contributing and morally sound global citizens.*

### **RAJIV GANDHI UNIVERSITY MISSION**

*Our mission is to provide opportunities and support students from diverse background and assist them to become well-informed global citizens by developing their intellectual, moral, civic and creative capacities to the fullest through multi-faceted education and sustained engagement with local, national and global communities. The University also aims to carry out academic process for achieving excellence through active and dynamic student-teacher participation and inculcate high moral, ethical and professional standards among students which will enable them to develop knowledge and skills necessary to achieve their professional goals so as to improve the performance and provide leadership and service to the community*

This course has been designed in order to align with the mission and goals of Rajiv Gandhi University MBA (HRM) Programme. The plan is to deliver the course through the Distance Learning mode which may reach the maximum number of student aspirants who are unable to thrive to spend non-elastic timings of formal conventional class room education. Such a higher education in Arts subject with appropriate practical experiences will enrich the students in grooming their communication skills. They will also be made privy to the literary concepts and literary genre so as to make them appreciate and evaluate literary works. Thus they would become in future veteran teachers and critics. The course amalgamates the mission of RGU to create a professional course keeping in mind the national and global standards.

It also aligns with the goals of NEP 2020 which call for skill development and inter-disciplinarity. The course has also been tailor-made to keep in mind the needs of the distance

learners who also get an opportunity to align with the regular mode of studies as this course is at par with the guideline laid down by NEP 2020.

### **Nature of Prospective Target Group of Learners**

This Programme through Distance Learning mode is developed keeping in mind the youths who are unable to continue their study after the higher secondary, due to various constraints. The main focus of the program is to train the students who have qualified their higher secondary examinations and for some reason or the other are unable to continue further studies. Arunachal Pradesh has many remote places which make it difficult for students to access the conventional mode of Education. This is where the importance of these two programs lies. This program enables such people from different strata of society to polish themselves in human resource management.

This course is also a boon for defence personals including people from the army and police. Their lack of time and accessibility to regular mode of education makes this course perfect for them. All in-service employees who want to apply for promotion in their respective jobs also opt for this course. The new UGC guideline to allow students to opt for dual degrees has also been adopted by this institution. Thus, students who are doing one course from the regular mode of studies can also choose to do a course from this institute.

It will also help them to enhance their employability

- a) **Duration:** 2 Years minimum, Maximum 4 years (Depending on the level of entry of student).
- b) **Faculty and Staff Requirements:** In order to run the contact and counselling program effectively, there are fulltime working Counselling coordinators for the course. The counselling coordinators do the necessary coordination for involving resource persons in the program and assignment evaluation.
- c) **Syllabus Design:** In order to develop a syllabus at par with the needs of the student and keeping in mind the nuances of Online and Distance Learners subject experts from within and outside the university are contacted and appointed for designing the syllabus.
- d) **Counselling:** Counselling courses are organised for each semester for 10 days to make the students understand the syllabus. Each paper is taught for 10 hours so that the students become capable of understanding the syllabus and engage in self-study utilising the SLM's provided to them.

The syllabi for the course have been approved by both Academic Council of Rajiv Gandhi University and Distance Education Bureau (UGC) and is at par with the course offered under regular mode. The structure of course for the BA program is given below:

## Outline of the Course

### Semester - I

Semester	Category of the Course	Course Code	Course Title	Total Credits offered (L-T-P)	Minimum Total Credits to be earned	Total Learning Hours
First	Core Courses	MNG-IDE-101-CC-5110	Principles of Management	4-0-0	4	120
		MNG-IDE-101-CC-5120	Organisational Behaviour	3-0-0	3	90
		MNG-IDE-101-CC-5130	Accounting for Managers	4-0-0	4	120
		MNG-IDE-101-CC-5140	Quantitative Techniques	4-0-0	4	120
		MNG-IDE-101-CC-5150	Managerial Economics	3-0-0	3	90
		MNG-IDE-101-CC-5160	Business Communication & IT	3-0-0	3	90
<b>Total</b>	<b>06 Compulsory Courses are offered</b>			<b>21</b>	<b>21</b>	<b>630</b>

[ 1 credit for lecture is = 30 learning hours ]

### Semester - II

Semester	Category of the Course	Course Code	Course Title	Total Credits offered (L-T-P)	Minimum Total Credits to be earned	Total Learning Hours
Second	Core Courses	MNG-IDE-101-CC-5210	Human Resource Management	4-0-0	4	120
		MNG-IDE-101-CC-5220	Marketing Management	4-0-0	4	120
		MNG-IDE-101-CC-5230	Financial Management	4-0-0	4	120
		MNG-IDE-101-CC-5240	Business Law	3-0-0	3	90
		MNG-IDE-101-CC-	Operations Management	3-0-0	3	90

		5250				
		MNG-IDE-101-CC-5260	Entrepreneurship Development	3-0-0	3	90
<b>Total</b>	<b>06 Compulsory Courses are offered</b>			<b>21</b>	<b>21</b>	<b>630</b>

Award of Post-Graduate Diploma in Management (PGDM) after successful completion of 46 (42+4) credits, comprising four (04) credits equivalent additional course work either in offline mode or MOOC or completion of summer internship followed by evaluation (including viva-voce) of report by the department.

### III Semester Specialization

Semester	Category of the Course	Course Code	Course Title	Total Credits offered (L-T-P)	Minimum Total Credits to be earned	Total Learning Hours
<b>Third</b>	<b>Core Course - Compulsory</b>	MNG-IDE-101-CC-6110	Strategic Management	4-0-0	4	120
		MNG-IDE-101-CC-6120	Business Environment	4-0-0	4	120
	<b>Elective Course: Finance Specialization</b>	MNG-IDE-101-DE-61210	Finance Elective I	3-0-0	3	90
		MNG-IDE-101-DE-61220	Finance Elective II	3-0-0	3	3
	<b>Summer Internship</b>	MNG-IDE-101-IN-6110		4	4	-
<b>Total</b>	<b>02 Compulsory Courses are offered 02 Elective Courses are offered</b>			<b>30</b>	<b>18</b>	<b>420</b>

Students has to opt for single Specialization i.e. Elective subject. Discipline elective will be from three Groups :

**Group-1: Marketing**

**Group-2: Finance**

**Group-2: HRM**

## IV Semester Specialization

Semester	Category of the Course	Course Code	Course Title	Total Credits offered (L-T-P)	Minimum Total Credits to be earned	Total Learning Hours
<b>Fourth</b>	<b>Core Course - Compulsory</b>	MNG-IDE-101-CC-6210	Business Ethics & Corporate Governance	4-0-0	4	120
	<b>Elective Course: Finance Specialization</b>	MNG-IDE-101-DE-62210	Finance Elective III	3-0-0	3	90
		MNG-IDE-101-DE-62220	Finance Elective IV	3-0-0	3	90
	<b>Summer Internship</b>					
	<b>Research Project/ Dissertation</b>	MNG-IDE-101-RP-6210		6	6	-
<b>Total</b>	<b>07 Compulsory Courses are offered 02 Elective Courses are offered</b>			<b>28</b>	<b>16</b>	<b>300</b>

### **Scheme of Examination**

The students are awarded 1 credit for 30 hours of self-learning. The total marks for examination is 100. Assignments carry 30 marks and the end semester examination will carry 70 marks for each paper.

Credits: 4

Total Learning Hours: 30x4=120

Examination duration: 3 Hours

Maximum Marks: 100 Marks

Assignments: 30 Marks

Term End Examination: 70 Marks



Section	Total No. of Questions	No. of Questions to be attempted	Marks for each question	Total Marks
<b>Pattern of Question Paper for 80 marks</b>				
A	4	2	5	20
B	4	3	10	30
C	4	2	15	30

\ Course Code & Course Name: **MNG-101-CC-5110, PRINCIPLES OF MANAGEMENT**

Credit: **4 1 credit= 30 Self Learning Hours**      **Modules: 4**

**Marks:**

**100**

**Course Objectives:** This course shall introduce the learner to the basic concepts of management, its process and functions. It aims to expose the students to managerial perspectives and decision-making process.

**Course Outcome (CO):**

- **CO1** Define management and its significance in organizations.
- **CO2** Examine the roles that managers play within organizations.
- **CO3** Explore ethical considerations in management decision-making.
- **CO4** Discuss leadership styles and their impact on employee motivation and performance.
- **CO5** Understand the concept of corporate social responsibility (CSR) and its implications for organizations.

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	Concepts, Functions & Levels of Management, Management skills, Management: Arts or Science, Henry Mintzberg Managerial Roles, Social Responsibility of Management, Evolution of Management Thoughts: Pre-Scientific Management Era, Classical Management Approaches, Neo Classical Approaches, Modern Management Approaches.
<b>Module - II</b>	<b>Introduction to Planning:</b> Types of Plan, Planning Process, Pre-requisites for Effective Planning, Limitations of Planning; <b>Management By Objectives (MBO):</b> Process, Benefits and Limitations; <b>Strategic Planning:</b> features, importance, process & limitations; <b>Decision Making:</b> concept, Process & Techniques, Bounded Rationality.
<b>Module – III</b>	<b>Fundamentals of Organizing:</b> Organizing: Meaning & Importance, Span of Management, Closed system vs. Open system, Formal and Informal Organization: Meaning, Benefits and Limitations; <b>Organisation Structures;</b> Departmentation: Meaning and Basis of Departmentation; <b>Concept of responsibility, authority &amp; accountability;</b> Delegation of Authority; <b>Centralization and Decentralization:</b> Meaning & Importance.
<b>Module - IV</b>	<b>Directing &amp; Control:</b> Direction: meaning, nature & importance; <b>Control:</b> Importance of Controlling, relationship between Planning and Control, Process of Control, Span of control, Types of Control; <b>Levels of controlling:</b> Strategic, Tactical & Operational Control, <b>Essentials of Effective Control System;</b> Techniques of Control.

<b>References / Bibliography</b>	<ol style="list-style-type: none"> <li>1. Harold Koontz, Heinz Weihrich &amp; Mark Cannice : Management : A Global and Entrepreneurial Perspective, Tata McGraw - Hill Education</li> <li>2. James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert : Management, Pearson Education</li> <li>3. Koontz and O'Donnell : Essentials of Management</li> <li>4. S. P. Robbins &amp; Coulter : Management, Prentice Hall</li> <li>5. Peter F Drucker : Management: Tasks Responsibilities Practices, Allied</li> <li>6. Peter F Drucker : The Practice of Management, ButterworthHeinemann</li> </ol>
----------------------------------	--

Course Code & Course Name: **MNG-101-CC-5120: Organizational Behaviour (OB)**

Credit: **4 1 credit= 30 Self Learning Hours**      **Modules: 4**      **Marks :100**

**Course Objectives:** *To impart the key concepts related to organization behavior at the individual, group and organizational context.*

**Course Outcomes (CO):**

- # Learners will understand the drivers of organization behavior.*
- # Students will examine organization behavior from the perspective of individual, group and organization.*
- # Students will also understand how OB has implications on the different fields of management.*
- # Finally, students will be able to apply OB principles in the workplace.*

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Organization Behavior &amp; Individual:</b> Introduction to OB, Historical evolution of OB field. Individual Differences. Values: concept and importance, terminal vs. instrumental values, person-organization fit. Personality: concepts, determinants, personality assessment: Myers-Briggs test, Big Five personality test, personality traits relevant to OB.
<b>Module - II</b>	<b>Motivation &amp; Perception:</b> Motivation: concept, components of attitude, major job attitudes, job satisfaction and its measurement. Motivation: concepts, early theory, contemporary theories, motivation by job design, motivation by employee engagement. Perception: concept, factors influencing perception, shortcuts in judging others.
<b>Module – III</b>	<b>Group Behavior:</b> Group: concept of group, stages of group formation & development, group properties. Power: concepts, bases of power, power tactics.

	Politics: concept, factors influencing political behavior, OB implications.
<b>Module - IV</b>	<b>Organization Culture &amp; Change:</b> Organization Culture: Organization Culture: concept, functions, components of organizational culture and the issue of sustainable organizational culture. Organizational Change: concept, sources of organizational change, resistance to organizational change and change management.
<b>References / Bibliography</b>	1. Stephen P. Robbins : Organisational Behaviour, Pearson 2. Jennifer M. George, G R. Jones : Understanding & Managing OB, Addison Wesley 3. Margie Parileh, Raj Gupta : Organisation Behaviour, Tata McGraw Hill 4. V.S.P Rao : Organisation Behaviour, Excel Books 5. Luis, R. Gomez-Mejia, et.al. : Management: People, Performance & Change, McGraw-Hill

Course Code & Course Name: **MNG-101-CC-5130, ACCOUNTING FOR MANAGERS**

Credit: **4 1 credit= 30 Self Learning Hours**      **Modules: 4**      **Marks**  
**:100**

**Objective of the Course:** *To provide basic knowledge of financial accounting principles and practices in business organization.*

**Learning Outcomes**

1. Students shall able to apply accounting concepts and conventions in practical application of the business.
2. It would enable the learner to analysis the necessity of balance sheet equation for accounting records.
3. Provide basis to identify the assets, liabilities and equities of business.
4. Evaluates the changing in assets, liabilities and equities on balance sheet equation.

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Origin of Book Keeping and Accounting:</b> Definition, Objectives, Importance & Limitations of accounting, Book Keeping vs. Accounting, Double-Entry System of book keeping, Branches of Accounting, Accounting Concepts & Conventions.
<b>Module - II</b>	<b>Recording of Transactions:</b> Dual Aspect Concept, Classification of Books of Accounts: Types of Accounts, The Journal: definition & form, Journalizing of transactions, The Ledger and Ledger Posting, Balancing of ledger accounts, Interpretation of balance.
<b>Module – III</b>	<b>The Cash Book:</b> Definition, Characteristics & Advantages, Types of cash book: single column, double column & triple column, The Contra entry, Rules of recording cash and bank transactions, Bank Reconciliation Statement: Definition, Objectives & Techniques of preparing Bank Reconciliation Statement, Reasons for disagreement in Pass book balance & cash book balance.

<b>Module - IV</b>	<b>Trail Balance &amp; Final Accounts:</b> Objectives of preparing Trial balance, Trading Account and Profit & Loss Account and Balance Sheet, Adjustment entries, closing stock, treatment of depreciation, reserves, provision for bad & doubtful debt, interest on capital & drawings, Preparation of Final Accounts.
<b>References / Bibliography</b>	<ol style="list-style-type: none"> <li>1. Das, et.al. : Theory and Practice of Book Keeping and Accountancy, LBS Publication</li> <li>2. Jawahar Lal : Financial Accounting</li> <li>3. S.N. Maheswari : Advance Financial Accounting</li> <li>4. Jain &amp; Narang : Advanced Accounts</li> <li>5. Basu&amp; Das : Practice in Accountancy</li> <li>6. Shukla &amp; Grewal : Advanced Accounts</li> <li>7. Suitable Case study</li> </ol>

Course Code & Course Name: **MNG-101-CC-5140: Quantitative Techniques**

Credit: **4 1 credit= 30 Self Learning Hours**      **Modules: 4**

**Marks**

**:100**

**Course Objectives:**

- To foster the development of quantitative skills among students, enabling them to analyse and solve real-world problems using mathematical and statistical methods.
- To enhance the problem-solving skills of the students, particularly in situations where quantitative analysis is required to make decisions.
- To develop improved analytical skills, enabling the students to identify problems, gather data, and apply quantitative methods to solve business problems.

**Course Outcomes (CO):**

- Development of basic understanding of fundamental mathematical concepts and techniques, such as calculus, matrix, and statistics, which are essential for quantitative analysis.
- Improved problem-solving skills, especially through quantitative analysis.
- Students should learn how to collect, organise, and analyse data using statistical methods, including descriptive statistics, inferential statistics, data visualisation, etc.
- Familiarity with statistical software packages (e.g., MS-Excel, R, Python, SPSS) for data analysis and modelling.

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<p><b>Mathematics:</b> Basics of Calculus – Functions; Concept of limit and continuity; Differentiation; Partial Differentiation; Maxima and Minima of a single variable, two variables and n-variables.</p> <p><b>Matrix Algebra:</b> Addition, subtraction, and multiplication of matrices; Concept</p>

	of Determinants and Cramer's Rule; Transposed and adjoint matrix; Inverse and rank of a matrix.
<b>Module - II</b>	<b>Statistics:</b> Measures of association and dispersions of grouped and ungrouped; Diagrammatical representation of statistical data and data handling; Statistical software applications – MS-Excel, R, Python, IBM SPSS. <b>Correlation:</b> Karl Pearson's correlation coefficient and Spearman's rank correlation.
<b>Module – III</b>	<b>Regression Analysis:</b> Determining the lines of regression; Simple and multiple linear regression analysis; Coefficient of determination; Assumptions of multiple linear regression analysis. <b>Time-Series Analysis:</b> Introduction to forecasting and smoothing techniques. <b>Hypothesis testing:</b> Parametric and Non-Parametric tests.
<b>Module - IV</b>	<b>Introduction to Probability:</b> Methods of assigning probability; Structure of probability; Marginal, joint and conditional probabilities; Addition and multiplication laws. <b>Probability distributions:</b> Binomial distribution; Poisson distribution; Normal distribution. <b>Introduction to Data Science:</b> Basic concepts of Big Data; Artificial Intelligence (AI); Machine Learning (ML); Application of AI in business; Responsible AI.
<b>References / Bibliography</b>	<b>Books</b> <ol style="list-style-type: none"> <li>1. "Quantitative Methods for Business" by David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams, Cengage.</li> <li>2. "Quantitative Techniques in Business, Management and Finance - A Case-Study Approach", by Umeshkumar Dubey, D. P. Kothari, and G. K. Awari, CRC Press, Taylor &amp; Francis Group.</li> <li>3. "Artificial Intelligence and Machine Learning" by Vinod Chandra S. S. and Anand Hareendran S., PHI.</li> </ol> <b>e-Resources for self-paced learning</b> <ol style="list-style-type: none"> <li>1. NPTEL course on Business Statistics offered by IIT Roorkee, available at <a href="https://nptel.ac.in/courses/110/107/110107114/">https://nptel.ac.in/courses/110/107/110107114/</a></li> </ol>

Course Code & Course Name: **MNG-101-CC-5150: Managerial Economics**

Credit: **3 (3 lecture-hours in a week)**

**Modules: 4**

**Marks**

**:100**

**Course Objectives:**

- To enable students to analyse market structures, competition, and pricing strategies in various market types.
- To introduce the Indian economic system from its evolution, transformation, and current progression into the future directions.
- To provide insights into how economic principles apply to global markets and international business, including trade policies, and global competition.

**Course Outcomes (COs)**

- Students should be able to demonstrate a concrete understanding of fundamental economic concepts.
- Students should be able to comprehend how economic principles apply to the Indian and global economic markets.
- Students should be proficient in applying economic reasoning to solve business problems and make sound managerial decisions.

### Syllabus with modules

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<p><b>Microeconomics:</b> Concept of demand and demand curves.  <b>Elasticity of Demand</b> –Price, income, and cross elasticities; Concept of marginal and average revenue.  <b>Consumer Behaviour</b> –Cardinal and ordinal measurements; Law of diminishing marginal utility.  <b>Production</b> –Fixed and variable inputs; Production function; Law of variable proportions; Production isoquants; Cost of production –long run and short run costs of production; Economies and diseconomies of scale.  <b>Market Structure:</b> Perfect Competition – assumptions, price, and output decisions, Walrasian and Marshallian stability analysis; Monopoly –types of monopoly, shifts in demand curve, price discrimination, peak-load pricing; Monopolistic competition and Oligopoly –price and output decision-equilibrium, Cournot’s duopoly model, Stackelberg model, Kinked demand model.</p>
<b>Module - II</b>	<p><b>Macroeconomics:</b> Basic concepts; Circular flow of economy; Measurement of national income; Classical theory of output and employment; Keynesian theory of income determination.  <b>Money</b> –Definition, kinds, and functions of money; supply of money; Classical and Keynesian theory of money and interest; IS-LM model.  <b>Theories of Economic Growth</b> – Harrod-Domar Model of Growth, The Neo-Classical Theory of Growth, Endogenous Growth Theory; Circular economy and resource efficiency.  <b>Inflation and Unemployment</b> – Inflation –Types of inflation, impact of inflation on the economy, methods of measuring inflation, theories of inflation and controlling measures; Unemployment – Meaning, measurement and the types of unemployment, policy dilemma of inflation and unemployment; Concept of sustainable economy; Fiscal policy and monetary policy of the RBI.</p>
<b>Module – III</b>	<p><b>Indian Economy:</b> Evolution of the Indian economy; The Nehru-Mahala Nobis model and the Gandhian economic model; Economic sectors; National income measurement – GDP, PPP, per capita income; Economic growth vs economic development; Introspecting development –Happiness, Major global and India-specific highlights; Economic planning; Economic reforms – LPG, achievements, and experiences of the Planning Commission of India/NITI Aayog.</p>
<b>Module - IV</b>	<p><b>National and Global Economic Environment:</b> Regional trade blocks– NAFTA, SAFTA, EU, AASIAN; UN organisations – IBRD, ADB, UNEP, Sustainable economics; Sustainability movement – MDGs, SDGs, ESG; Gender specific economic indicators.</p>
<b>References / Bibliography</b>	<p><b>Books</b></p> <ol style="list-style-type: none"> <li>1. “Microeconomics – I” by D. N. Dwivedi, Pearson.</li> <li>2. “Macroeconomics: Theory and Policy” by D. N. Dwivedi, Pearson.</li> <li>3. “Managerial Economics: Economic Tools for Today’s Decision</li> </ol>

	<p>Makers” by Paul Keat, Philip Young, and Stephen Erfle, Pearson.</p> <p>4. “Managerial Economics and Business Strategy” by Michael R. Baye and Jeffrey T. Prince, McGraw Hill Education.</p> <p>5. “Indian Economy for Civil Services and other Competitive Examinations” by Ramesh Singh, McGraw Hill.</p> <p><b>e-Resources for self-paced learning</b></p> <p>1. NPTEL course on Managerial Economics offered by IIT Bombay, available at <a href="https://nptel.ac.in/courses/110101005">https://nptel.ac.in/courses/110101005</a>.</p>
--	---

Course Code & Course Name: **MNG-101-CC-5160:Business Communication & IT**

Credit: **4 1 credit= 30 Self Learning Hours**      **Modules: 4**

**Marks**

**:100**

**Course Objectives:**

- *To acquaint and groom students on the various skills that are required to communicate effectively in the workplace and also enable them to effectively use Information Technology for communication.*

**Course Outcomes (COs)**

- **After completion of the course, the students will be able to communicate effectively and understand the applicability of information technology tools for business communication.**

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction To Managerial Communication:</b> Meaning, Importance, Objectives, Principles of Communication, Forms of Communication, Communication process, Barriers of Effective Communication, Techniques of effective Communication.
<b>Module - II</b>	<b>Verbal &amp; Non-Verbal Communication: Verbal-</b> Art of Listening and Speaking, Principles of Effective Speech, Telephonic conversations. <b>Non Verbal Communication</b> – Meaning and Importance, Body language (Gestures, Postures, Facial Expressions), Dress Codes, Business and Social etiquettes.
<b>Module – III</b>	<b>Managerial Presentations and Technology in communication :</b> Principles of Effective Presentations, Technical & Non-technical Presentations, Meetings and group discussions; Use of audio visual aids, Video conferencing, Technology as a medium of communication- Ms Windows, Internet, emails, social media, emerging communication technologies.
<b>Module - IV</b>	<b>Introduction To Managerial Writing, Reports &amp; Minutes:</b> Principles of effective writing, Business letters - Sales letters, Job application letters, letter of

	reference, Collection letters, Inquiries & Quotations. Report writing - Types of Business Reports, Essentials of a good report, Organization reports, Memos, Minutes, Circulars and General Notices.
<b>References / Bibliography</b>	<ol style="list-style-type: none"> <li>1. Kaul, Asha , Effective Business Communication, Prentice Hall India, 2000.</li> <li>2. Meenakshi Raman, Prakash Singh, Business Communications</li> <li>3. Courtland L Boove, John Thill, Abha Chatterjee, Business Communication today, Pearson</li> <li>4. R C Sharma Krishna Mohan, Business Correspondence and Business Writing</li> <li>5. Suresh K Basandra : Computer System Today A.H. Wheeler &amp; Co. Ltd</li> <li>6. Mansfield, Ron: The Compact Guide to Microsoft Office, BPB Publication</li> </ol>

Course Code: **MNG-101-RC-5110**

Course Name: **RESEARCH METHODOLOGY**

Credit: **3 (3 lecture-hours in a week)**

**Modules: 4**

**Marks 100**

<b>Core Courses</b>	<b>General Elective Course</b>	<b>Ability Enhancement Course</b>	<b>Skill Enhancement Course</b>	<b>Value Addition course</b>
√				

**Objective of the Course:** *The basic objective of the course is to develop research skills of students so as to enable them to investigate real business problems, explore linkages and provide solutions.*

**Introduction to Course:**

The overarching aim of this course is to acquire a basic knowledge of scientific paradigms and research methods. Further, the aim is to develop the student's ability to first, plan and in written form report a scientific study, and second, to evaluate and use scientific as well as other reports.

**Course Outcomes:**

CO1. To familiarize students with basic of research and the research process.

CO2. To familiarize students with the types of business problems often faced by corporate entities.

CO3. To help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

CO4. To familiarize students with basic of research and the research process and to help students in conducting research work and making research reports.

CO4. To familiarize students with basic of research tools through use of ICT like softwares to analyse the different data in research.

**Syllabus with modules**



<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction:</b> Meaning of Research, Types of Research, Objectives of research, Research Process, Characteristics of a good research, Problems encountered by researchers in India, Significance of research, Variables & its types.
<b>Module - II</b>	<b>Research Design &amp; Sampling Design:</b> Meaning & Concepts of Research Design, Features of a good research design, Types of Research Design, Concepts of Sampling, Steps in Sampling Process, Merits & Demerits of Sampling, Probability & Non-Probability Sampling, Errors in Sampling.
<b>Module – III</b>	<b>Data Collection and Scaling Techniques:</b> Sources of Data: Primary & Secondary Data & their Merits and Demerits, Methods of Collection: Observations, Questionnaire & Interview Techniques, Designing a Questionnaire, Types of Measurement scales, Errors in Measurement, Comparative & Non-Comparative Scaling Techniques.
<b>Module - IV</b>	<b>Data Analysis, Computer application and Report Preparation:</b> Editing, Coding, Classification & Tabulation, Hypothesis Testing/Test of Significance, Type I & Type II errors, z-test, t-test, Chi-square test, F test. Computer Application: MS Word, MS Excell, MS Powerpoint, Use of software available for data analysis. Importance of Interpretation, Precautions in Interpretation, Format of a Report, Sections of a Report, Precautions for writing Report, Tips for effective Power Point presentation of Reports.
<b>References / Bibliography</b>	1. Naresh K. Malhotra : Marketing Research, Pearson Education 2. Rummel and Ballaine : Research Methodology in Business, Tata McGraw Hill 3. Sellitz, et. al : Research Methods in Social Relations 4. Wilkinson and Bhandarkar : Methodology and Techniques of Social Research, Pearson 5. Colver, V.T : Business Research; Basic Principles & Techniques 6. Moser, C.A : Survey Methods in Social Investigation, Tata McGraw Hill 7. Goode & Hatt : Methods in Social Research, Prentice Hall 8. Young, P.V : Scientific & Social Survey and Research

Course Code & Course Name: **MNG-IDE-101-CC-5210 HUMAN RESOURCE MANAGEMENT**

Credit: **4 1 credit= 30 Self Learning Hours**

**Modules: 4**

**Marks 100**

**Course Objectives:** This course intends to provide knowledge on various dimensions in managing the human resources function of an organization.

**CO (Course Outcomes):**

CO 1. Gain a comprehensive understanding of the fundamental concepts, theories, and principles of HRM.

CO2. Learn how to attract, select, and hire the right talent for an organization.

CO3. Explore various methods of assessing training needs and evaluating training effectiveness.

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction to Human Resource Management:</b> Meaning and definition, scope, function & objectives of Human Resource Management, HRM Conceptual framework.
<b>Module - II</b>	<b>Human Resource Planning:</b> Objectives and importance of HRP, Factors affecting HRP, Process of HRP, Job Analysis, Recruitment, Selection, Placement, Recruitment strategies, Sources of Recruitment and Recruitment process, Method/Process of selection.
<b>Module – III</b>	<b>Training &amp; Development of Human Resource:</b> Training & Development: Concept, Importance and Benefits of Training, Types of Training, Methods of training and development, Training and Development Process, Career Management concepts, Stages of career cycle, Career management methods, Schein's Career Anchors
<b>Module - IV</b>	<b>Performance and Compensation:</b> Basic concepts in Performance Appraisal, Need & Purpose of Performance Appraisal, process of performance appraisal, Performance Appraisal methods, Compensation: Introduction to compensation management, Concept of Wage, Remuneration, Types of payment and benefits.
<b>References / Bibliography</b>	<b>RECOMMENDED BOOKS:</b> 1. R.S Davar : Personnel Management & Industrial Relations 2. K. Ashwasthapa : Human Resource Management 3. Micheal Armstrong : Human Resource Management - Cases & Practices. 4. Dessler : Human Resource Management - Pearson Publication. 5. Singh, R.C. P : Labour Welfare Administration in India 6. R. Sarma : Human Resource Management

Course Code & Course Name: **MNG-101-CC-5220:Marketing Management**

Credit: **4 1 credit= 30 Self Learning Hours**      **Modules: 4**      **Marks 100**

**Course Objectives:**

- *This course shall introduce the learner to the basic marketing concepts, functions, market environment and decision variables. Sensitise learners as to how marketing has an important role to play in overall strategy of an organisation.*

**Course Outcomes (CO):**

- The learner will be able to develop a suitable marketing mix based on the marketing objective of a company and would be able to apply the three steps of target marketing: segmentation, targeting, and positioning strategies for any product or service.

- The learner will be able to recommend best suited pricing, distribution and promotion strategies for the company's product or service.
- The learner will be able to understand the role of marketing within society and within an economic system and also learn the vital role of marketing within a firm and the necessary relationships between marketing and the other functional areas of business.

### Syllabus with modules

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction to Marketing Management:</b> Concept, Evolution, and Importance of Marketing; Marketing philosophies; Marketing environment; Consumer behavior: consumer markets and industrial markets; Market segmentation, targeting and positioning; Segmenting markets: bases and process, Target market selection; Positioning: nature and importance; Marketing Research: importance and applications
<b>Module - II</b>	<b>Marketing Mix Decision - Product decisions:</b> Marketing Mix : Levels of Product, Product Mix, branding and packaging decisions; Product life cycle; Pricing decisions: objectives and determination, methods of setting price and pricing strategies; Promotion mix: advertising, sales promotion, personal selling, public relations; Distribution: Placement- channels of distribution, levels and types of channels, functions and management of channel members, channel selection and motivation; New Product Development.
<b>Module – III</b>	<b>Service Marketing:</b> Emergence of services economy, Characteristics of Services, Difference between product and Service; Marketing Challenges of Service. Service Marketing Mix; Delivering Quality of service: Service Gap model, SERVQUAL, Service Strategy.
<b>Module - IV</b>	<b>Issues and developments in Marketing:</b> Social, ethical, and legal aspects of Marketing, Sustainable Marketing aspects: Green Marketing, Rural Marketing, Online Marketing, Relationship Marketing, Marketing of Nonprofit Organisations, Entrepreneurial Marketing, International Marketing: Reasons for searching global markets, Complexities in International Marketing.
<b>References / Bibliography</b>	<ol style="list-style-type: none"> <li>1. Kotler, Philip: Marketing Management, Pearson/Prentice Hall</li> <li>2. Ramaswamy &amp; Namakumari: Marketing Management, Planning and Control, Macmillan.</li> <li>3. Kumar, A. and Meenakshi: Marketing Management, Vikas Publishing House</li> <li>4. Bose Biplab: Marketing Management, Himalaya Publishing.</li> <li>5. Malcolm McDonald: Marketing Planning: Understanding Marketing Plans and Strategy.</li> <li>6. Michael Etzel, Bruce J Walker, William Stanton, Ajay Pandit: Marketing, Mc Graw Hill Publishing.</li> <li>7. Suitable Cases</li> </ol>

Course Code & Course Name: **MNG-101-CC-5230 (FINANCIAL MANAGEMENT)**

Credit: **4 1 credit= 30 Self Learning Hours**      **Modules: 4**

**Marks 100**

**Objective of the Course:** *To give detailed idea about modern financial management and its*

*applicability at firm level.*

### कोर्स Outcomes

1. Critically evaluate the financial objectives of various types of organizations and the respective requirements of stakeholders
2. Select and apply techniques in managing working capital
3. Apply ratios to financial statement and reports for evaluation of business projects.
4. Analyse a company's performance and make appropriate recommendations.

5.

### 6. Syllabus with modules

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Financial Management:</b> Meaning, Nature and Scope of Financial management, Financial Goal: Profit Vs. Wealth Maximization, Finance Functions: Investment Decisions, Financing Decisions and Dividend Decisions.
<b>Module - II</b>	<b>Project Financing &amp; Evaluation Criteria:</b> Meaning and Stages of Project Financing, Project Evaluation Criteria: Non-Discounted Method- Pack back Period, Accounting Rate of Return, Discounted Method-Net Present Value, Internal Rate of Return and Profitability Index. : NPV and IPR Comparison.
<b>Module – III</b>	<b>Working Capital Management:</b> Meaning, importance, kinds and sources of working capital Management, factors determining working capital, estimation of working capital requirements. Leverage: Operating and Financial importance and benefits.
<b>Module - IV</b>	<b>Ratio Analysis:</b> Meaning, Objectives, Advantages and limitations of Ratio Analysis, Classification of Ratios; Liquidity, Profitability, Financial/Capital Structure, Turnover Ratios.
<b>RECOMMENDED BOOKS:</b>	<ol style="list-style-type: none"> <li>1. Brealey, Richard &amp; S.C. Myers : Corporate Finance, McGraw hill</li> <li>2. Chandra, Prasanna : Financial management, Tata McGraw Hill</li> <li>3. Hampton, John : Financial Decision making, Prentice Hall</li> <li>4. Bhattacharya, Hrishikesh : Working Capital Management : Strategies and Techniques, Prentice Hall</li> <li>5. Pandey, I.M : Financial Management, Vikas Publishing House</li> <li>6. Suitable Case Study</li> </ol>

**Course Code & Course Name: MNG-101-CC-5240**

**BUSINESS LAWS**

Credit: 4 1 credit= 30 Self Learning Hours      Modules: 4

Marks: 100

Core Courses	General Elective Course	Ability Enhancement Course	Skill Enhancement Course	Value Addition course
			√	

**Objective of the Course:** *The course intends to acquaint the students about the legal framework of business in India.*

**Course Outcome**

S. No.	Course Outcome
1	CO1) Develop understanding and fundamental knowledge about business Law.
2	CO2)Develop understanding on the concepts of Business Environment and international business environment.
3	CO3)Develop basic understanding of law of contract
4	CO4) understanding of provisions of Companies Act concerning incorporation and regulation of business organizations
5	CO5)Able to analyze case laws in arriving at conclusions facilitating business decisions.

**Module Wise Distribution of Syllabus Content**

<b>Module - I</b>	<b>Law of Contract Act - 1872:</b> Meaning & Definitions of Contract, Elements of a Valid Contract & Classification of Contract; Contract and Agreement; Offer and Acceptance: Rules regarding offer and acceptance; Revocation of Offer and Acceptance; Consideration: Meaning, Definitions &Essentials of Valid Consideration; Capacities of Parties.
<b>Module - II</b>	<b>The Negotiable Instrument Act-1881 and Companies Act:</b> Negotiable Instruments: Meaning, Definition &Types; Holder and Holder in Due Course; Payment in Due Course; Presentation of Negotiable Instruments; Indemnity and Guarantee; Bailment and Pledge. Companies Act Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, prospectus.
<b>Module – III</b>	<b>Module III: Law of Sale of Goods Act - 1930:</b> Contract of Sale: Definition, Essentials of Contract of Sale; Distinction between Sale and Agreement to sale; Condition and Warranty: Meaning & Distinction; Performance of Contract of Sale: Meaning, Delivery of goods, Acceptance of goods & Rights & Duties of the Buyer; Unpaid Seller: Meaning & Rights.
<b>Module - IV</b>	<b>Consumer Protection Act 1986&amp; IT Act-2000:</b> An overview of Consumer Protection Act-1986, Salient features, Role of Consumer Protection Councils

	&Consumer Dispute Redressal Forums. TRIP & TRIMs. Electronic Governance; Electronic Records; Digital Signature Certificate; Certifying Authorities; Penalty & Syndication.
<b>References / Bibliography</b>	Sukla, M.C : Mercantile Law Kapoor, N.D : Mercantile Law 3. Singh, Avtar : Law relating to Monopolies, Restrictive and Unfair Trade Practices, Eastern Book Co. C.L. Bansal : Corporate Laws, Excel Book

Course Code & Course Name: **MNG-101-CC-5250: Operations Management**

Credit: **4 1 credit= 30 Self Learning Hours**      **Modules: 4**

**Marks 100**

**Course Objectives:**

- To impart upon the students a comprehensive understanding of the role that operations management plays within an organisation and its impact on the overall business performance.
- To develop the ability to analyse and improve business processes, including identifying operational bottlenecks, inefficiencies, and areas for optimisation in business.
- To deliver the ethical considerations and sustainability practices in operations management, including environmental responsibility and social impact.

**Course Outcomes (CO):**

- Students would be able to demonstrate better understanding of fundamental concepts, principles, and theories related to operations management.
- Students would analyse and evaluate business processes to identify areas for improvement, cost reduction, and efficiency enhancement.
- Consideration to ethical implications and social responsibility in operational decision-making and practices.

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction to Operations Management (OM)</b> OM as a systems perspective; OM functions; Challenges in OM; Current priorities for OM. <b>Sustainability in Operations</b> Notion of sustainability; Framework for sustainable OM; Challenges in creating sustainable operations.

<b>Module - II</b>	<b>Facilities Location</b> Location decisions; Globalisation of operations – Regulatory issues, Factor advantages, Expanding markets in developing countries; Factors affecting location decisions; Location planning methods – Location factor rating, The centre-of-gravity method, The load-distance method, The transportation model.
<b>Module – III</b>	<b>Process and Capacity Analysis</b> Process flow charting; Capacity – Definition, Measures of capacity. <b>Design of Manufacturing Process</b> Types of operations systems – Continuous flow system, Intermittent flow system, Jumbled flow system. <b>Plant Layout Planning</b> Types of layouts – Process layout, Product layout, Fixed position layout, Group technology layout.
<b>Module - IV</b>	<b>Total Quality Management</b> The quality revolution; Definitions of quality; Quality gurus – Deming, Juran, and Crosby; Quality Control Tools – Control charts, Histograms, Pareto diagrams, Fishbone diagrams; Elements of quality assurance systems. <b>Resources Planning</b> Materials Requirement Planning; Safety stock and safety lead time; Inventory Planning and Control – Types of inventories, Inventory cost, Economic order quantity, ABC and VED analysis; Ethical decision-making in inventory and stock management. <b>Operations Scheduling</b> PERT and CPM.
<b>References / Bibliography</b>	<b>Books</b> <ol style="list-style-type: none"> <li>1. “Operations and Supply Chain Management” by F. R. Jacobs and R. B. Chase, McGraw Hill.</li> <li>2. “Operations Management – Theory and Practice” by B. Mahadevan, Pearson.</li> <li>3. “Operations Management” by William J. Stevenson, McGraw Hill.</li> </ol> <b>e-Resources for self-paced learning</b> <ol style="list-style-type: none"> <li>1. SWAYAM course on Operations Management offered by IIM-B, available at <a href="https://onlinecourses.swayam2.ac.in/imb19_mgl7/preview">https://onlinecourses.swayam2.ac.in/imb19_mgl7/preview</a></li> <li>2. NPTEL course on Operations Management offered by IIT Roorkee, available at <a href="https://onlinecourses.nptel.ac.in/noc20_me30/preview">https://onlinecourses.nptel.ac.in/noc20_me30/preview</a></li> </ol>

Course Code & Course Name: **MNG-101-CC-5260:Entrepreneurship Development**

Credit: **3 (3 lecture-hours in a week)**

**Modules:3**

**Marks 100**

**Course Objectives:** *To address the key issues related to entrepreneurship and to impart the skills, knowledge and attitude related to entrepreneurship development.*

**Course Outcomes (CO):**

*#Learners will understand the process to take a business idea and convert it into a viable business venture in a systematic way.*

*# By adopting component of experiential learning, students will have practice-oriented knowledge and skills for entrepreneurship.*

*#Additionally, entrepreneurial mindset and skills are key to career growth and success in life.*

### Syllabus with modules

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction to Entrepreneurship:</b> Introduction to entrepreneurship. Entrepreneurial mindset. Entrepreneurial Roles, Women entrepreneurs. Managerial vs entrepreneurial decision-making. SME vs entrepreneurial firms. Impact of entrepreneurship on the economy.
<b>Module - II</b>	<b>Entrepreneurial Resource Management:</b> Legal entities for new ventures. Entrepreneurial finance: stages of entrepreneurial financing, debt vs equity financing, new generation entrepreneurial financial organizations: venture capital firms and private equity firms. Issues of entrepreneurial marketing. Digital marketing for entrepreneurship.
<b>Module – III</b>	<b>Entrepreneurial Business Model:</b> Sources of business ideas. Business idea to entrepreneurship opportunity: Feasibility study, Business model canvas, Preparation of business plan.
<b>Module - IV</b>	<b>Entrepreneurial Support and Policy:</b> Growth and exit strategies for start-ups. Entrepreneurial support organizations: incubator and accelerator. Entrepreneurship ecosystem.
<b>References / Bibliography</b>	1. Roy Rajeev : Entrepreneurship, Oxford University Press 2. Desai Vasant : Dynamics of Entrepreneurship Development and Management. HPH 3. Baporikar Neeta : Entrepreneurship Development & Project Management- Text and Cases, Himalaya Publishing House 4. Mohanty : Fundamentals of Entrepreneurship Development, Prentice Hall 5. Khanka S. S. : Entrepreneurial Development, S. Chand & Company Pvt. Ltd 6. Hisrich R D & Peters M P : Entrepreneurship, Tata McGraw Hill 7. Rabindra N. Kanungo: Entrepreneurship and Innovation, Sage Publications



### Semester III

Course Code & Course Name **MNG-IDE-101-CC-6210:Strategic Management**

Credit: **3 (3 lecture-hours in a week)**  
**100**

**Modules: 4**

**Marks**

#### Course Objectives:

- *This course will expose the learners to various perspectives and concepts in the field of Strategic Management. It will help participants to achieve conceptual clarity to develop knowledge for applying these concepts to solve the business problems.*

#### Course Outcomes (COs)

- The learner will be able to understand the fundamentals of strategic management, analyze the internal and external environment of business.
- The learner will be able to develop appropriate strategies that will be effective for the current business environment.
- The learner will be able to build understanding of the nature and dynamics of strategy formulation and process of implementation at corporate and business level.
- The learner will be able to assess their significance for strategic planning and also devise strategic approaches to managing any business firm or entity successfully.

#### Syllabus with modules

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction to Strategic Management:</b> Definition, nature, scope, and importance of strategy and Strategic Management; Defining strategic intent: Vision, Mission, Goals and Objectives; Ethical Issues in Strategic Management, Process of Strategic Management; Levels at which strategy operates; Approaches to Strategic Decision Making: Mintzberg's Modes of Strategic Decision-Making; Change Management Initiatives.
<b>Module - II</b>	<b>Environmental Appraisal &amp; Industry Analysis:</b> Concept of Environment: The Internal Environment, External Environment, Components of External (Macro/Mega) Environment (economic, legal, social, political, and technological); Internal Scanning - Organisational Analysis: Product Life Cycle, VRIO Framework, Continuum of Sustainability, Value Chain Analysis, McKinsey 7-S Model; Environmental Scanning Techniques; Industry Analysis: M. Porter's Five Forces Model. Concept of Sustainable Development.
<b>Module - III</b>	<b>Strategy Formulation and Choice of Alternatives:</b> Strategy Formulation and Choice: Process of Strategic Choice, Challenges in Strategy Formulation; Corporate level Strategies: Growth, Stability, Retrenchment; Porter's Generic Strategies- SBU/Business Level Strategies: Cost leadership, Differentiation and Focus Strategies; Functional Strategies: Marketing, HRM, Finance & Operations Strategies; BCG Matrix; Ansoff's Matrix; Diversification : Related & Unrelated Diversification; Merger & Take-over; Bench Marking (Internal, Competitive & Comparative); Vertical & Horizontal Integration
<b>Module - IV</b>	<b>Strategy Implementation, Evaluation and Control:</b> Strategy Implementation: Interrelationship between Strategy Formulation & Implementation, Issues in Strategy Implementation; International Entry Strategies; Strategic Evaluation & Control: Definition, Importance, Process, Tools used for Evaluation & Control, Limitations of

	Strategic Evaluation & Control, Strategy Audit.
<b>References / Bibliography</b>	<ol style="list-style-type: none"> <li>1. Arthur A. Thompson Jr., A.J.StricklandIII, John E. Gamble: Crafting and Executing Strategy:The Quest for Competitive Advantage, McGraw Hill</li> <li>2. Thomas L.Wheelen,J. David Hunger &amp;KrishRangrajan: Concepts in Strategic Management and Business Policy, Pearson</li> <li>3. Fred R. David: Strategic Management: Concepts &amp; Cases, Pearson/PHI</li> <li>4. Robert A. Pitts, David Lei.:Strategic Management Building and Sustaining Competitive Advantage, Thomson Southwestern</li> <li>5. Michael E Porter: Competitive Advantage, Free press</li> <li>6. C. Appa Rao, B.P. Rao &amp; K. Shivramakrishna: Strategic Management and Business Policy, Excel Books</li> <li>7. Strickland, A.J. III &amp; Thompson, A.A. Strategic Management: Concepts and Cases. McGraw Hill Education</li> <li>8. Pearce, J.A. &amp; Robinson, R.B. Strategic Management: Formulation Implementation and Control. McGraw Hill Education</li> <li>9. Kazmi, A.: Strategic Management and Business Policy. McGraw Hill Education</li> <li>10. Suitable Cases.</li> </ol>

Course Code: **MNG-IDE-101-DE-62110** Course Name:**BUSINESS ENVIRONMENT**

Credit: **3 (3 lecture-hours in a week)**

**Modules: 4**

**Marks 100**

**Course Objectives: Objectives of the Course:***To acquaint the students about the external factors which make up the opportunities for and threats to business and internal factors which decide the strengths and weaknesses of the firm.*

**Course Outcomes (CO):**

- CO1 Able to understand the business environment in the national as well as global context.
- CO2 Describe the various factors both internal as well as external affecting business environment.
- CO3 Able to understand the financial system and labour environment.
- CO4 Understand the critical issues related to International trade and practices.
- CO5 Analyse the strategies related to Import-Export , balance of payment and foreign trade.

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction to Business Environment:</b> Meaning, Types of Environment: internal environment & external environment, competitive structure of industries, competitor analysis, government's role in economy. Sustainability and environment-Role of business.

<b>Module - II</b>	<b>Economic Planning &amp; Industries:</b> New Industrial Policy, Public, Private, Joint & Co-operative sectors, Concept of Privatization, Merits & de-merits of Privatization, Price Controls, Industrial Sickness.
<b>Module – III</b>	<b>Financial System &amp; Labour Environment:</b> Financial System: Monetary Policy & Fiscal Policy, Introduction to Money Market & Capital Market, Stock Exchange & its regulations. Labour Environment: Industrial disputes and its causes, Trade Unions: functions, responsibilities & limitations, Social Security: the Workmen’s Compensation Act, 1923, The Employee’s State Insurance Act, 1948.
<b>Module - IV</b>	<b>Global Environment:</b> GATT & WTO: functions of WTO, WTO & India, International Investment: Types of foreign Investment, Significance & Criticisms of Foreign Investment, factors affecting International Investment, MNC: merits and demerits of MNCs, Globalization of business: meaning & essential conditions for globalization, obstacles & factors favouring globalization of Indian business.
<b>References / Bibliography</b>	<ol style="list-style-type: none"> <li>1. Raghunathan, V : Stock Exchanges and Investments, Tata Mc Graw Hill</li> <li>2. Agrawal, A N : Indian Economy Problems of Development &amp; Planning, Vishwa Prakashan</li> <li>3. Amarchand D. : Government &amp; Business, Tata McGraw Hill</li> <li>4. Maheshwari R.P. : Business, Government &amp; Society : A Study of Business Environment, Vikas Publishing House</li> <li>5. Cherunilam, Francis : Business Environment, Himalaya Publishing House</li> <li>6. Adhikari K. : Economic Environment of Business, Sultan Chand &amp; Sons</li> <li>7. Wadhu Charan, D : Some Problems of India’s Economic Policy, Tata McGraw Hill</li> <li>8. Ghosh P.K. : Government and Industry, Rupa &amp; Co</li> <li>9. Suitables case study</li> </ol>

### Semester III (HR)

Course Code & Course Name: **MNG-IDE-101-DE-61310: Human Resource Planning (HRP)**

Credit: **3(3 lecture-hours in a week)**

**Modules:3**

**Marks 100**

**Course Objectives:** *To introduce a systematic approach to human resource planning, HR accounting and HR audit for organizational performance.*

**Course Outcomes (COs)**

*# Learner will be able to plan and forecast the HR needs of the organization.*

*# Students will understand the process and practice of HR accounting.*

*# Students will become familiar with the concepts and knowledge of HR audit.*

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction to Human Resource Planning (HRP):</b> HRP concept and its significant, Need for HR Planning, Different levels of HRP, The HRP Model, Process of HRP, Strategic role of HRP.
<b>Module - II</b>	<b>Labour Supply &amp; Demand Forecasting:</b> Environmental scanning for HRP, Forecasting Labour Supply: Considerations & Techniques used. Forecasting Labour Demand: Considerations & Techniques used. Planning & Implementing HR programs to balance labour supply & demand.
<b>Module – III</b>	<b>HR Accounting and HR Audit:</b> Definition&Objectives of HR Accounting, Approaches of HR Valuation. Concept of HR Audit, Objectives of HR, Audit Process, Qualitative and Quantitative Indicators for HR Audit, Audit Report.
<b>Module - IV</b>	<b>Human Resource Information System (HRIS):</b> Concept, Evolution of HR Technology, HRIS functions and its sub-systems, Selecting and Implementing an HRIS.
<b>References / Bibliography</b>	<ol style="list-style-type: none"> <li>1. Charles R. Greer : Strategic HRM, Pearson</li> <li>2. Dipale Kumar Bhattacharya : HR Planning, Excel Books</li> <li>3. Michael Armstrong :Armstrong’s Handbook HRM Practice</li> <li>4. Gary Deslser&amp;BijuVarkkey: Human Resource Management, Pearson</li> </ol>

Course Code & Course Name: **MNG-IDE-101-DE-61320**

**PERFORMANCE & COMPENSATION MANAGEMENT**

Credit: **4 1 credit= 30 Self Learning Hours**

**Modules: 4**

**Marks 100**

**Course Objectives:** To introduce Performance Management principles and tools for an integrated view of performance from human resource management perspective and to introduce compensation management techniques and components.

## Course Outcomes (COs)

- Define the concept of performance management and its significance in HRM.
- Define compensation management and its role in attracting and retaining talent.
- Explore the connection between performance management and compensation.

## Syllabus with modules

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction to Performance Management:</b> Aims of Performance Management, Performance Management approaches, Performance Management Systems, Performance Management basic theories, Performance management models.
<b>Module - II</b>	<b>Performance Management Planning and Competency Mapping:</b> Performance Management Planning Process, Organisational and Individual performance plans, KPAs and Performance Planning, Competency Mapping: Identification, Benchmarking, Assessment, Tools for assessment.
<b>Module – III</b>	<b>Compensation Management and Wages:</b> Wages: Concept, Types, factors influencing wages, Wage Theories and Wage Differentials, Executive Compensation -Components of Executive Compensation, Key issues in designing an effective Compensation System,
<b>Module - IV</b>	<b>Wage laws:</b> The Payment of Bonus Act, 1965, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Equal Remuneration Act, 1976. The Payment of Gratuity Act, 1972. The Employees’ Provident fund and Miscellaneous Act, 1952.
<b>References / Bibliography</b>	<b>RECOMMENDED BOOKS:</b> <ol style="list-style-type: none"><li>1. A.S Kohli T. Deb : Performance Management ,Oxford Publications</li><li>2. Tapomoy Deb : Performance Appraisal &amp; Management, Excel Books</li><li>3. Micheal Armstrong : Armstrong’s Handbook : HRM Practice ,</li><li>4. Garry Dessler : Human Resource Management, Pearson Kogan Pace.</li></ol>

## Semester IV (Core Course)

Course Code & Course Name: **MNG-IDE-101-CC-6210 Business Ethics and Corporate Governance**

Credit: **4 1 credit= 30 Self Learning Hours**      **Modules: 4**

**Marks 100**

**Course Objectives:** *To acquaint the students with the concept of business ethics, its impact on the success of business as well as to gather knowledge of governance of business with relevant case studies.*

### Course Outcomes (COs)

- **After completion of the course, the students will be able to learn about various ethical issues in business and gain knowledge about corporate governance.**

### Syllabus with modules

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Module I: Business Ethics:</b> Meaning, Scope & Characteristics, Importance of business ethics. Ethics vs. Moral and values, Ethical issues in HRM, Finance and Marketing, International Business Ethics.
<b>Module - II</b>	<b>Module II: Ethical Behaviour and Corporate Social Responsibility:</b> Code of ethics, Unethical conduct of business, Factors causing unethical conduct of Business, Corporate Social Responsibility-Concept and evolution, CSR issues in HRM, Finance and Marketing.
<b>Module – III</b>	<b>Module III : Corporate Governance:</b> Meaning and Importance, BoD– Appointment, Remuneration, Power & Duties of Directors, Directors Liabilities, Functions of Chief Executive & Managing Directors, Company Meetings, Shareholders activism, effective Corporate Governance.
<b>Module - IV</b>	<b>Module IV : Legal Framework, Control of Corporate Sectors &amp; Corporate Disclosure:</b> Company Law in India- Formation of Companies, Types of Companies, Memorandum of association, Articles of Association, Prospectus, IPO, Inter-Corporate Investments, Protection of Investors and Creditors, Winding up of Companies, Corporate Reporting - Annual Report & Financial disclosure, Case Analysis.
<b>References / Bibliography</b>	<ol style="list-style-type: none"> <li>1. Alburquerque D : Business Ethics- Principles and Practices, Oxford New Delhi</li> <li>2. Shekhar R C : Ethical Choice in Business, Response Books: New Delhi, 2010</li> <li>3. F. Cherulinam : Business &amp; Government, HPH</li> <li>4. Colley : Corporate Governance (Executive MBA Series), TMG Publishers</li> <li>5. R. Chandra : Corporate management, Eastern Book House</li> <li>6. S.S. Gulshan : Company Law, Excel Book</li> </ol>

## Semester IV (HR)

Course Code & Course Name: **MNG-IDE-101-DE-62310**  
**INDUSTRIAL RELATIONS & LABOUR LAWS**

Credit: **4 1 credit= 30 Self Learning Hours**

**Modules: 4**

**Marks 100**

**Course Objectives:** *The course is designed to impart knowledge on Industrial Relations and labour laws that are essential for effective administration and management of the HR function.*

### Course Outcomes (COs)

- Define industrial relations and its significance in the workplace.
- Analyze the relationships among various stakeholders in industrial relations, including employers, employees, trade unions, and government agencies.

### Syllabus with modules

Module Wise Distribution of Syllabus Content	
<b>Module - I</b>	<b>Industrial Relations:</b> Concept, Scope, Approaches, Industrial relations perspectives, Conflict and cooperation, IR Perspectives: System Model, Pluralistic Approach, Weber's social action approach, Nature of Employment Organizations: unitary, pluralistic, radical, Code of Conduct.
<b>Module - II</b>	<b>Trade Unions:</b> Trade Unions: Concepts & Evolution, Significance, Objectives and Functions of trade union, Problems of trade unions in India, Recognition, The Trade Unions Act, 1926. Emerging role of trade unions in India.
<b>Module - III</b>	<b>Industrial Disputes:</b> Factors, forms, trends, prevention and settlement, Strikes and Lockouts. The Industrial Employment (Standing Orders) Act, 1946. The Industrial Disputes Act, 1947. Collective Bargaining, Grievance Handling and Disciplinary Action.
<b>Module - IV</b>	<b>Labour Legislation:</b> Labour Legislation: Objective, Principles, Classification, The Factories Act, 1948, The Mines Act, 1952, The Contract Labour (Regulation and Abolition) Act, 1970.
<b>References / Bibliography</b>	<ol style="list-style-type: none"><li>1. S.D. Puri : Guide on Labour Management forms and precedents (Law, Practice &amp; Procedure), Snow white publications.</li><li>2. Edwin Flippo: Personnel Management</li><li>3. C.B. Mamoria : Personnel Management</li><li>4. Rudrabaswaraj : Dynamics of personnel Administration</li><li>5. All Bare Acts of the ones mentioned above.</li></ol>

--	--

Course Code & Course Name: **MNG-IDE-101-DE-62310**

**(HRM)& International Human Resource Management (IHRM) and Human Resource Development (HRD)**

Credit: **3 (3 lecture-hours in a week) Modules:3**

**Marks 100**

**Course Objectives:** *To introduce the key aspects of international HRM and Human Resource Development (HRD) concepts.*

**Course Outcomes (COs)**

*# Learners will understand the concepts and knowledge of international human resource management (IHRM).*

*# Students will understand the managerial implications of IHRM.*

*# Additionally, students will be able to develop HR capabilities using HRD concepts.*

**Syllabus with modules**

<b>Module Wise Distribution of Syllabus Content</b>	
<b>Module - I</b>	<b>Introduction to IHRM:</b> Concepts, Domestic HRM vs IHRM; Social, Legal Economic, Demographic, Governance and Cultural aspects in International Business, Challenges of IHRM, Evolution of Global Organizations.
<b>Module - II</b>	<b>Managing HR across the Border:</b> Four approaches to IHRM, Sources of global workforce. Staffing policy in global business, Recruitment and selection issues in IHRM. Types of Expatriate Assignments. Expatriate Repatriation.
<b>Module – III</b>	<b>Developing Global Workforce&amp; Compensation:</b> Training issues related to IHRM, Pre-departure training and orientation, Post arrival and orientation training. Concepts & key components in IHRM compensation, Approaches to IHRM compensation.
<b>Module - IV</b>	<b>Human Resource Development (HRD):</b> Meaning & Definitions, Need for HRD, Principles of HRD, Role and functions of HRD, Macro HRD vs Micro HRD, Framework for HRD Process, HRD sub-systems.
<b>References / Bibliography</b>	1. K. Aswathappa, Sadhna Dash : IHRM, Tata McGraw Hill 2. Monir H. Tayeb :IHRM & Multinational Company Perspective, Oxford 3. Toney Edwards & Chris Rees :IHRM, Globalization, National System & Multinational Companies



	<p>4. Roger Bermelt : International Business: Environment &amp; Operations, Pearson</p> <p>5. M.S Khan &amp; Smita Singh. : Human Resource Development</p>

## **6. Procedure of Admission, Curriculum Transaction and Evaluation**

### **Procedure for Admission**

The students will be selected on the basis of RGUCET/ MAT score/CUET/CAT. Those selected will have to undergo Group Discussion and Personal Interview. Those clearing these two steps will be eligible to apply. Those eligible, may apply for the course through the distance admission portal. After the process of admission is over, the candidate has to submit their completed application with the documental evidence to any of the institute designated study centers for verification. After the due verification candidates admitted to the course.

### **Curriculum Transaction**

For delivering the guidance to students to complete the said program the students are provided with Self Learning Material (SLM) for each paper. For the MBA(HRM) course there is one course coordinator, one subject coordinator and one centre coordinator. Contact and Counseling is done every session for 20 days in total, in which the students are given information on the course. WhatsApp groups are created for students of each session for proper delivery of the curriculum. If the students have any query regarding the curriculum they are also instructed over telephonic conversation. They can also contact the subject coordinator for assistance on curriculum completion.

### **Evaluation**

For MBA (HRM) course there are eight semesters. Each semester is accompanied with one assignment and for 100 marks, out of which 30% marks are added to the final tally. There is an end semester exam after each semester for 70 marks. The qualifying marks for assignment are 40% and the end semester examination is 40 %. The aggregate pass percentage is 45 %. Only after qualifying the assignment, the students are eligible for appearing in their end semester exam. A candidate gets a total of 4 years to finish the course. Every student is allowed a total of 3 (Three) hours to complete the end semester examination.

## **7. Requirement of the Laboratory support and Library Resources**

The Institute of Distance Education, Rajiv Gandhi University has its own library which has a good collection of books that the students can take help from. Apart from that the students are also allowed to access the Central Library of Rajiv Gandhi University which also contains a collection of various subject related materials.

Laboratory support: Nil

## **6. Procedure of Admission, Curriculum Transaction and Evaluation**

### **Procedure for Admission**

For the B.A. in English course, any candidate who has qualified Higher Secondary Level Examination from a recognized Board can apply. After the process of admission is over, the candidate has to submit their completed application with the documental evidence to any of the institute designated study centres for verification. After the due verification the candidate is admitted to the course.

### **Curriculum Transaction**

For delivering the guidance to students to complete the said program the students are provided with Self Learning Material (SLM) for each paper. For the BA course there is one course coordinator, one subject coordinator and one center coordinator. Contact and Counseling is done every session for 20 days in total, in which the students are given information on the course. WhatsApp groups are created for students of each session for proper delivery of the curriculum. If the students have any query regarding the curriculum they are also instructed over telephonic conversation. They can also contact the subject coordinator for assistance on curriculum completion.

### **Evaluation**

For BA course there are eight semesters. Each semester is accompanied with one assignment and for 100 marks, out of which 30% marks are added to the final tally. There is an end semester exam after each semester for 70 marks. The qualifying marks for assignment are 40% and the end semester examination is 35 %. The aggregate pass percentage is 40%. Only after qualifying the assignment, the students are eligible for appearing in their end semester exam. A candidate gets a total of 7 years to finish the course. Every student is allowed a total of 3 (Three) hours to complete the end semester examination.

## **7. Requirement of the Laboratory support and Library Resources**

The Institute of Distance Education, Rajiv Gandhi University has its own library which has a good collection of books that the students can take help from. Apart from that the students are also allowed to access the Central Library of Rajiv Gandhi University which also contains a collection of various subject related materials.

Laboratory support: Nil

## 8. Cost Estimate of the Programme and the Provisions

Semester	Admission Fees	SLM fees	Exam fees	Assignment Response Format	Internship fees	Final Fees
I	17675	6125	950	250	N/A	25000
II	15675	6125	950	250	2000	25000
III	16800	7000	950	250	N/A	25000
IV	17675	6125	950	250	N/A	25000
					<b>Total</b>	<b>100000</b>