



Department of Management Studies

Curriculum

Proposed by

Department of Management Studies

for
BOS 2023



GRAPHIC ERA
(Deemed to be University)
Dehradun-248002

For MBA Batches from

2023 onwards



Contents

1.	University Vision & Mission	1
2	Department Vision, Mission	2
3	PEO'S	3
4	Program Outcomes	4
4	Course Components	5
5	Course Structure & Evaluation Scheme	6
6	Course wise Syllabus	16

Department of Management Studies

Vision

We visualize Department of Management Studies, Graphic Era Deemed to be University as an internationally accepted center for management education, training and research which is engaged in continual evolution of managerial skills and practices enabling the inmates to contribute towards economic and social transformation and development.

Mission

The Mission of the Department is to impart knowledge and skills through well-defined process of academic planning, delivery, monitoring and evaluation. The Department aims at transforming the students into individuals equipped with managerial, human and ethical skills applicable for personal and professional life.



Program Educational Objectives (PEOs)

PEO1. To produce graduates having knowledge, ability and skill to apply basic principles of management to plan, execute, monitor and evaluate business operations.

PEO2. To develop analytical aptitude among students for effective coordination and communication for managing business organizations.

PEO3. To inculcate leadership qualities, interpersonal skills and professional traits among the students to work individually and in team.

PEO4. To sensitize the students towards issues like personal & professional ethics, environment conservation, culture and socio-political settings of immediate surroundings.



Program Outcomes (POs) MBA

- PO1** Apply knowledge of management theories and practices to solve business problems
- PO2** Foster Analytical and critical thinking abilities for data-based decision making
- PO3** Ability to develop Value based Leadership ability
- PO4** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects
- PO5** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
- PO6** Ability to develop entrepreneurial skills using innovative practices



Department of Management Studies

COURSE COMPONENT OF ACADEMIC PROGRAMME [MBA]			Credits
Head	Sub Head	Courses	
1	1.0	Discipline Specific Core Courses (DSC)	
2	2.0	Discipline Specific Elective Courses (DSE)	42
	2.1	Major Electives	40
	2.2	Minor Electives	28
	3.0	Discipline-Centric Skill Enhancement Course (SEC)	12
	3.1	Summer Internship Project (SIP)	6
	3.2	Capstone Project Work (PW)	3
	3.3.	Career & Life Skills (CLS)	2
3	3.4	Data Analysis and Visualization	1
	4.0	Ability Enhancement Courses (AEC)	9
	4.1	Innovation, Entrepreneurship and Venture Development	2
	4.2	Design Thinking	2
	4.3	Seminar	1
4	4.4	General Proficiency	2
5	5.0	General Elective Courses (GEC)	3
6	6.0	Value Added Courses (VAC)	-
		Total	106

Note and explanation: Requirement of Award of Degree: - Total Credits - 110; CGPA>=4.5 and any other condition as per regulation and ordinances

Department of Management Studies

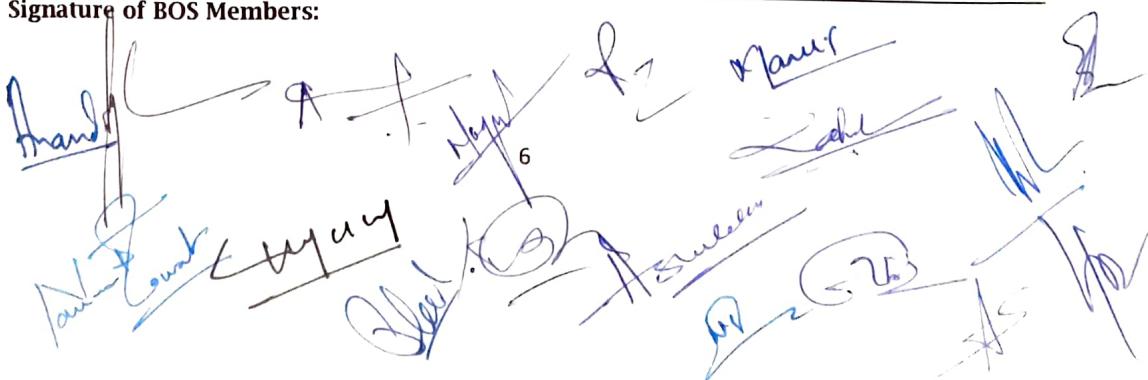
Evaluation Scheme [MBA First Semester]

Course Code	Course Title	Component	Credi t	Credit Hours			Evaluation			Total
				L	T	P	CE	MS E	ES E	
MBA 101	Management Concepts and Organizational Behaviour	DSC	3	3			25	25	50	100
MBA 102	Managerial Economics	DSC	3	3			25	25	50	100
MBA 103	Financial Reporting and Analysis	DSC	3	2	1		25	25	50	100
MBA 104	Marketing Management	DSC	3	3			25	25	50	100
MBA 105	Operations Management	DSC	3	2	1		25	25	50	100
MBA 106	Quantitative Techniques for Management	DSC	3	2	1		25	25	50	100
MBA 107	Managerial Communication	DSC	3	3			25	25	50	100
MBA 108	Data Analysis and Visualization	SEC	1			2	Continual Assessment			100
MBA 109	Career and Life Skills (CLS) I	SEC	1			2	Continual Assessment			100
MBA 110	Seminar	AEC	1				Continual Assessment			100
MBA 111	General Proficiency	AEC	1				Continual Assessment			100
Total Credits and Marks			25							1100

Notes and Explanation:

- ❖ L: Lecture T: Tutorial P: Practical
- ❖ CE: Continual Evaluation, MSE: Mid Semester Examination, ESE: End Semester Examination
- ❖ Career and Life Skills - I [MBA 109] and Seminar [MBA 110] will be evaluated on a continual basis, assessment will be done by the course instructor and assigned faculty respectively.
- ❖ General Proficiency shall be assessed on the basis of parameters like Discipline and Conduct, and participation in Extension or Social Outreach / NSS / MOOCs / Yoga & Meditation etc.

Signature of BOS Members:





Department of Management Studies
Evaluation Scheme [MBA Second Semester]

Course Code	Course Title	Component	Credit	Methodology			Evaluation			Total
				L	T	P	CE	MSE	ESE	
MBA 201	General Elective	GEC	3	3			25	25	50	100
MBA 202	Human Resource Management	DSC	3	3			25	25	50	100
MBA 203	Financial Management	DSC	3	2	1		25	25	50	100
MBA 204	Supply Chain Management	DSC	3	3			25	25	50	100
MBA 205	Business Analytics	DSC	3	2	1		25	25	50	100
MBA 206	Business Research Methods	DSC	3	2	1		25	25	50	100
MBA 207	Major Elective-I	DSE	4	4			25	25	50	100
MBA 208	Major Elective-II	DSE	4	4			25	25	50	100
MBA 209	Design Thinking	AEC	2	1		1	Continual Assessment			100
MBA 210	Career and Life Skills (CLS) II	SEC	1			2	Continual Assessment			100
MBA 211	General Proficiency	AEC	1				Continual Assessment			100
Total Credits and Marks			30							1100

Notes and Explanation:

- ❖ L: Lecture, T: Tutorial, P: Practical
- ❖ CE: Continual Evaluation, MSE: Mid Semester Examination, ESE: End Semester Examination
- ❖ General Electives (any one): General Elective - Students shall opt for one course from the pool of the General Elective courses offered offline / online by the University. Students shall also have the option of earning a MOOCs certificate in lieu of the university offered General Electives.
 - GE1: Macro Economics
 - GE 2: Business and Legal Environment
 - GE 3: Any other MOOC
 - GE4: Any other General Elective course from university basket
- ❖ Career and Life Skills (CLS) - II [MBA 210] will be evaluated on continual basis, assessment will be done by the course instructor.
- ❖ **List of Major Specialization Elective Courses @ Semester II**
- ❖ **MARKETING, HOSPITAL ADMINISTRATION, AIRLINE AND AIRPORT MANAGEMENT**
- ❖ MK1: Services Marketing
- ❖ MK 2: Consumer Behavior



❖ **FINANCE**

- ❖ FN1: Financial and Tax Planning
- ❖ FN2: Financial Institutions and Services

- ❖ **HUMAN RESOURCE**
- ❖ HR1: Performance and Compensation Management
- ❖ HR2: Industrial Relations and Labor Welfare

Signature of BOS Members:

Department of Management Studies

Evaluation Scheme [MBA Third Semester]

Course Code	Course Title	Component	Credit	Methodology			Evaluation			Total
				L	T	P	CE	MSE	ESE	
MBA 301	Strategic Management	DSC	3	3			25	25	50	100
MBA 302	Innovation and Venture Development	AEC	2	1	1		Continual Assessment			100
MBA 303 [MK/FN/HR/HA/ AA] 1-5	Major Specialization Elective III	DSE	4	4			25	25	50	100
MBA 303 [MK/FN/HR/HA/ AA] 1-5	Major Specialization Elective IV	DSE	4	4			25	25	50	100
MBA 303 [MK/FN/HR/HA/ AA] 1-5	Major Specialization Elective V	DSE	4	4			25	25	50	100
MBA 303 [MK/FN/HR/HA/ AA /SC/BA/ IB/DM/RT/BI/BR/ EN] 1-3	Minor Specialization Elective I	DSE	4	4			25	25	50	100
MBA 303 [MK/FN/HR/ HA/AA/LS/BA/ IB/DM/RT/BI/BR/ EN] 1-3	Minor Specialization Elective II	DSE	4	4			25	25	50	100
MBA 304	Summer Internship Project	SEC	6	Continual Assessment						100
Total Credits and Marks			31							800

Notes and Explanation:

- ❖ Innovation and Venture Development [MBA 302] will be delivered as a regular course / in workshop mode, and assessed/evaluated on continual basis by the concerned faculty/resource person.
- ❖ Summer Internship Project [MBA 303] : The students shall undergo a six to eight weeks Internship/Field Project of 6 Credits after the 2nd semester ESE and prior to the commencement of 3rd Semester. The same shall be evaluated in 3rd Semester. The 100 marks evaluation of the project will be done on following basis - 25 Marks for

Project Report, 25 Marks for Report Presentation and 50 Marks for project viva voce which will be conducted by an external expert from Academia or Industry.

List of Major Specialization Elective Courses @ Semester III

Marketing: [Choice @ Three]

- MK1. Sales and Distribution Management
- MK1. Integrated Marketing Communication
- MK2. Marketing of Financial Services
- MK3. Business to Business Marketing
- MK4. Marketing Analytics

Finance: [Choice @ Three]

- FN1. Security Analysis & Portfolio Management
- FN2. Financial Derivatives
- FN3. Financial Analytics
- FN4. Private Equity & Venture Capital

HR: [Choice @ Three]

- HR1. Training & Development
- HR2. Counselling skills for Managers
- HR3. Organizational Change and Development
- HR4. HR Analytics

HOSPITAL ADMINISTRATION: [Choice @ Three]

- HA1. Hospital Management and Strategies
- HA2. Medical Terminology and Clinical Practices
- HA3. Hospital Infrastructure and Facility Management
- HA4. Healthcare Operations and Supply Chain
- HA5. Cost Management in Healthcare Setup

AIRLINE AND AIRPORT MANAGEMENT: [Choice @ Three]

- AA1. Airport & Airline Planning
- AA2. Airport Operations Management
- AA3. Aviation Marketing
- AA4. Aviation Safety Management
- AA5. Crew Management



List of Minor Specialization Elective Courses @ Semester III | Choice @ Two|

Note:

In addition to Marketing, Finance and Human Resources, following specialization courses would be offered as minor, subject to fulfilment of minimum required student strength of 10%.

Logistics and Supply Chain Management

- SC1. Supply Chain Analytics
- SC2. Retail Logistics
- SC3. Strategic Supply Chain Management

Business Analytics

- BA1. Business Intelligence and Analytics
- BA2. Advanced Software in Business Analytics
- BA3. Digital and Web Analytics

International Business

- IB1. International Business
- IB2. International Trade and Documentation
- IB3. Foreign Exchange and Risk Management

Digital Marketing

- DM1. Search Engine Marketing & Search Engine Optimization (SEO)
- DM2. Social Media Marketing
- DM3. Web and Google Analytics

Retail

- RT1. Category Management and Franchising
- RT2. International Retailing
- RT3. Retail Logistics

Branding & Advertising

- BR1. Content Marketing and Campaign Design
- BR2. Advertising - Creativity and Execution
- BR3. Digital Branding and Marketing

Banking & Insurance

- BI1. Banking and Retail Finance
- BI2. Insurance Business Management
- BI3. Risk Management

Entrepreneurship

- EN1. Market Opportunity Analysis
- EN2. Business Planning and Modelling
- EN3. Social Entrepreneurship

Signature of BOS Members:



Handwritten signatures of BOS Members, including:

- K. A. Zahid
- Asmaullah
- Neeraj Singh
- Manu
- Udayant
- Parvez
- Ram
- Shamim
- W



Department of Management Studies
Evaluation Scheme [MBA Fourth Semester]

Course Code	Course Title	Component	Credit	Methodology			Evaluation			Total
				L	T	P	CE	MSE	ESE	
MBA 401	Project Management	DSC	3	2	1		25	25	50	100
MBA 402	Sustainable Business Practices	AEC	2	Continual Assessment						
MBA 403	Capstone Project (Dissertation/OJT/PUB/MOOCs)	SEC	3	Continual Assessment						
MBA 404 [MK/FN/ HR/HA/ AA] 1-5	Major Specialization Elective VI	DSE	4	4			25	25	50	100
MBA 404 [MK/FN/ HR/HA/ AA] 1-5	Major Specialization Elective VII	DSE	4	4			25	25	50	100
MBA 404 [MK/FN/ HR/HA/ AA] 1-5	Minor Specialization Elective III	DSE	4	4			25	25	50	100
Total Credits and Marks			20							600

Notes and Explanation:

- ❖ Sustainable Business Practices [MBA 402]: The course emphasizing on Ethics, Values and Sustainability, and tenets of ESG shall be offered as regular course with continual assessment for effective inculcation.
- ❖ Capstone Project [MBA 403] : Students will have to prepare a Dissertation / On-the-job Project report or publish a research paper or complete MOOCs certification of minimum 30 hours or 12 weeks to earn 3 credits in MBA IV semester. The capstone project will be supervised by a faculty mentor and assessed by external examiner from Academia or Industry. 100 marks of the capstone for dissertation/on-the-job project report will be evaluated on following basis - 25 Marks for report, 25 Marks for presentation and 50 Marks for viva voce. For the MOOCs certificate and Publication, 50 marks will be based on the grade value of the certificate and 50 will be based on presentation on the learnings. For publication, 50 marks will be based on the quality of paper (indexing) and 50 will be based on presentation.

List of Major Elective Courses @ Semester IV

Marketing: [Choice @ Two]

- MK1. Product & Brand Management
- MK2. Customer Relationship Management
- MK3. Rural Marketing

Finance: [Choice @ Two]

- FN1. Business Analysis & Valuation
- FN2. Banking Products and Services
- FN3. International Finance

HR: [Choice @ Two]

- HR1. Strategic Human Resource Management
- HR2. Global HR Practices
- HR3. Talent Management

HOSPITAL ADMINISTRATION: [Choice @ Two]

- HA1. Patient Care and Services
- HA2. Law and Ethics in Hospital Administration
- HA3. Digital Healthcare
- HA4. Quality Assurance in Healthcare
- HA5. Healthcare Insurance

AIRLINE AND AIRPORT MANAGEMENT: [Choice @ Two]

- AA1. Aviation Economics and Finance
- AA2. Aviation Business Strategy
- AA3. Aviation Law and Regulations
- AA4. Innovations in Aviation Industry
- AA5. Air Cargo Management

List of Minor Elective Courses @ Semester IV [Choice @ One]

Logistics and Supply Chain Management [Choice @ One]

- SC1. International Logistics & Global Supply Chain Management
- SC2. Operations Strategy

Business Analytics [Choice @ One]

- BA1. Predictive Analytics
- BA2. Big Data Analytics

International Business [Choice @ One]

- IB1. International Logistics & Global Supply Chain Management
- IB2. Cross Cultural Business Management



Digital Marketing

- DM1. Digital Entrepreneurship
- DM2. Digital and Web Analytics

Retail

- RT1. Retail Sales and Customer Service
- RT2. Retail Location Strategies

Banking & Insurance

- BI1. Marketing of Financial Services
- BI2. Treasury and Forex Management

Branding & Advertising

- BR1. Corporate Branding
- BR2. Media Planning

Entrepreneurship

- EN1. Venture Financing and Growth
- EN2. Retailing and Franchising

List of VALUE-ADDED COURSES*

Any from the pool may be offered as non-credit course or workshops:

1. Indian Knowledge System
2. Universal Human Values
3. Public Speaking and Storytelling
4. Professional conduct and work ethics
5. 21st Century Life Skills (Creativity, Critical Thinking, Complex Problem Solving, People skills, etc.)
6. Yoga, Meditation and Mindfulness
7. Emergency and Life Saving Skills
8. Creativity, Innovation and Design thinking
9. Management and Leadership lessons from Ancient and Holy Literature (Indian Ethos; Management and Spirituality)
10. Sustainable Business Practices (Values, Ethics & Responsibility, ESG, Profit, People, Planet)
11. Recognized Functional Certifications; Courses offered through SWAYAM, NPTEL, etc. Besides, any other as per need and relevance, may be introduced.

Signature of BOS Members

~~John Zahn~~ ~~W.H.~~ ~~Asuncion~~
~~Bob~~ ~~Hopf~~ ~~John~~ ~~St. John~~ ~~St. John~~
~~Brandt~~ ~~Steel~~ ~~15~~ ~~John~~ ~~Monroe~~ ~~John~~