

Dr. Harisingh Gour Vishwavidyalaya, Sagar (M.P)
(A Central University)



DEPARTMENT OF BUSINESS MANAGEMENT

SYLLABUS

Of

**Master of Business Administration in
Human Resource Management**

2023

Dr. Sunil Kumar
28/11/23

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USA
28/11/2023

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28/11/23

Semester - I

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-121(HR)	Indian Ethos and Business Ethics	100	4	3	1	0	4
2.	BUM-DSM-122(HR)	Managerial Economics	100	4	3	1	0	4
3.	BUM-DSM-123(HR)	Business Statistics	100	4	3	1	0	4
4.	BUM-DSM-124(HR)	Business Environment	100	4	3	1	0	4
5.	BUM-DSM-125(HR)	Principles of Management and Managerial skills	100	4	3	1	0	4
6.	BUM-DSM-126(HR)	Accounting for Managers	100	4	3	1	0	4
7.	BUM-MDM-127(HR)	Computer Applications for Business	100	4	3	1	0	4
8.	BUM-SEC-128(HR)	Seminar & Term Paper / Project Work	100	4	3	1	0	4
Total			800	32	24	8	0	32

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MBA CBCS Programme

The MBA CBCS Programme is divided into two parts as under. Each part will consist of two semesters.

Part	Years	Semester	
I	First Year	Semester I	Semester II
II	Second Year	Semester III	Semester IV

- There will be three lecture hours with one tutorial hours of teaching per week for each core Paper.
- Duration of Examination of each Paper shall be three hours.
- Each Paper will be of 100 marks.
- Out of hundred 40 marks shall be allotted for internal assessment & 60 marks for end semester.

Credit Distribution Scheme for MBA CBCS Programme

Programme		Credits				Total Credits	Minimum Duration	Maximum Duration
			CC	SE	OE			
MBA I	First Semester		32	0	0	32	02 Years	04 Years
	Second Semester		32	0	0	32		
MBA II	Third Semester		16	06	0	22		
	Fourth Semester		12	06	0	18		
Total			92	12	0	104		

Explanation of Course Character Code:

- First three alphabets stand for Name of the Department of Business Management.
- Middle Alphabetical Code stands for the Nature of Course.
- First Digit Stands for Concern Semester.
- Second Digit Stands for Level of Course.
- Third Digit Stands For Course Number.

Where,

- AECC : Ability Enhancement Compulsory Course
- CC : Core Course
- SEC : Skill Enhancement Course
- DSE : Discipline Specific Elective Course
- GE : Generic Course
- FC : Foundation Course
- OE : Open Elective
- SE : Specific Elective

Scheme of Examination & Evaluation:

Syllabus Contents	Examination	Maximum Marks
50 % Syllabus (Unit I & II)	First Mid Sem	20 Marks
(Unit III & IV)	Continuous Internal Assessment	15 Marks
	Attendance	05 Marks
Entire Syllabus	End – Semester	60 Marks

The marks for attendance shall be awarded as follow:

- (I) 75 % and below
- (II) >75% and upto 80%

00 Marks
01 Marks

(III) > 80% and upto 85%	02 Marks
(IV) > 85% and upto 90%	03 Marks
(V) > 90% and upto 95%	04 Marks
(VI) > 95 %	05 Marks

- Students to be eligible for appearing in End Semester Examination must appear in Mid Semester Examination and Internal Assessment.
- 75% Attendance Compulsory to appear in the Final Examination.



MBA First Semester

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-121(HR)	Indian Ethos & Business Ethics	100	04	3	1	0	04

Course Objective: *The objective of this course is to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.*

UNITS	CONTENTS	MAX. HOURS
UNIT - I	The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards.	10
UNIT - II	Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.	12
UNIT - III	Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.	10
UNIT - IV	Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism, Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.	14
UNIT - V	Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound, Work Place Spirituality., Corporate Governance: Evolution. Principles. Main Drivers, Theories and Models. Global Practices on Corporate Governance in the World and their impact on corporate world.	14

Books Recommended:

1. Shashtri J.L., Ancient Indian Traditions and Mythology , 1st edi, Motilal Banarsidas, NewDelhi
2. F. Max Muller , Sacred Books of East ,Motilal Banarsidas, New Delhi
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,
4. Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
5. Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. 2000.

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MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	BUM-DSM-122(HR)	Managerial Economics	100	4	3	1	0	4

Course Objective: To understand the role of Managerial economics in business and its various aspects influencing both society and economy.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Nature and Scope of Managerial Economics, Micro Economics, Fundamental principles of Managerial Economics- Incremental principle, Marginal principle, opportunity cost, discounting principles. Decisions of Business Firms under Different Objectives, Marginal Analysis and its uses in the Business Decision Making.	12 Hours
UNIT - II	Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, Demand Forecasting; Managerial Applications.	12 Hours
UNIT - III	Production and Cost: The Production Function, Returns to Scale, Profit Maximization Constrained Optimization Approach to Developing Optimal Input Combination, Relationships, Input Demand Function, Derivation of Cost Curves, Short Run, Long-Run.	12 Hours
UNIT - IV	Market Structure: Introduction, Characteristics of perfect competition, Price determination under Perfect Competition; Pricing under monopoly, types of monopoly, price discrimination, Pricing under Monopolistic Competition, Pricing under oligopoly, equilibrium price, kinked demand curve; discriminating prices.	12 Hours
UNIT - V	National Income-Meaning, objectives and Measurement, Importance, Inflation-meaning, types, Monetary and Fiscal Policy in Business.	12 Hours

Books Recommended:

- Dr. D.N. Diwevedi.
- R. L. Varshney and K.L. Maheshwari, Managerial economics, Sultan Chand and Sons.
- Yogesh Maheshwari, Managerial Economics, PHI Learning Pvt. Ltd.
- Dominick Salvatore (2009). Principles of Microeconomics (5thed.) Oxford University Press

MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM-DSM-123(HR)	Business Statistics	100	4	3	1	0	4

Course Objective: *The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.*

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Business Statistics: An Overview-Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics- especially in Business Management.	12 Hours
UNIT - II	Fundamentals of Probability-Concept of probability, Definition of probability, Types of events, Addition Theorem of Probability, Multiplication Theorem of Probability, Baye's Theorem. Probability Distributions – Binomial distribution, Poisson distribution, Normal distribution.	12 Hours
UNIT - III	Correlation Analysis- Introduction, Significance of the study of correlation, Types of correlations, Methods of studying correlation-scatter diagram method, graphic method, Karl Pearson coefficient of correlation, Rank correlation. Coefficient of correlation and probable error, Coefficient of determination. Regression Analysis- Introduction, uses of regression analysis, difference between correlation and regression analysis. Regression equations, methods of simple regression.	12 Hours
UNIT - IV	Analysis of Time Series- Introduction, Definition, Utility of Time Series. Components of a Time Series- Secular Trend, Seasonal Variations, Cyclical Variations, Irregular Variation, Methods of measuring trends- Free hand method or graphic method, semi average method, moving average method, least square method. Business Forecasting: Time Series Forecasting-Lifetime Value Models-Credit Scoring Models-Loss Forecasting Model.	12 Hours
UNIT - V	Index Numbers - Introduction, Definition and uses of Index Numbers, Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Marketing Analytics: Product Management-Marketing-Mix Allocation-Customer Management-Digital Marketing.	12 Hours

Books Recommended:

- Business Analytics, James R Evans, Pearson Education Limited
- Business Analytics: Data Analysis & Decision Making- S. Christian Albright, Wayne L. Winston
- Business Analytics: An Application Focus- Purba Halaoly Rao

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MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	BUM-DSM-124(HR)	Business Environment	100	4	3	1	0	4

Course Objective: *The objective of the course is to make the students familiar with environment and evaluate its various components in business.*

UNITS	CONTENTS	MAX. HOURS
UNIT I	The Nature of Business Environment–Significance of Business Environment – Types of Environments: Internal Environment – External Environment, Nature of Modern Business, Liberalization, and Privatization & Globalization in India.	12 Hours
UNIT II	Political and Legal Environment of Business: Critical elements of Political Environment – constitutional framework of India – the role of Government in Business –Changing Dimensions of Legal Environment in India – MRTP Act – FEMA Act – Consumer Protection Act – Competition Act.	12 Hours
UNIT III	Economic Environment of Business: Economic growth & National income - Economic System, Fiscal Policy – Monetary Policy, Elements of Social –Cultural Environment .	12 Hours
UNIT IV	Consumerism in India – Corporate Social Responsibility, Technological Environment of Business – Patents and Trademarks.	12 Hours
UNIT V	Govt. & Planning- India's Five Year Plan & Structural Reforms, New Economic Policy, Government's promotional role in Industrial Development, Govt. Policy & Small Scale Industry, Foreign Trade Policy, FDI in India, SEZs: Concept, Role and Impact.	12 Hours

Books Recommended:

- Francis Cherunilam, Business Environment, Himalaya Publications, New Delhi, 11th Edition
- K. Aswathappa, Essentials of Business Environment, Himalaya Publications, New Delhi, 11th Edition.
- Suresh Bedi, Business Environment, Excel Publications, New Delhi. —
- Justin Paul, Business Environment, Text & Cases, McGraw-Hill, New Delhi.
- Francis Cherunilam, Government and Business, Himalaya Publications, New Delhi
- Economic Survey (Latest), Govt. of India, Ministry of Finance, New Delhi.
- Ramesh Singh, Indian Economy, Mcgraw Hill Education Series, New Delhi
- Datt and Sundaram, Indian Economy, S. Chand Publication, New Delhi

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MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM-DSM-125(HR)	Principles of Management and Managerial skills	100	4	3	1	0	4

Course Objective: The course is meant to acquaint the student with the Principles of Management and enhancing the managerial skill of the students.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Introduction of Management: Concept, Definitions, Essence of Management, Functions of Management, Management as a profession, Managerial Levels and Roles, Managerial Responsibilities; Characteristics of a Good Manager.	12 Hours
UNIT - II	Planning: Concept, Nature, Importance, Types, Steps in Planning, Limitations. Organizing: Organizing defined, Types, Process of Organising, Principles of organizing, Organisational structure. Staffing: concept, definition, Recruitment and Selection, orientation	12 Hours
UNIT - III	Managerial Skills: Characteristics of a Good Manager, Building peer support for team's projects, Identifying operational and strategic gaps	12 Hours
UNIT - IV	Identifying mentor to support professional development, Understand leadership challenges and strategies, Leadership; Communication-Definition, Objectives of Communication, Communication process model, guidelines for effective communication	12 Hours
UNIT - V	Negotiation & Assertiveness skills, Mapping personal leadership and learning journey, Expanding professional and personal networks, Controlling: Effective Control System, Control Process, Types of Managerial Control.	12 Hours

Books Recommended:

- Organizational Behaviour, Stephen P. Robbins
- Organizational Behaviour, J. S. Chandar
- Robbins, S P. Management. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc .. 1996
- Stoner, J. etc. Management. 6th ed., New Delhi, Prentice Hall of India. 1996

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MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	BUM-DSM-126(HR)	Accounting for Managers	100	4	3	1	0	4

Course Objective: *The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.*

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation.	12 Hours
UNIT - II	Management Accounting - Concept, Need, Importance and Scope. Financial Statement Analysis, Funds Flow Analysis. The Statement of Cash Flows.	12 Hours
UNIT - III	Cost Accounting - Introduction Reconciliation and Integration between Financial and Cost Accounts; Cost Sheet, Job & Process Costing, Contract Account.	12 Hours
UNIT - IV	Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making.	12 Hours
UNIT - V	Standard Costing and Variance Analysis, Marginal Costing and Absorption Costing.	12 Hours

Essential & Suggested Readings :

- Anthony R N and Reece J S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
- Bhattacharya S K and Dearden J. Accounting for Management. Text and Cases. New Delhi, Vikas, 1996.
- Heitger, L E and Matulich, Serge. Financial Accounting. New York, McGraw Hill, 1990.
- Hingorani, N L. and Ramanathan, A R. Management Accounting. 5th ed., New Delhi, Sullan Chand, 1992.
- Horngren, Charles etc. Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
- Needles, Belverd, etc. Financial and Managerial Accounting. Boston, Houghton Mifflin Company, 1994.
- Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications, 1997.

MBA First Semester

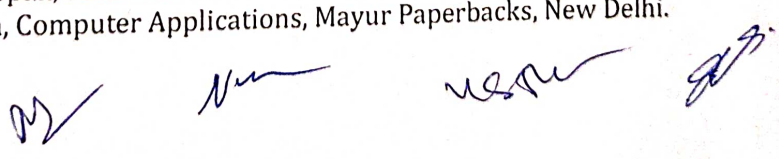
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	BUM-MDM-127(HR)	Computer Applications for Business	100	4	3	1	0	4

Course Objective: To provide computer skills and knowledge to students and to enhance the understanding of computer and its applications for business operations.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Basic features of computer systems and their applications in managerial decision making and in business, Generations of computer and overview of computer language. Computer hardware and software.	12 Hours
UNIT -II	MS word: - creation of documents-inserting tables , pictures, page number dates, Header, Footer etc. MS excel:- creation of spread sheet applications, Graphs and Charts, Calculation of various financial functions. MS power point: - Creation of slides, Animation, and templates, Designing Presentations, Slide show controls.	12 Hours
UNIT - III	MS Access:- Creation of database, design a form, import and export data. Database Management System: Definition of database system, purpose of database system, The importance of data models, Business rules, The evolution of data models, Database Models, Main Components of a DBMS.	12 Hours
UNIT - IV	Internet Applications, Clients & Servers, Types of Internet Services, ISP, Address in internet, intranets. E-mail basics, outlook express, Mail Merge, FTP file transfer-protocol introduction and basic procedure, World Wide Web (WWW) -Basic features. Overview of URL, HTTP, HTML, XML.	12 Hours
UNIT - V	Computer Networks: LAN, WAN, MAN, Network Topologies, concepts of E-commerce and E-business, ERP, MIS Overview of Emerging Technologies: Bluetooth, cloud computing, big data, data mining, mobile computing.	12 Hours

Books Recommended:

- P.K. Sinha, Introduction to Computers
- Alexis Leon and Mathew Leon – Introduction to Computers, published by Leon Tech World.
- Boockholdt, J.L. Accounting Information System: Transaction Processing and Control, Irwin Mcraw-Hill.
- Hall, J.A., Accounting Information System, South-Western College Publishing.
- Gelinas, Ulric J., and Steve G. Sutton, Accounting Information System, South Western Thomson Learning.
- Rajaraman, V., Introduction to Information Technology, PHI.
- Bharihoka, Deepak, Fundamentals of Information Technology, Excel Book.
- Madan, Sushila, Computer Applications, Mayur Paperbacks, New Delhi.



MBA First Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	BUM-SEC-128(HR)	Seminar & Term Paper / Project Work	100	4	3	1	0	4

The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge

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MBA Second Semester

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-221(HR)	Marketing Management	100	4	3	1	0	4
2.	BUM-DSM-222(HR)	Human Resource Management	100	4	3	1	0	4
3.	BUM-DSM-223(HR)	Financial Management	100	4	3	1	0	4
4.	BUM-DSM-224(HR)	Operation Management	100	4	3	1	0	4
5.	BUM-DSM-225(HR)	Organizational Behavior	100	4	3	1	0	4
6.	BUM-DSM-226(HR)	Marketing Research	100	4	3	1	0	4
7.	BUM-MDM-227(HR)	Research Methodology	100	4	3	1	0	4
8.	BUM-SEC-228(HR)	Seminar & Term Paper / Project Work	100	4	3	1	0	4
Total			800	32	24	8	0	32

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MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-DSM-221(HR)	Marketing Management	100	4	3	1	0	4

Course Objective: To impart basics of Marketing Management, Marketing Environment, Marketing Segmentation, Product Planning and Development, Product pricing, and Channels of Distribution etc. in Notational and International Environment

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Introduction to Marketing Management, The marketing concepts, Features of integrated marketing concept, Recent trends in marketing, Marketing Management, Function of marketing management	12 Hours
UNIT - II	Analysing Marketing Environment and Competition- Consumer Behaviour, Integrated marketing communication, Determining Promotional Mix, Advertising, Sales Promotion, Personal selling.	12 Hours
UNIT - III	Market Segmentation- Bases of Market Segmentation, Benefits, Requisites, marketing mix, Target Marketing- Positioning for Competitive Advantage, Marketing Environment, Marketing Organisation.	12 Hours
UNIT - IV	Product/ Service, Product Classification, Branding- Product Life Cycle, Competitive Strategies, Product Mix Pricing Decision: Objectives and Significance of Pricing, Factors affecting pricing decision, Pricing Approaches, Price Discrimination, Branding, Packaging and Labeling	12 Hours
UNIT - V	New Product Development and Product Extension Strategies- Pricing- Place-Promotion Decisions; Strategic Marketing planning process: Competitor analysis, marketing strategies, Marketing planning process.	12 Hours

Books Recommended:

- Kotler, Philip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India.
- Stanton, William J. Fundamentals of Marketing, New York, McGraw Hill.
- Ramaswamy, V.S. and Namakumari, S. Marketing: Planning Control, Macmillan India Limited, New Delhi
- Rajan Saxena, Marketing Management, Tata McGraw Hill Education Pvt. Ltd., New Delhi
- C. N. Sontakki, Marketing Management, Kalyani Publishers, New Delhi

MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	BUM-DSM-222(HR)	Human Resource Management	100	4	3	1	0	4

Course Objective: The objective of this paper is to develop conceptual as well as practical understanding of Human Resource Management.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	HRM-Def, Characteristics, History; Role of HR Practitioner; HRM Policies; HRP; Recruitment & Selection; Competency based HRM; Training Methods.	12 Hours
UNIT - II	Job Analysis; Organisational Culture & Climate; Organisational Commitment; Employee Satisfaction; Quality of Work Life. Job Rotation & Enrichment.	12 Hours
UNIT - III	Performance Appraisal; Compensation Management---- Job Evaluation; Variable Compensation; Economic Wage Theories; Performance linked compensation Executive Compensation; Fringe Benefits & Incentive Planning	12 Hours
UNIT - IV	Conflict Management----Employee Discipline; Grievance Management; Disciplinary Action; Separation Process----Turnover; Retirement; Out Placement, VRS, Golden Handshake.	12 Hours
UNIT - V	Introduction to HR Analytics----- Concept & Def of HR Analytics, HR Decision Making, Benefits of HR Analytics; Green HRM----Concept, Benefits & Importance.	12 Hours

Books Recommended:

- M. Sharma - Personnel and Human Resource Management.
- V. P. Michael - Human Resource Management & Human Relations
- P. C. Pardeshi - Human Resource Management.
- C. B. Mamoria - Personnel Management
- R.S. Davar : Personnel Management & Industrial Relations, (Tenth Revised Edition), Vikas Publishing House Pvt. Ltd., New Delhi - 14.
- Edwin B. Flippo : Personnel Management, (Sixth Edition) McGraw Hill International Ltd., New Delhi
- Michael Armstrong—Human Resource Management; Kogan Page.

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MBA in Human Resource Management Second Semester

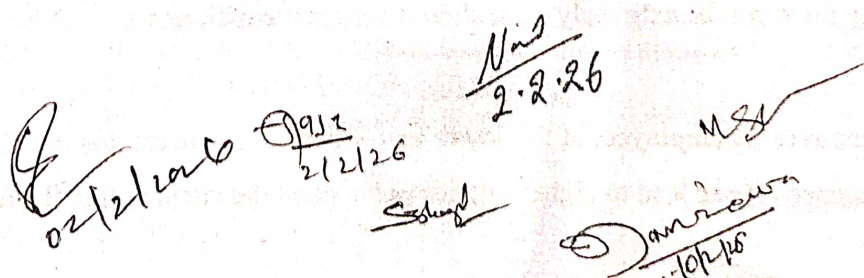
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	BUM-DSM-223(HR)	Financial Management	100	4	3	1	0	4

Course Objective: To understand the concept, scope and various operations function and familiarize students with the technique of production planning and control.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Introduction to Financial management: Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations, underlying the choice of form of business organization	12 Hours
UNIT - II	Time value of Money, Valuation of Stocks and Bonds: Bond's yields: promised yield to maturity, realized (horizon yield), promised yield to call. Theorems of bond's pricing. Bond's rating and yields to maturity, Discounted cash flow valuation of bonds. Corporate bond's types. Bond's covenants: assets covenants, dividend covenants, financing covenants. The influence of covenants over bond's valuation	12 Hours
UNIT - III	Capital investment analysis: The yield curve. Spot rates and forward rates, The risk-adjusted discount rate method in capital budgeting decisions. Certainty equivalents cash flows and their use in risky project's analysis. Valuation of risky projects: sensitivity analysis, simulation, decision trees	12 Hours
UNIT - IV	Capital structure decisions, cost of capital: Capital Structure Decisions; Instruments of Long Finance; Cost of Different sources of Raising Capital; Weighted Average Cost of Capital. Optimum Capital Structure, Valuation and Rates of Return; Methods of Capital Budgeting; Short term financing Investments	12 Hours
UNIT - V	working capital management and finance, Management of Working Capital Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.	12 Hours

Books Recommended:

- Operations Management – Jay Heizer, Barry Render and Chuck Munson
- Production and operation Management- Prof. K.C.Jain, Dr. P.L. Verma and Mr. Prabhat Kartikey
- Operations Management- Nigel Slack, Alistair Brandon Janes and Robert Johnston
- S.N. Chary, Production and Operation, (Tata McGraw Hill).
- Jay Heizer & Barry Render: Operation Management, Prentice Hall International, Inc. 2001, International Edition.



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MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
4.	BUM-DSM-224(HR)	Operation Management	100	4	L	T	P	C
					3	1	0	4

Course Objective: To understand the concept, scope and various operations function and familiarize students with the technique of production planning and control.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing, Process Planning & Design, Value Analysis. Capacity Planning, Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.	12 Hours
UNIT - II	Facility Location: Factors influencing Plant Location, Break Even Analysis. Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Material Handling System, Material Handling Principles, Classification of Materials Handling Equipment's Facilities Management, Location of facilities, Productivity, Capacity planning, Layout of facilities, and JIT	12 Hours
UNIT - III	Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing. Operations Scheduling: Introduction, Types of Scheduling Purpose of Operations Scheduling, Factors Considered while Scheduling, Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines, Approaches to Scheduling, Aggregate Production Planning; Master Production Schedule and MRP	12 Hours
UNIT - IV	Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model, Implementation of Inventory Systems, Introduction to P & Q system of Inventory, EOQ-Continuous and Periodic review Inventory models, Project Management, Quality management, Production planning & Control.	12 Hours
UNIT - V	Work Study: Method Study - Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study. Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance.	12 Hours

Books Recommended:

- Operations Management – Jay Heizer, Barry Render and Chuck Munson
- Production and operation Management- Prof. K.C.Jain, Dr. P.L. Verma and Mr. Prabhat Kartikey
- Operations Management- Nigel Slack, Alistair Brandon Janes and Robert Johnston
- S.N. Chary, Production and Operation, (Tata McGraw Hill).
- Jay Heizer & Barry Render: Operation Management, Prentice Hall International, Inc. 2001, International Edition.

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MBA Second Semester

S. No.	Course Code	Course Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	BUM-DSM-225(HR)	Organizational Behaviour	100	04	03	1	0	04

Course Objective: Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Introduction to organizational behaviour, Foundations of individual behavior, Attitudes and Values, Personality, Perception, learning.	12 Hours
UNIT - II	Transactional analysis and managerial interpersonal styles, Basic concepts and Theories of Motivation; applied motivation practices, work stress	12 Hours
UNIT - III	Group dynamics, team dynamics, power and political behaviour, conflict and negotiation, leadership, communication.	12 Hours
UNIT - IV	Organization, organization culture, creativity and innovation, decision making, case study.	12 Hours
UNIT - V	Organisational change& development, organizational effectiveness, quality of work life, international organizational behaviour.	12 Hours

Books Recommended:

- Stephen P. Robbins, Timothy A Judge, Seema Sanghi "Organizational Behaviour", Pearson Education 13th Ed., 2009.
- Fred Luthans, "Organizational Behaviour", New York, McGraw Hill, 8th Edn.,
- Udai Pareek, Understanding Organizational Behavior, Oxford Higher Education, 2nd Edition, 2008

MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	BUM-DSM-226(HR)	Marketing Research	100	4	3	1	0	4

Course Objective: To equip the students with the basic understanding of the research methodology used in marketing and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Marketing Research: - Definition of marketing research, The role of marketing research in MkIS and DSS, Marketing research process, Ethics in Marketing research, Internet and computer application.	12 Hours
UNIT - II	Identification of Problem:- Defining the marketing research problem, The process of defining the problem and developing research approach, Components of the research approach, Literature Review:- Identifying, accessing and managing sources of information and scholarly literature, Academic writing and referencing.	12 Hours
UNIT - III	Research Proposal:- Purpose, nature and evaluation, Content and format, Practical considerations, timelines, budgets, supervision management Presentation and defense of proposals.	12 Hours
UNIT - IV	Sampling and Data Collection: - Sampling and sampling methods, Designing and Coding Questionnaires, Data Entry and Screening, Data collection methods- primary and secondary sources.	12 Hours
UNIT - V	Tools and Techniques:- Concept of Hypothesis ,Parametric and non parametric test. Factor Analysis: - Basic Concept, Objectives of factor analysis, Factor analysis models, Application of common factor analysis.	12 Hours

Books Recommended:

- Research Methodology : C.R. Kothari
- Research Methodology : S.P. Gupta
- Marketing Research : Green & Tull
- Marketing Research: Beri, G.C.
- Marketing Research : Sangeeta Agrawal
- Marketing Research : Principles, Applications & Cases : Sharma D.D., (Sultan Chand & Sons., New Delhi)
- Marketing Research (Methodology Foundations): Churchill, J.R. Gilbert A.
- Marketing Research: Luck, D.J. Hugh G. Wales, D.A. Taylor & Rubin, R.S.
- Modern Marketing Research: Patil, S.G., P.V. Kulkarni & H. Pradhan.
- Marketing Research: Theory & Practice, : Bellur, V.V.

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MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	BUM-MDM-227(HR)	Research Methodology	100	4	3	1	0	4

Course Objective: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

UNITS	CONTENTS	MAX. HOURS
UNIT - I	Research Methodology: - Concept of business research, Types of business research: - Applied and Basic fundamental research, Ethics and business research, Scientific Investigation, Research Process.	12 Hours
UNIT - II	Sample Design:- Population, elements, sample unit and subjects, parameters, Reason for sampling, representativeness of sample, Normality of distribution, Probability and non-probability sampling. The research design:-Purpose of the study, Types of Investigation, Causal Vs Co-relational.	12 Hours
UNIT - III	Questionnaire and Data Collection:-Sources of data, Data Collection method, Review of the advantages and disadvantages of different data, Issues in data collection. Ethics in data collection. Questionnaire: - Concept of Questionnaire, Essentials for questionnaire design :- Content and purpose of questions, Language and wording of the questionnaire, Types and form of question, Sequencing of questions, Personnel data sought from the respondents.	12 Hours
UNIT - IV	Tools of Data Analysis:- Hypothesis Testing, Type I and Type II Errors. Parametric test:- Z test, t-test, F-test; Non Parametric test:-Chi-square test, Kruskal-Wallis Test, Analysis of variance.	12 Hours
UNIT - V	Research Report:-The written report: - Purpose of written report, Audience of written report, Characteristics of a well-written report, Content of the research report, Integral part of the report.	12 Hours

Books Recommended:

- Research Methodology : C.R. Kothari
- Research Methodology : S.P. Gupta
- Marketing Research : Green & Tull
- Marketing Research: Beri, G.C.
- Marketing Research : Sangeeta Agrawal
- Marketing Research :Principles, Applications & Cases : Sharma D.D., (Sultan Chand & Sons., New Delhi)
- Marketing Research (Methodology Foundations): Churchill, J.R. Gilbert A.
- Marketing Research: Luck, D.J. Hugh G. Wales, D.A. Taylor & Rubin, R.S

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MBA Second Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	BUM-SEC-228(HR)	Seminar & Term Paper / Project Work	100	4	3	1	0	4

The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants add to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge



