

CURRICULUM & SYLLABI



CHOICE BASED CREDIT SYSTEM (CBCS)

FOR

MASTER OF BUSINESS ADMINISTRATION (MBA)

(2 Year Post-graduate Degree Programme)

IN

DEPARTMENT OF MANAGEMENT STUDIES

[w. e. f. Academic Year 2023-2024]

FACULTY OF MANAGEMENT & COMMERCE

SRM UNIVERSITY DELHI-NCR, SONEPAT

39, Rajiv Gandhi Education City, Sonapat Haryana-

131029

DEPARTMENT OF MANAGEMENT STUDIES
MANAGEMENT GRADUATES EMPLOYABILITY ATTRIBUTES

| S. No. | EMPLOYBILITY ATTRIBUTES | DESCRIPTION |
|---------------|--|--|
| 1 | Sound knowledge , Skills & Understanding of the domain area | Students should have the fundamental knowledge of basic subjects and skills to apply in domain area. |
| 2 | Instilling pragmatic skills | An understanding of management concepts and how the management knowledge are used in real-world business settings. |
| 3 | Presentation skills | Ability to write and speak well - oral and written communication |
| 4 | Cognitive-ness | The ability to be creative and innovative in solving problems. |
| 5 | Transforming students to be a critical accessor | Ability to think clearly about complex problems –creative thinking & decision making |
| 6 | Practical solution building capacity | The ability to analyze a problem to develop workable solutions |
| 7 | Global competitive marketplace | Understanding of global context in which work is now done |
| 8 | Social responsibility | A strong sense of ethics and integrity with the society |

DEPARTMENT OF MANAGEMENT STUDIES

Programme Educational Objectives (PEOs)

MBA is a two-year postgraduate programme at the Faculty of Management follows CBCS (Choice-Based Credit System). It provides ample opportunity to students to select subjects of their interest and also develop their skills and abilities. The course is evaluated with continuous grading system. Grading systems provides uniformity in the evaluation and grade points (CGPA) based on students' performance in examinations which enables to move in a better way towards higher education. The curriculum is dispensed using a combination of classroom teaching, project-based learning, practical's, group discussions, presentations, home assignments, industry interactions and exposure, internships and fieldwork. The Programme has a unique and innovative course structure which engenders creative out of the box thinking.

The objectives of the course are:

- **PEO 1:** To familiarize students with the contemporary concepts of management and their application in their respective fields.
- **PEO 2:** To make student comprehend with the various management principles to facilitate decision-making.
- **PEO 3:** To make students do projects, internship and other soft skills based activity which prepares them for placement/employment.
- **PEO 4:** To promote application-based pedagogy by exposing management students to formulate real world problems.
- **PEO 5:** To develop and strengthen skills in research-based problem-solving and providing innovative solutions.
- **PEO 6:** To make students understand about the functional areas of the business.
- **PEO7:** To prepare students to be corporate ready and pursue higher education in management.

DEPARTMENT OF MANAGEMENT STUDIES

Programme Learning Outcomes (PLOs)

The MBA course provides an extreme and rigorous base for teaching, research and allied business administration. It serves the needs of academics and prepares students for research and teaching. The course is well received in the industry and for years they have been serving the needs of managerial cadre in business and industry. MBA Course offers research in diverse areas of management discipline and has large base of research contribution. Teaching pedagogy is adopted to ensure all round learning for the students. Following are the specific learning outcomes of the Programme that the students will have the ability:

- **PLO1:** To apply knowledge of various management functional areas in the context of business.
- **PLO 2:** To apply the acquired competence and skills by focusing on problem solving and decision-making.
- **PLO 3:** To adapt themselves with the corporate environment and will get confidence to get placed in corporate sector.
- **PLO 4:** To apply analytical mind-set to generate innovative solutions.
- **PLO 5:** To develop divergent thinking and help in devising appropriate solutions.
- **PLO 6:** To apply their learning towards diversified businesses.
- **PLO7:** To implement various managerial skills in order to establish their career in management field.

**MAPPING MATRIX OF PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)
AND PROGRAMME LEARNING OUTCOMES (PLOs)**

| PLO PEO | 01 | 02 | 03 | 04 | 05 | 06 | 07 |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 01 | | | | | | | |
| 02 | | | | | | | |
| 03 | | | | | | | |
| 04 | | | | | | | |
| 05 | | | | | | | |
| 06 | | | | | | | |
| 07 | | | | | | | |

PROGRAMME STRUCTURE- MBA

The curriculum of MBA will help students to get an insight into the tricks & acumen necessary for competent handling of business and segments constituting it. MBA Programme also help the students in sharpening the managerial skills & soft skills necessary for conducting routinized and specialized task in real work-life scenario. In order to earn a Master degree, a student should earn a minimum of 110 credits in the course of their study. The credit requirements for their Programme of study are comprised of the following Programme Structure:

- **Core Courses:**

The core courses are aimed at providing the students with a solid foundation in their chosen field of study as per Industry 5.0 skills and knowledge that includes effective collaborations of human and machine. The purpose of core courses is to lay a strong foundation of basic principles of various disciplines such as Human resource, Marketing, International Business, accounting and finance in the mind of the learners, so that they proceed to rest of their years of study with up-to-date knowledge. Some core courses are interdisciplinary due to their requirements in management Programme.

- **General and environment related courses (GEC):**

In order to develop versatility and flexible management skills, such courses are provided to the students in their first year of this Programme. Such courses help them to create hierarchies that help the company thrive in difficult and unexpected times. Along with this, students also get a pragmatic view of the real difficulties and gain momentum to face them and act rationally.

- **Discipline Specific Electives (DSE)**

Elective courses may be offered by the main discipline/subject of study is referred to as Functional Elective. Such elective courses provide the student with an option to gain exposure to different Specializations within the discipline or an opportunity to study two of the subfields in some depth. Students opt for dual specialization consist of six subjects in III & IV semester.

- **Ability Enhancement Courses (AEC):**

Ability Enhancement Courses emphasize on the development of ability among the learners in the terms of their capacity building with respect to the courses that could give them enough exposure. Such courses are meant for the overall development of the students and thus encouraging them to exercise their practicality regarding the subject.

- **Skill Enhancement Courses (SEC):**

Skill enhancement courses are focused around those disciplines that combines the best practices from education, psychology, social work, career counselling, sports, and technology. Through skill training a person can improve their overall performance in any identified area and in so doing can improve the overall quality of life.

- **Live Project & Summer Internship Project:**

All students have to undergo a live project during Semester I, Semester III, and Semester IV. Also, after Semester II, students are directed to prepare one summer internship project based on the internship, which is scheduled for 6-8 weeks. Each student shall undertake a project to be pursued by him/her under the supervision of internal faculty to be appointed by the Head of Department. The project should be based on Primary data, and in case of secondary data, the quality of the project should be justified by the supervisor. The title of the project and the name of the supervisor should be approved by the Head of the department. The Project Report will carry 100 marks. It shall be evaluated for 60% as formative evaluation and 40% end-semester evaluation.

MBA PROGRAMME STRUCTURE

| | Semester 1 | Semester 2 | Semester 3 | Semester 4 | Total | Percentage of Courses |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|----------------------------------|
| Core Courses | 7 | 7 | 2 | 2 | 18 | 45% |
| Functional Areas Electives | | | 6 | 6 | 12 | 30% |
| Skill Enhancement Courses | 2 | 2 | 2 | | 6 | 15% |
| Value added course | 1 | | | | 1 | 2.5% |
| Live Projects | | 1 | | | 1 | 2.5% |
| Summer Internship Project | | | 1 | | 1 | 2.5% |
| Final Dissertation | | | | 1 | 1 | 2.5% |
| Total | 10 | 10 | 11 | 9 | 40 | 100% |

MBA PROGRAMME CREDIT STRUCTURE

| Category | Semester 1 | Semester 2 | Semester 3 | Semester 4 | Total | % of Credits |
|------------------------------|---------------|---------------|---------------|---------------|------------|-----------------|
| Core Courses | 19 | 22 | 6 | 6 | 53 | 48.18% |
| Functional Areas Electives | - | - | 18 | 18 | 36 | 32.72% |
| Skill Enhancement Courses | 2 | 2 | 2 | - | 6 | 5.46% |
| Value added course | 1 | | - | - | 1 | 0.90% |
| Live Project | | 2 | | | 2 | 1.82% |
| Summer Internship | - | - | 6 | - | 6 | 5.46% |
| Final Dissertation | - | - | - | 6 | 6 | 5.46% |
| TOTAL | 22 | 26 | 32 | 30 | 110 | 100 % |

COURSE CURRICULUM MASTER OF BUSINESSADMINISTRATION
(PROGRAMME COURSES STRUCTURE SEMESTER WISE)
w.e.f. Academic Year 2023-24
SEMESTER – I

| Sl. No | Subject Code | Name of the Courses | L | T | P | Credits | Total Hours | Course Category |
|--------|--------------|---|-----------|----------|----------|-----------|-------------|-----------------|
| 1 | 23MBA101 | Accounting for Managers | 4 | 0 | 0 | 4 | 4 | Core |
| 2 | 23MBA102 | Quantitative Techniques for Managers | 2 | 0 | 0 | 2 | 2 | Core |
| 3 | 23MBA102P | Quantitative Techniques for Managers (Lab) | 0 | 0 | 2 | 1 | 2 | Core |
| 4 | 23MBA103 | Management Process and Organisational Behaviour | 3 | 0 | 0 | 3 | 3 | Core |
| 5 | 21MBA104 | Marketing Management | 3 | 0 | 0 | 3 | 3 | Core |
| 6 | 23MBA105 | Legal Aspects of Business | 3 | 0 | 0 | 3 | 3 | Core |
| 7 | 23MBA106 | Managerial Economics | 3 | 0 | 0 | 3 | 3 | Core |
| 8 | 23SS152 | Teamwork & Interpersonal Skills | 0 | 0 | 2 | 1 | 2 | SEC |
| 9 | 21CS151A | Elementary IT Skills | 0 | 0 | 2 | 1 | 2 | SEC |
| 10 | 23VAC103 | Sports, yoga and fitness | 0 | 0 | 2 | 1 | 2 | VAC |
| | | Total | 18 | 0 | 8 | 22 | 26 | |

SEMESTER – II

| Sl. No | Subject Code | Name of the Courses | L | T | P | Credits | Total Hours | Course Category |
|---------------|---------------------|---|-----------|----------|----------|----------------|--------------------|------------------------|
| 1 | 23MBA201 | Entrepreneurship Development and startups | 3 | 0 | 0 | 3 | 3 | Core |
| 2 | 21MBA202 | Marketing Analytics | 3 | 0 | 0 | 3 | 3 | Core |
| 3 | 23MBA203 | Human Resource Management | 3 | 0 | 0 | 3 | 3 | Core |
| 4 | 21MBA204 | Marketing Research | 3 | 0 | 0 | 3 | 3 | Core |
| 5 | 23MBA205 | Operations Management | 3 | 0 | 0 | 3 | 3 | Core |
| 6 | 23MBA206 | Financial Management | 4 | 0 | 0 | 4 | 4 | Core |
| 7 | 23MBA207 | Business Ethics And Values | 3 | 0 | 0 | 3 | 3 | Core |
| 8 | 23SS254 | Professional Skills | 0 | 0 | 2 | 1 | 2 | SEC |
| 9 | 23TS201 | Advanced excel & Power BI | 0 | 0 | 2 | 1 | 2 | SEC |
| 10 | 23MBA208 | Live Project | 0 | 0 | 0 | 2 | 0 | Project |
| | | Total | 22 | 0 | 4 | 26 | 26 | |

SEMESTER – III

| Sl. No | Subject Code | Name of the Courses | L | T | P | Credits | Total Hours | Course Category |
|--------|--------------|--|-----------|----------|----------|-----------|-------------|-----------------|
| 1 | 21MBA301 | Strategic Management | 3 | 0 | 0 | 3 | 3 | Core |
| 2 | 23MBA302 | Project Planning and Analytics in Management | 3 | 0 | 0 | 3 | 3 | Core |
| 3 | | Discipline Specific Elective 1 | 3 | 0 | 0 | 3 | 3 | DSE |
| 4 | | Discipline Specific Elective 2 | 3 | 0 | 0 | 3 | 3 | DSE |
| 5 | | Discipline Specific Elective 3 | 3 | 0 | 0 | 3 | 3 | DSE |
| 6 | | Discipline Specific Elective 4 | 3 | 0 | 0 | 3 | 3 | DSE |
| 7 | | Discipline Specific Elective 5 | 3 | 0 | 0 | 3 | 3 | DSE |
| 8 | | Discipline Specific Elective 6 | 3 | 0 | 0 | 3 | 3 | DSE |
| 9 | 21MBA309 | Summer Internship Project | 0 | 0 | 0 | 6 | 0 | Project |
| 10 | 23SS353 | Presentation Skills | 0 | 0 | 2 | 1 | 2 | SEC |
| 11 | 23AR355 | Aptitude and Reasoning | 0 | 0 | 2 | 1 | 2 | SEC |
| | | Total | 24 | 0 | 4 | 32 | 28 | |

SEMESTER – IV

| Sl. No | Subject Code | Name of the Courses | L | T | P | Credits | Total Hours | Course Category |
|---------------|---------------------|--|-----------|----------|----------|----------------|--------------------|------------------------|
| 1 | 23MBA401 | E-Commerce | 3 | 0 | 0 | 3 | 3 | Core |
| 2 | 21MBA402 | Corporate Governance and Social Responsibility | 3 | 0 | 0 | 3 | 3 | Core |
| 3 | | Discipline Specific Elective 7 | 3 | 0 | 0 | 3 | 3 | DSE |
| 4 | | Discipline Specific Elective 8 | 3 | 0 | 0 | 3 | 3 | DSE |
| 5 | | Discipline Specific Elective 9 | 3 | 0 | 0 | 3 | 3 | DSE |
| 6 | | Discipline Specific Elective 10 | 3 | 0 | 0 | 3 | 3 | DSE |
| 7 | | Discipline Specific Elective 11 | 3 | 0 | 0 | 3 | 3 | DSE |
| 8 | | Discipline Specific Elective 12 | 3 | 0 | 0 | 3 | 3 | DSE |
| 9 | 23MBA409 | Final Dissertation | 0 | 0 | 0 | 6 | 0 | Project |
| | | Total | 24 | 0 | 0 | 30 | 24 | |

FINANCE

| S.no. | Courses Category | Course Code | Name of the Courses | Credits |
|---------------------|------------------------------|-------------|--|---------|
| Semester III | | | | |
| 1 | Discipline Specific Elective | 21MBA303F | Security Analysis and Portfolio Management | 3 |
| 2 | Discipline Specific Elective | 23MBA304F | Corporate Tax Planning | 3 |
| 3 | Discipline Specific Elective | 23MBA305F | Financial Technology (FINTECH) | 3 |
| 4 | Discipline Specific Elective | 23MBA306F | Financial Econometrics | 3 |
| 5 | Discipline Specific Elective | 23MBA307F | Mergers and acquisitions | 3 |
| Semester IV | | | | |
| 6 | Discipline Specific Elective | 23MBA403F | Financial Markets & Instruments | 3 |
| 7 | Discipline Specific Elective | 23MBA404F | Goods and Service tax | 3 |
| 8 | Discipline Specific Elective | 21MBA405F | Behavioural Finance | 3 |
| 9 | Discipline Specific Elective | 23MBA406F | International Financial Management | 3 |
| 10 | Discipline Specific Elective | 21MBA407F | Insurance & Banking | 3 |

MARKETING

| S.no. | Courses Category | Course Code | Name of the Courses | Credits |
|---------------------|---------------------------------|-------------|------------------------------------|---------|
| Semester III | | | | |
| 1 | Discipline Specific Elective | 21MBA303M | Consumer Behaviour | 3 |
| 2 | Discipline Specific Elective | 21MBA304 M | Digital Marketing | 3 |
| 3 | Discipline Specific Elective | 23MBA305M | Retailing Management | 3 |
| 4 | Discipline Specific Elective | 23MBA306M | International Marketing | 3 |
| 5 | Discipline Specific Elective | 23MBA307M | Brand Management | 3 |
| Semester IV | | | | |
| 6 | Discipline Specific Elective | 23MBA403M | Marketing of Services | 3 |
| 7 | Discipline Specific Elective | 23MBA404 M | Advertising and Sales Promotion | 3 |
| 8 | Discipline Specific Elective | 23MBA405M | Sales & Distribution Management | 3 |
| 9 | Discipline Specific Elective | 23MBA406M | Marketing Channels | 3 |
| 10 | Discipline Specific Elective | 23MBA407M | Rural & Agribusiness Marketing | 3 |

Organisational Behaviour & Human Resource Management

| S.no. | Courses Category | Course Code | Name of the Courses | Credits |
|---------------------|------------------------------|-------------|---|---------|
| Semester III | | | | |
| 1 | Discipline Specific Elective | 21MBA303HR | Managing Training, Learning and Development | 3 |
| 2 | Discipline Specific Elective | 23MBA304HR | Performance Management | 3 |
| 3 | Discipline Specific Elective | 23MBA305HR | Human Resource Metrics & Analytics | 3 |
| 4 | Discipline Specific Elective | 23MBA306HR | Management of Industrial Relations | 3 |
| 5 | Discipline Specific Elective | 21MBA307HR | Team Dynamics at Work | 3 |
| Semester IV | | | | |
| 6 | Discipline Specific Elective | 23MBA403HR | Compensation and Rewards Management | 3 |
| 7 | Discipline Specific Elective | 23MBA404HR | Organization Change & Development | 3 |
| 8 | Discipline Specific Elective | 23MBA405HR | Strategic Human Resource Management | 3 |
| 9 | Discipline Specific Elective | 21MBA406HR | Leadership, Power and Politics in Organizations | 3 |
| 10 | Discipline Specific Elective | 21MBA407HR | International Human Resource Management | 3 |

LIST OF DISCIPLINE SPECIFIC ELECTIVES

INTERNATIONAL BUSINESS

| S. No. | Courses Category | Course Code | Name of the Courses | Credits |
|---------------------|------------------------------|-------------|--|---------|
| Semester III | | | | |
| 1 | Discipline Specific Elective | 21MBA303IB | International Business | 3 |
| 2 | Discipline Specific Elective | 23MBA304IB | Export Import Procedures | 3 |
| 3 | Discipline Specific Elective | 23MBA305IB | International Marketing | 3 |
| 4 | Discipline Specific Elective | 23MBA306IB | Information System in Global Business | 3 |
| 5 | Discipline Specific Elective | 21MBA307IB | International Regulatory Environment | 3 |
| Semester IV | | | | |
| 6 | Discipline Specific Elective | 23MBA403IB | India's Foreign Trade & Policy | 3 |
| 7 | Discipline Specific Elective | 23MBA404IB | International Advertising & Brand Management | 3 |
| 8 | Discipline Specific Elective | 21MBA405IB | International Relations & Management | 3 |
| 9 | Discipline Specific Elective | 23MBA406IB | Overseas Buying Behaviour | 3 |
| 10 | Discipline Specific Elective | 23MBA407IB | Cross Cultural Management and Management of MNCs | 3 |

List of Core Courses

| S.no. | Courses Category | Course Code | Name of the Courses | Credits |
|-------|---------------------|-------------|--|---------|
| 1 | Core | 23MBA101 | Accounting for Managers | 4 |
| 2 | Core | 23MBA102 | Quantitative Techniques for Managers | 2 |
| 3 | Core | 23MBA102P | Quantitative Techniques for Managers (Lab) | 1 |
| 4 | Core | 23MBA103 | Management Process and Organisational Behaviour | 3 |
| 5 | Core | 21MBA104 | Marketing Management | 3 |
| 6 | Core | 23MBA 105 | Legal Aspects of Business | 3 |
| 7 | Core | 23MBA 106 | Managerial Economics | 3 |
| 8 | Core | 23MBA201 | Entrepreneurship Development and startups | 3 |
| 9 | Core | 21MBA202 | Marketing Analytics | 3 |
| 10 | Core | 23MBA203 | Human Resource Management | 3 |
| 11 | Core | 21MBA204 | Marketing Research | 3 |
| 12 | Core | 23MBA205 | Operations Management | 3 |
| 13 | Core | 23MBA206 | Financial Management | 3 |
| 14 | Core | 23MBA207 | Business Ethics And Values | 3 |
| 15 | Core | 21MBA301 | Strategic Management | 3 |
| 16 | Core | 23MBA302 | Project Planning and Analytics in Management | 3 |
| 17 | Core | 23MBA401 | E-Commerce | 3 |
| 18 | Core | 21MBA402 | Corporate Governance and Social Responsibility | 3 |

List of Skill Enhancement & Value Added Courses

| S.no. | Course Category | Course Code | Name of the Courses | Credits |
|-------|-----------------|-------------|---------------------------------|---------|
| 1 | SEC | 23SS152 | Teamwork & Interpersonal Skills | 1 |
| 2 | SEC | 21CS151A | Elementary IT Skills | 1 |
| 3 | SEC | 23SS254 | Professional Skills | 1 |
| 4 | SEC | 23TS201 | Advance Excel/Power BI | 1 |
| 5 | SEC | 23SS353 | Presentation Skills | 1 |
| 6 | SEC | 23AR355 | Aptitude and Reasoning | 1 |
| 7 | VAC | 23VAC301 | Sports, yoga and fitness | 1 |

List of Project, Summer Internship and Final Dissertation

| S.no | Course Category | Course Code | Name of the courses | Credits |
|------|-----------------|-------------|---------------------------|---------|
| 1 | LP | 21MBA209 | Live Project | 2 |
| 2 | SIP | 21MBA309 | Summer Internship Project | 6 |
| 4 | Project | 21MBA409 | Final Dissertation | 6 |