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CLASS	Subject Name	L	T	P	Credit
MBA II SEMESTER (SESSION2024-25)	COMMUNICATION FOR BUSINESS - 24CSS050 T	1	1	0	2

## COURSE OBJECTIVES:

1. To develop communication standards for becoming professional.
2. To develop and manage organizational communication.
3. To be able to influence through communication styles.
4. To imbibe professional writing skills.

## COURSE OUTCOMES:

After completion of this, the students will be able to:

CO1: Understand the importance of communication for developing professional attitude.

CO2: Apply communication models for inter-personal communication.

CO3: Apply communication styles for managing motivation in an organization.

## ARTICULATION MATRIX

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3
CO1		3				2			1				
CO2		3							1	2			1
CO3		3	1			2				1			
CO4		3	-			2			1	-		-	

High-3 Medium-2 Low-1

## UNIT – I: Role of Communication in Business

**6 Hours**

Objective of communication – the process of human communication – media of communication, written communication – oral communication – visual communication, audio visual communication – silence - developing listening skills – improving non-verbal communication kills – understanding cultural effects of communication.

## **UNIT – II: Managing Organization Communication**

**6 Hours**

Formal and informal communication intra and personal communication – models for inter personal communication – exchange theory, Johari Window and transactional analysis.

## **UNIT – III: Managing Motivation**

**8 Hours**

Managing motivation to influence interpersonal communication – inter-personal perception – role of emotion in inter personal communication- communication styles – barriers of communication –gateways to effective interpersonal communication.

## **UNIT -IV: Written communication**

**10 Hours**

Writing job applications – cover letter – resume – emails – letters, writing for digital platforms, writing for publications, digital storytelling

Activities for Unit-IV:

Preparation of an effective resume and cover letter

Blogs, newsletters, and social media posts.

Writing articles for publications

Engaging audiences through compelling digital narratives

**Total- 30 Hours**

## **TEXT BOOKS**

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi

## **REFERENCE**

1. Penrose, Business Communication for Managers, Cengage, New Delhi
2. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
3. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
4. Meenalshi Raman—Business Communication Oxford University Press.
5. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

CLASS	Subject Name	L	T	P	Credit
MBA II SEMESTER (SESSION2024-25)	COMMUNICATION FOR BUSINESS PRACTICAL - 24CSS050 P	0	0	2	1

### Course Objectives:

1. To develop listening skills among students.
2. To develop perfect body language and attitude for corporate.
3. To develop presentation skills.

### Course Outcome:

After completion of this, the students will be able to:

CO1: Apply listening and speaking skills for developing professionalism.

CO2: Apply non-verbal techniques for presenting oneself to an interviewer.

CO3: Create effective and appealing presentations.

### ARTICULATION MATRIX

CO/PO/PS O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PSO 1	PSO 2	PSO 3
CO1		3		2				1					1
CO2		3				1				2			
CO3		3					2		1	1			

High-3 Medium-2 Low-1

### Unit I: Listening and speaking skills

**10 Hours**

Conversational skills (formal and informal) – group discussion, listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).

Activities for Unit-1:

Dos and don'ts of group discussions.

Tell me about yourself.

Self SWOT analysis

News Presentation- Current affairs.

## **Unit II: Non-verbal communication and Body Language**

**10 Hours**

Understanding body language aspects and presenting oneself to an interviewer, understanding global communication

Activities for Unit-II:

Maintaining body language for interviews.

Presenting oneself to an interviewer.

Importance of kinesics in an interview.

Role plays on cross cultural communication (language, tone, and etiquette in different cultures).

## **Unit III: Presentation skills:**

**10 Hours**

Designing presentations and enhancing effective presentation skills.

Activities for Unit-IV:

Prepare a power point presentation on presentation skills.

How to make an effective presentation.

Prepare and present a PPT on any topic given by the examiner.

**Total 30 Hours**

## **TEXT BOOKS**

Mallika Nawal: —Business Communication, Cengage Learning, New Delhi, 2012.

Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organizational Communication: The key stone to managerial effectiveness.

Meenakshi Rama: —Business Communication, Oxford University Press, New Delhi

C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai

Paul Turner: —Organizational Communication, JAICO Publishing House, New Delhi.

## **REFERENCES**

SathyaSwaroopDebasish, Bhagaban Dasl —Business Communicationl, PHIPrivate Limited, New Delhi, 2009.

R.K.Madhukar: —Business Communicationl, Vikas Publishing House, New Delhi, 2012.

Kelly M Quintanilla, Shawn T. Wahl:—Business and Professional Communication, SAGE, New Delhi, 2012.

**Master’s of Business Administration  
Semester-II**

L-4 T-0 P-0C-4

**24MGT180 T: Operation Management**

**Course Objectives**

- To develop students in areas of Production and Operations management, that will enable them to understand manufacturing/operations/service functions and their applications to an Organization.
- To orient and train students in methods, techniques and concepts like: Project management, Inventory Management, Quality Management, Resource Planning; as applied to production and operations management.
- To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

**Course Outcomes (COs)**

1. The students can **understand** the concept of operations management in manufacturing and service sector.
2. The student will be able to **apply** the layout of manufacturing facilities in production schedules and plan resources (material and machine) required for production.
3. At the end of the course the students can able to **analyze** the design of production and inventory control in manufacturing units, identify and propose material handling equipment.
4. At the end of the course the students will be able to **analyze** the concepts of purchase, stores and inventory management and analyze and evaluate material requirement decisions
5. At the end of the course the students can **evaluate** the measure of performance related to productivity and inspect it through different quality control tools.

**Articulation Matrix**

*(Program Articulation Matrix is formed by the strength of correlation of COs with POs and PSOs. The strength of correlation is indicated as 3 for substantial (high), 2 for moderate (medium) correlation, and 1 for slight (low) correlation)*

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PSO1	PSO2	PSO3
CO1													
CO2													
CO3													
CO4													
CO5													

High-3 Medium-2 Low-1

**UNIT I: NATURE AND SCOPE OF OPERATIONS MANAGEMENT: 12 Hours**

<b>THEORY</b>	Production design & Process planning: Plant Capacity - Capacity Planning – Make or Buy Decisions – Use of Crossover Chart for Selection Processes. Plant location: Factors to be considered in Plant Location –Multiple Plant Location Decision.
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**UNIT II: LAYOUT OF MANUFACTURING FACILITIES:**

**12 Hours**

<b>THEORY</b>	Principles of a Good Layout – Layout Factors – Basic Types of Layout – Service Facilities – Principles of Materials Handling – Materials Handling Equipment. Human Factors in Job-Design: Consideration of Man and Machine in Job-Design, Adaptation of Machine to Man – Ergonomics – Working Environment – Worker Safety.
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**UNIT III: PRODUCTION AND INVENTORY CONTROL:**

**12 Hours**

<b>THEORY</b>	Basic types of production, Intermittent, Batch, Continuous – Routing, Scheduling, Loading and Monitoring – Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock - ABC classification – Procedure for Stock Control, Materials Requirement Planning (MRP)
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**UNIT IV: PURCHASE MANAGEMENT:**

**12 Hours**

<b>THEORY</b>	Purchase Policy, Systems, Procedures; Vendor Selection; Negotiation; Vendor Development and Evaluation; Make or Buy decision; Legal aspects of purchasing.
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**UNIT V: INSPECTION AND QUALITY CONTROL:**

**12 Hours**

<b>THEORY</b>	Types and criteria of inspection; Statistical Quality Control; Control Charts, Total Quality Management (TQM) Concept.
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**Total: 60 Hours**

**Reference book**

1. Operation Management by William J Stevenson by Irwin / Tata Mcgraw hill.
2. B Malakooti 2014 Operation and Production System with Multiple Objectives
3. Chunawala and Patil, Productions and Operations Management, Himalaya.
4. Everest E Adam & Elbert, Productions and Operations Management, PHI Publications, 4th Ed.
5. Joseph G. Monks, Operations Management (Theory & Problems), McGraw-Hill Intl.
6. S.N. Chary, Productions and Operations Management, TMH Publications
7. Upendra Kachru, Productions and Operations Management, Excel Books, New Delhi.

**E-Learning Resources:**

<https://www.slideshare.net/somashekar50/operations-management-notes>  
<https://emeritus.org/in/learn/what-is-operations-management/>

[https://mrcet.com/downloads/digital\\_notes/ME/III%20year/POM%20](https://mrcet.com/downloads/digital_notes/ME/III%20year/POM%20)  
<https://www.studocu.com/row/document/city-university/operations-management/operations-management>

Approved by

Dr. Avinash Vikram

Prepared by

Mrs. Mangla Badoliya





Subject Name	L	T	P	Credit
<b>24MGT230 T –PROJECT MANAGEMENT</b>	3	0	0	3

### COURSE OBJECTIVES:

- To provide understanding of the Project Management Skills.
- To provide a conceptual understanding of project management tools.

### COURSE OUTCOMES

CO1:-Understand key term and concept in project management.

CO2 :-Understand the project planning and estimation of cost.

CO3 :-Apply the project monitoring skills towards the control of project costing.

CO4 :-Analyze the project profitability and able to evaluate the project and prepare the closure report.

CO5 :-Analyze the recent trends in project management.

### Articulation Matrix

*(Program Articulation Matrix is formed by the strength of correlation of COs with POs and PSOs. The strength of correlation is indicated as 3 for substantial (high), 2 for moderate (medium) correlation, and 1 for slight (low) correlation)*

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PSO1	PSO2	PSO3
CO1													
CO2													
CO3													
CO4													
CO5													

High-3 Medium-2 Low-1

### Unit-1: Introduction to Project Management and Project Selection

**9 Hours**

<b>THEORY</b>	Objectives of Project Management – Importance of Project Management, Types of Project, Project Management Life Cycle-Project Selection, Feasibility Study, Types of feasibility steps in feasibility study.
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### Unit-2 : Project Planning and Implementation

**9 Hours**

<b>THEORY</b>	Project Scope- Estimation of Project cost – Cost of Capital – Project Representation and Preliminary Manipulations - Basic Scheduling Concepts - Resource Levelling – Resource Allocation.
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### Unit-3: Project Monitoring and Control

**9 Hours**



<b>THEORY</b>	Setting a base line- Project management Information System – Indices to monitor progress. Importance of Contracts in projects- Teamwork in Project Management - Attributes of a good project team – Formation of effective teams – stages of team formation. Project evaluation- Project Auditing – Phases of project Audit- Project closure reports Guidelines for closeout reports.
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### **Unit-4 : Social Cost benefit Analysis**

**9Hours**

<b>THEORY</b>	The rationale for Social cost benefit analysis, UNIDO approaches for Social Cost benefit analysis, Methods followed by Financial Institutions
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### **Unit-5: Recent Trends in Project Management**

**9 Hours**

<b>THEORY</b>	Computers, e-markets and their role in Project management- Risk management Environmental Impact Assessment. Case studies in Project management. Managing E-business Projects, Future of Project management, Regulatory framework of Projects.
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### **REFERENCES:**

- Berkun, Scott (2005) - The Art of Project Management - O'Reilly Media: Cambridge, MA.
- Berkun, Scott (2008) - Making Things Happen: Mastering Project Management - O'Reilly Media: Cambridge, MA. Campbell, Clark A. (2006),
- The One-Page Project Manager: Communicate and Manage Any Project With a Single Sheet of Paper, Wiley: New York.

**Prepared By:-**

**Mr. Harish Chaturvedi**  
Assistant Professor (FBAC)  
Mandsaur University

**Approved By:-**

**Dr. Avinash Vikram**  
Head of Department (FBAC)  
Mandsaur University



Subject Name	L	T	P	Credit
24MGT620 T – ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT	3	0	0	3

### Course Objectives:

- To provide understanding of the Entrepreneurship and Project Management Skills.
- To provide a conceptual framework for project management analysis.

### Course Outcome

- Student will be able to understand the role of entrepreneurs in economic development
- Student will be able to apply the role of EDP and various factor that are involved in the entrepreneur growth in encouraging and supporting entrepreneurship
- Student will be able to analyse the contents of project report, ERP and project planning and organization
- Student will be able to evaluate the project planning and organization and compose an inventory of possible entrepreneurial opportunities in Contemporary local, regional and national context.
- Student will be able to create a business plan for an entrepreneurial venture by learning the new government policy

### Articulation Matrix

*(Program Articulation Matrix is formed by the strength of correlation of COs with POs and PSOs. The strength of correlation is indicated as 3 for substantial (high), 2 for moderate (medium) correlation, and 1 for slight (low) correlation)*

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PSO1	PSO2	PSO3
CO1													
CO2													
CO3													
CO4													
CO5													

High-3 Medium-2 Low-1

### Unit-1: Meaning of Entrepreneurship

**9 Hours**

<b>Theory</b>	Characteristics, functions and types of entrepreneurship – Intrapreneur – Role of entrepreneurship in economic development, women entrepreneurs: Concept and functions of women entrepreneurs-Problems of women entrepreneurs-Developing women entrepreneurs
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### Unit-2 : EDP and Government

**9 Hours**

<b>Theory</b>	Factors affecting entrepreneur growth, EDP and government – economic – non-economic. Entrepreneurship development programmes – need, objectives, phases – evaluation. Institutional support to entrepreneurs, Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programs, schemes and challenges. Government initiatives and recent government policies for entrepreneur
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### Unit-3: Project Management

**9 Hours**

<b>Theory</b>	Project Management, Planning and Organization: Meaning of project – concepts – categories – project life cycle, phases – characteristics of a project, Project manager – role and responsibilities of project manager. Project planning- types of plan, essentials of project planning, Time planning and scheduling including PERT & CPM (Introduction).
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### Unit-4 : Evaluation and appraisal of projects

**9Hours**

<b>Theory</b>	Project appraisal techniques- Project Control- Reasons for in effective project control-Technique of project control-Preparation of project proposals
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### Unit-5:Government schemes and institutions

**9 Hours**

<b>Theory</b>	Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs-Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs). Financial Analysis: institutions supporting finance for projects
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### References:

1. Innovation & Entrepreneurship: Peter F.Drucker
2. Dynamics of Entrepreneurship Development: Vasant Desai
3. Project Management: Prasanna

Total: 45 Hours

Subject Name	L	T	P	Credit
24MGT630 T – OPERATION RESEARCH	3	1	0	4

### Objectives:

- To impart knowledge in concepts and tools of operation research.
- To understand mathematical models used in operation research.
- To Formulate and obtain the optimal solution for linear programming.
- Determine optimal solution for transportation problems.
- Determine optimal solution for assignment problems.
- Plan, schedule and control the project.
- Choose the appropriate queuing model for a given practical application.
- Apply these techniques constructively to make effective business decisions.

### Course Outcomes

CO-1The students will be able understand the basic concept of operation research.

CO-2The students will be able understand the mathematical model of transportation and assignment problem.

CO-3The students will be able apply the concept of various programming and inventory control

CO-4The students will be able analyze the Program Evaluation Review Technique

CO-5The students will be able analyze the root cause of queuing problem.

### Articulation Matrix

*(Program Articulation Matrix is formed by the strength of correlation of COs with POs and PSOs. The strength of correlation is indicated as 3 for substantial (high), 2 for moderate (medium) correlation, and 1 for slight (low) correlation)*

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PSO1	PSO2	PSO3
CO1													
CO2													
CO3													
CO4													
CO5													

High-3 Medium-2 Low-1

UNIT I	THEORY	<b>Operations Research:</b> Origin and growth of OR, importance of OR in managerial decision making, scope & applications of OR, and modeling in OR. Linear programming problems: Formulation & Solution, Duality. Case discussion	12 HOURS
UNIT II	THEORY	<b>Transportation problems, assignment problem</b>	12 HOURS
UNIT III	THEORY	Integer Programming, Goal Programming, Dynamic Programming and Non-linear Programming (Introductory only). Inventory control: Deterministic and Probabilistic Models,	12 HOURS
UNIT IV	THEORY	<b>Decision theory:</b> decision-making, decision-making environments, Decision making under risk and uncertainty.	12 HOURS
UNIT V	THEORY	<b>Game theory:</b> Two Person Zero-sum game, saddle point games, principle of dominance, Replacement	12HOURS



		Analysis: items that deteriorate over time, items that fail suddenly, Basic concept of Queuing Theory	

### Text books:

1. Vohra N. D., "Quantitative Techniques in Management", 4th ed., Tata McGraw Hill
2. Sharma J. K., "Operations Research: Theory and Applications", Macmillan India Ltd.
3. Introduction to OR/Taha/PHI
4. Operations Research/NVS Raju/SMS Education/3rd Revised Edition

### Reference books:

1. Wagner H. M., "Principles of Operations Research", Prentice Hall India
2. Gupta P. K., Hira D.S., "Operations Research", S Chand Publishers
3. Operations Research /A. M. Natarajan, P.Balasubramaniam, A. Tamilarasi/Pearson
4. Operations Research/M.V. Durga Prasad, K.Vijaya Kumar Reddy, J. Suresh Kumar/Cengage

**24MGT660 T: Strategic Financial Management**

**Course Objectives:**

- To help the students to develop cognizance of the importance of Financial Management in corporate valuation
- To be able to manage capital structure and evaluate the capital budget through budgeting techniques.
- To analyze the dividend payment policies and able to estimate working capital requirements of an organization.

**Course Outcomes (COs):**

- Understand the concept of financial management and financial planning.
- Apply the techniques of capital budgeting for evaluation of proposals.
- Analyze the cost of capital in accordance with capital structure and leverage of the firm.
- Analyze working capital requirement of an organization.
- Evaluate the impact of dividend policy on firm value.

**Articulation Matrix**

*(Program Articulation Matrix is formed by the strength of correlation of COs with POs and PSOs. The strength of correlation is indicated as 3 for substantial (high), 2 for moderate (medium) correlation, and 1 for slight (low) correlation)*

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PSO1	PSO2	PSO3
CO1													
CO2													
CO3													
CO4													
CO5													

High-3 Medium-2 Low-1

**Unit-I**

**8 Hours**

<b>Theory</b>	<b>FINANCIAL MANAGEMENT</b> – Profit maximization vs. Wealth maximization, Finance Functions and other functions. Financial Planning, Risk and Return Relationship.
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**Unit-II**

**12 Hours**

<b>Theory</b>	<b>CAPITAL BUDGETING:</b> Significance, Capital Budgeting Techniques: Payback Period, Average Rate of Return, Post payback period, Discounted payback period, Net present value, Profitability index, Internal rate of return, Project appraisal and replacement, Time value of money
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**Unit-III**

**14 Hours**

<b>Theory</b>	<b>COST OF CAPITAL &amp; CAPITAL STRUCTURE:</b> Cost of Equity, Cost of Preference Share, Cost of Debt, Cost of Retained Earnings, Cost of Capital, Weighted average cost of capital, Capital Structure Theories. Leverage Analysis: financial, operating and combined leverage along with its implications.
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**Unit-IV**

**12 Hours**

<b>Theory</b>	<b>DIVIDEND &amp; WORKING CAPITAL MANAGEMENT:</b> Dividend and its Policies, Gordon Model, Walter's Model, MM Approach. Introduction of Working Capital, Operating cycle calculation, Estimation of working capital requirement.
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**Unit-V**

**14 Hours**

<b>Theory</b>	<b>INVENTORY, CASH AND RECEIVABLE MANAGEMENT:</b> Inventory Management models, Techniques of inventory management, Cash Management, Preparation of cash requirement planning, Receivable Management.
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**Text Book**

- M.Y. Khan & P.K. Jain – Financial Management (TMH), 5/e

- Damodaran, Corporate Finance – John Wiley & Co., 2/e, 2004

**Reference(s)**

- Brigham & Houston – Fundamentals of Financial Management, Thomson Cengage Learning, 1/e,
- Prasanna Chandra; Financial Management Theory and Practice; Tata McGraw Hill; 7th Edition
- I.M. Pandey – Financial Management (Vikas), 9/e,
- Vanhorne, Financial Management & Policy, Pearson / PHI, 11/e, 2002.

- **List of e-Learning Resources:** <https://nptel.ac.in/courses/110107144>

**Total: 60**

**Hours**



**PG: Master’s of Business Administration  
Semester-II**

L-4T-0P-0C-4

**24MGT670 T- Marketing Applications in Business**

**Course Objectives:**

- To assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
- To develop effective marketing strategies to achieve organizational objectives.

**Course Outcomes (COs):**

- Understand the basic concept of marketing management
- Apply the concept of Market segmentation, Targeting & positioning in business operations
- Analyze the pricing strategy and channel flows
- Analyze the scope of product through marketing research.
- Analyze the emerging trends in Marketing

**Articulation Matrix**

*(Program Articulation Matrix is formed by the strength of correlation of COs with POs and PSOs. The strength of correlation is indicated as 3 for substantial (high), 2 for moderate (medium) correlation, and 1 for slight (low) correlation)*

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PSO1	PSO2	PSO3
CO1													
CO2													
CO3													
CO4													
CO5													

High-3 Medium-2 Low-1

**Unit-I**

**12 Hours**

Theory	<b>PROLOGUE TO MARKETING:</b> Fundamentals of Marketing – need, want, demand, value, exchange, transaction, competition; Definitions of marketing; Evolution of marketing concepts(orientations); Marketing Mix – 4Ps and their sub-elements. <b>Marketing Environment and environment scanning:</b> SWOT Analysis; Product-Market Grid, Major components of the microenvironment and macro-environment
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**Unit-II**

**12 Hours**

Theory	<b>MARKET SEGMENTATION, TARGETING AND POSITIONING:</b> Concepts of market segmentation and targeting; various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies. <b>Product and Branding:</b> Product Classification, Service – characteristics and expanded service mix elements; Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; New Product Development; Purpose of branding; Characteristics of good brand name, Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging.
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**Unit-III**

**12 Hours**

Theory	<b>PRICING:</b> Procedure for price setting; Pricing objectives; Cost and demand consideration; Pricing methods; Modifying the price; Pricing Strategies and Tactics <b>Marketing Channels &amp; Promotion:</b> Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels; Channel flows and functions; Channel design decisions. Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics and their relative strengths and weaknesses.
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**Unit-IV****12 Hours**

Theory	<b>MARKETING RESEARCH:</b> Meaning and scope of marketing research; Marketing research process.
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**Unit-V****12 Hours**

Theory	<b>EMERGING TRENDS IN MARKETING:</b> An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, E-Marketing, Green Marketing, Event Marketing, Rural Marketing, Global Marketing.
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**Reference(s)**

- Kotler, Keller, Koshy and Jha. Marketing Management: A South Asian Perspective. Pearson Education, Latest Edition.
- Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
- Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
- Ramaswamy V. S. and Namakumar S. Marketing Management. Macmillan Publishers, Latest Edition.

**Approved by:**  
**Dr. Avinash Vikram**

**Total: 60 Hours**  
**Submitted by:**  
**Mr. Sonakshi Agrawal**



PG: Master’s of Business Administration  
Semester-II

L-3 T-0 P-0 C-3

24MGT730 T - Human Resource Management

Course Objectives:

- Students will learn the basic concepts and frameworks of Human Resource Management
- Understand the role that HRM has to play in effective business administration.
- It will provide insight as to how to use Human Resources as a tool to implement strategies.
- It also explains the functions and activities involved in the Human Resource Department.
- Importance is given to understanding the roles and application of Human Resource Management.

Course Outcomes (COs):

- CO1-** Understanding the concept of people management and HRM.
- CO2-** Demonstrate knowledge of applying the strategies and planning of human resources in the organization
- CO3-** Application of functions of HRM to improve the workforce of employees.
- CO4-** Analysis of the performance of the employees and paying them as per their role using the techniques of performance appraisal and compensation administration.
- CO5-** Analysis of procedures and relations for maintaining discipline and smooth conduction of work in the organization.

Articulation Matrix

*(Program Articulation Matrix is formed by the strength of correlation of COs with POs and PSOs. The strength of correlation is indicated as 3 for substantial (high), 2 for moderate (medium) correlation, and 1 for slight (low) correlation)*

CO/PO/PSO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PSO1	PSO2	PSO3
CO1													
CO2													
CO3													
CO4													
CO5													

High-3 Medium-2 Low-1

Unit-I		9 Hours
Theory	<b>People Management and HRM:</b> Nature, Scope and Importance of People Management and HRM, Difference between People Management and Human Resource Management; HRM functions and objectives, Evolution of HRM, Challenges in getting work done through People, Artificial Intelligence in HRM.	

Unit-II		9 Hours
Theory	<b>Strategic Function:</b> Role of HR Managers. Strategic Human Resource Management: Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, Implementation and Evaluation. <b>Human Resources Planning:</b> Definition, Purposes, Processes and Limiting factors; Human Resources Information System (HRIS): HR Accounting and Audit.	



Unit-III		9 Hours
<b>Theory</b>	<p><b>Recruitment and Selection:</b> Job Analysis, Job Description &amp; Job Specification. Recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation. Selection: selection procedure, designing application form, selection methods, the offer of employment, and evaluation of the process.</p> <p><b>Training and Development:</b> Purpose, Methods and Issues of training and management development programmes.</p>	

Unit-IV		9 Hours
<b>Theory</b>	<p><b>Performance Appraisal:</b> Definition, Purpose of appraisal, Procedures and Techniques including 360-degree Performance Appraisal, Job Evaluation.</p> <p><b>Compensation Administration:</b> Nature and Objectives of Compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage.</p> <p><b>Incentive Payments:</b> Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.</p>	

Unit-V		9 Hours
<b>Theory</b>	<p><b>Discipline and Grievance Procedures:</b> Definition, Disciplinary Procedure, Grievance Handling Procedure.</p> <p><b>Industrial Relations:</b> Creating relations, Nature, importance and approaches of Industrial Relations.</p> <p><b>Promotion, Transfer and Separation:</b> Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – layoff, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.</p>	

**Reference(s)**

1. T.n. chhabra , human resource management 6th revised edition
2. P. Subba rao, personnel and human resource management 5th revised edition 2014
3. Venkata ratnam c. s. & srivatsava b. k.,personnel management and human resources, tata mc-graw hill, newdelhi,,
4. Alan Price, human resource management, cengage learning, newdelhi, 2007
5. 5 Pravin Durai, human resource mangement, pearson, new delhi,2010
6. Snell, Bohlander & Vohra, human resources management, cengage, newdelhi, 2010
7. Aswathapa, K. (2008), Human Resource Management, 5th ed., Tata McGraw Hill.
8. Dipak Kumar Bhattacharyya, Human Resource Management, Excel Books.
9. French, W.L. (1990), Human Resource Management, 4th ed., Houghton Mifflin, Boston.
10. H.J. Bernardin, Human Resource Management, Tata McGraw Hill, New Delhi, 2004.
11. Ivancevich, J. M. (2008), Human Resource Management, Tata McGraw Hill.



12. Madhurima Lall and Sakina Qasim Zaidi, Human Resource Management, Excel Books.
13. Rao P.S. (2008), Essentials of Human Resource Management and Industrial.
14. Relations, Text cases and Games, Himalaya Publication.

**Total: 45 Hours**

**List of e-Learning Resources:**