

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



**DEPARTMENT OF BUSINESS MANAGEMENT**

**SYLLABUS**

**Of**

**Master of Business Administration**  
**(As Per NEP-2020)**

**2022**

**MBA First Semester**

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

**MBA Second Semester**

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

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

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

**Course Objective:** *The objectives 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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|--------|-------------|----------------------|------------|---------|-------------------------|---|---|---|
|        |             |                      |            |         | L                       | T | P | C |
| 2.     | BUM-DSM-122 | 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 |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT - I</b>   | 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   |
| <b>UNIT -II</b>   | Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, Demand Forecasting; Managerial Applications.                                                                                                                     | 12 Hours   |
| <b>UNIT - III</b> | 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   |
| <b>UNIT - IV</b>  | 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   |
| <b>UNIT - V</b>   | 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

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|--------|-------------|---------------------|------------|---------|-------------------------|---|---|---|
|        |             |                     |            |         | L                       | T | P | C |
| 3.     | BUM-DSM-123 | 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 |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | 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   |
| <b>UNIT –II</b>   | Fundamentals of Probability-Concept of probability, Definition of probability, Types of events, Addition Theorem of Probability, Multiplication Theorem of Probability, Baye's Theorem.<br>Probability Distributions – Binomial distribution, Poisson distribution, Normal distribution.                                                                                                                                                                                                            | 12 Hours   |
| <b>UNIT – III</b> | 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.<br>Regression Analysis- Introduction, uses of regression analysis, difference between correlation and regression analysis. Regression equations, methods of simple regression. | 12 Hours   |
| <b>UNIT – IV</b>  | 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.<br>Business Forecasting: Time Series Forecasting-Lifetime Value Models-Credit Scoring Models-Loss Forecasting Model.                                                        | 12 Hours   |
| <b>UNIT – V</b>   | 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.<br>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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|        |             |                      |            |         | L                       | T | P | C |
| 4.     | BUM-DSM-124 | 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 |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT I</b>   | 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   |
| <b>UNIT II</b>  | 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 – MRTTP Act – FEMA Act – Consumer Protection Act – Competition Act. | 12 Hours   |
| <b>UNIT III</b> | Economic Environment of Business: Economic growth & National income - Economic System, Fiscal Policy – Monetary Policy, Elements of Social –Cultural Environment .                                                                                                                      | 12 Hours   |
| <b>UNIT IV</b>  | Consumerism in India – Corporate Social Responsibility, Technological Environment of Business – Patents and Trademarks.                                                                                                                                                                 | 12 Hours   |
| <b>UNIT V</b>   | 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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|        |             |                                                |            |         | L                       | T | P | C |
| 5.     | BUM-DSM-125 | 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 |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | 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   |
| <b>UNIT –II</b>   | 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   |
| <b>UNIT – III</b> | Managerial Skills: Characteristics of a Good Manager, Building peer support for team's projects, Identifying operational and strategic gaps                                                                                                                           | 12 Hours   |
| <b>UNIT – IV</b>  | 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   |
| <b>UNIT – V</b>   | 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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|--------|-------------|-------------------------|------------|---------|-------------------------|---|---|---|
|        |             |                         |            |         | L                       | T | P | C |
| 6.     | BUM-DSM-126 | 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 |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | 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   |
| <b>UNIT – II</b>  | Management Accounting - Concept, Need, Importance and Scope. Financial Statement Analysis, Funds Flow Analysis. The Statement of Cash Flows.                                                                                                                        | 12 Hours   |
| <b>UNIT – III</b> | Cost Accounting – Introduction Reconciliation and Integration between Financial and Cost Accounts; Cost Sheet, Job & Process Costing, Contract Account.                                                                                                             | 12 Hours   |
| <b>UNIT – IV</b>  | Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making.                                                                                                                                         | 12 Hours   |
| <b>UNIT – V</b>   | 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.

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|--------|-------------|------------------------------------|------------|---------|-------------------------|---|---|---|
|        |             |                                    |            |         | L                       | T | P | C |
| 7.     | BUM-MDM-127 | 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 |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | 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   |
| <b>UNIT –II</b>   | 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   |
| <b>UNIT – III</b> | 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   |
| <b>UNIT – IV</b>  | 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   |
| <b>UNIT – V</b>   | 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.

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|--------|-------------|-------------------------------------|------------|---------|-------------------------|---|---|---|
|        |             |                                     |            |         | L                       | T | P | C |
| 8.     | BUM-SEC-128 | 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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|--------|-------------|-------------------------------------|------------|---------|-------------------------|---|---|----|
|        |             |                                     |            |         | L                       | T | P | C  |
| 1.     | BUM-DSM-221 | Marketing Management                | 100        | 4       | 3                       | 1 | 0 | 4  |
| 2.     | BUM-DSM-222 | Human Resource Management           | 100        | 4       | 3                       | 1 | 0 | 4  |
| 3.     | BUM-DSM-223 | Financial Management                | 100        | 4       | 3                       | 1 | 0 | 4  |
| 4.     | BUM-DSM-224 | Operation Management                | 100        | 4       | 3                       | 1 | 0 | 4  |
| 5.     | BUM-DSM-225 | Organizational Behavior             | 100        | 4       | 3                       | 1 | 0 | 4  |
| 6.     | BUM-DSM-226 | Marketing Research                  | 100        | 4       | 3                       | 1 | 0 | 4  |
| 7.     | BUM-MDM-227 | Research Methodology                | 100        | 4       | 3                       | 1 | 0 | 4  |
| 8.     | BUM-SEC-228 | Seminar & Term Paper / Project Work | 100        | 4       | 3                       | 1 | 0 | 4  |
|        | Total       |                                     | 800        | 32      | 24                      | 8 | 0 | 32 |

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|--------|-------------|----------------------|------------|---------|-------------------------|---|---|---|
|        |             |                      |            |         | L                       | T | P | C |
| 1.     | BUM-DSM-221 | 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 |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | Introduction to Marketing Management, The marketing concepts, Features of integrated marketing concept, Recent trends in marketing, Marketing Management, Function of marketing management                                                                                           | 12 Hours   |
| <b>UNIT –II</b>   | Analysing Marketing Environment and Competition- Consumer Behaviour, Integrated marketing communication, Determining Promotional Mix, Advertising, Sales Promotion, Personal selling.                                                                                                | 12 Hours   |
| <b>UNIT – III</b> | Market Segmentation- Bases of Market Segmentation, Benefits, Requisites, marketing mix, Target Marketing- Positioning for Competitive Advantage, Marketing Environment, Marketing Organisation.                                                                                      | 12 Hours   |
| <b>UNIT – IV</b>  | 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   |
| <b>UNIT – V</b>   | 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

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|        |             |                           |            |         | L                       | T | P | C |
| 2.     | BUM-DSM-222 | 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 |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | HRM-Def, Characteristics, History; Role of HR Practitioner; HRM Policies; HRP; Recruitment & Selection; Competency based HRM; Training Methods.                                                                | 12 Hours   |
| <b>UNIT –II</b>   | Job Analysis; Organisational Culture & Climate; Organisational Commitment; Employee Satisfaction; Quality of Work Life. Job Rotation & Enrichment.                                                             | 12 Hours   |
| <b>UNIT – III</b> | Performance Appraisal; Compensation Management---- Job Evaluation; Variable Compensation; Economic Wage Theories; Performance linked compensation Executive Compensation; Fringe Benefits & Incentive Planning | 12 Hours   |
| <b>UNIT – IV</b>  | Conflict Management----Employee Discipline; Grievance Management; Disciplinary Action; Separation Process----Turnover; Retirement; Out Placement, VRS, Golden Handshake.                                       | 12 Hours   |
| <b>UNIT – V</b>   | 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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|--------|-------------|----------------------|------------|---------|-------------------------|---|---|---|
|        |             |                      |            |         | L                       | T | P | C |
| 3.     | BUM-DSM-223 | 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 |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | 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   |
| <b>UNIT –II</b>   | 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   |
| <b>UNIT – III</b> | 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   |
| <b>UNIT – IV</b>  | 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   |
| <b>UNIT – V</b>   | 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.

## MBA Second Semester

| S. No. | Course Code | Title                | Max. Marks | Credits | Distribution of Credits |   |   |   |
|--------|-------------|----------------------|------------|---------|-------------------------|---|---|---|
|        |             |                      |            |         | L                       | T | P | C |
| 4.     | BUM-DSM-224 | Operation 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 |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | 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   |
| <b>UNIT – II</b>  | 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   |
| <b>UNIT – III</b> | 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   |
| <b>UNIT – IV</b>  | 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   |
| <b>UNIT – V</b>   | 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.

## MBA Second Semester

| S. No. | Course Code | Course Title             | Max. Marks | Credits | Distribution of Credits |   |   |    |
|--------|-------------|--------------------------|------------|---------|-------------------------|---|---|----|
|        |             |                          |            |         | L                       | T | P | C  |
| 5.     | BUM-DSM-225 | 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.,
- UdaiPareek, 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 | 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 |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | 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   |
| <b>UNIT –II</b>   | Identification of Problem:- Defining the marketing research problem, The process of defining the problem and developing research approach, Components of the research approach,<br>Literature Review:- Identifying, accessing and managing sources of information and scholarly literature, Academic writing and referencing. | 12 Hours   |
| <b>UNIT – III</b> | Research Proposal:-Purpose, nature and evaluation, Content and format, Practical considerations, timelines, budgets, supervision management Presentation and defense of proposals.                                                                                                                                            | 12 Hours   |
| <b>UNIT – IV</b>  | 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   |
| <b>UNIT – V</b>   | 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.

### MBA Second Semester

| S. No. | Course Code | Title                | Max. Marks | Credits | Distribution of Credits |   |   |   |
|--------|-------------|----------------------|------------|---------|-------------------------|---|---|---|
|        |             |                      |            |         | L                       | T | P | C |
| 7.     | BUM-MDM-227 | 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 |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>UNIT – I</b>   | 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   |
| <b>UNIT – II</b>  | Sample Design:- Population, elements, sample unit and subjects, parameters, Reason for sampling, representativeness of sample, Normality of distribution, Probability and non-probability sampling.<br>The research design:-Purpose of the study, Types of Investigation, Causal Vs Co-relational.                                                                                                                                                              | 12 Hours   |
| <b>UNIT – III</b> | 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   |
| <b>UNIT – IV</b>  | 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   |
| <b>UNIT – V</b>   | 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

### MBA Second Semester

| S. No. | Course Code | Title                               | Max. Marks | Credits | Distribution of Credits |   |   |   |
|--------|-------------|-------------------------------------|------------|---------|-------------------------|---|---|---|
|        |             |                                     |            |         | L                       | T | P | C |
| 8.     | BUM-SEC-228 | 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*