

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization)/  
MBA (Hospital Administration)

Semester: 1

Paper Code	Paper Name	Duration	Theory	
CP-101/ MHA-108	PRINCIPLES AND PRACTICES OF MANAGEMENT	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

To familiarize students with comprehensive contemporary Management Principles and Practices.

Unit	Contents
I	<b>Management:</b> Objectives, Overview, Process and Functions; Skills and Roles of manager; Social Responsibility of Business; Ethics in Management.
II	<b>Evolution of Management Thoughts:</b> Weber, Taylor, Fayol, Elton Mayo; Globalization and Management.
III	<b>Planning:</b> Importance, Types of plans and Steps in planning, Setting Objectives, Nature of Objectives, Strategies, Policies and Planning premises. <b>MBO:</b> Systems approach to MBO. Benefits and weaknesses of MBO, <b>MBE.</b> <b>Decision making:</b> rationality and bounded rationality, process, Techniques and importance of decision making.
IV	<b>Organizing:</b> Principles, Structure, Process, and Importance. Organizational designs, <b>Departmentation:</b> Span of Control, Line and Staff relationship, Delegation, Decentralization. <b>Staffing-</b> Meaning, Scope, Features, Steps and Process.
V	<b>Directing and Controlling – Motivation:</b> Concepts and process, <b>Motivation theories:</b> Maslow, McGregor X and Y Theory, Herzberg's Two-factor Theory. <b>Leadership Theories &amp; Styles:</b> Trait theory, Managerial grid, Fiedler's Contingency approach to leadership; Situational, Charismatic & Transformational leadership. Ohio Studies and Michigan studies, Types of leader, <b>Controlling-</b> Nature, Process and Techniques; Coordination.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

## **Suggested Readings:**

1. Harold Koontz and Cyril O'Donnell, Principles of Management, Tata Mc Graw Hill, New Delhi, 2004.
2. James A.F.Stoner and Freeman, Management, 6<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2007.
3. Rao and Krishna: Management Text and Cases, Excel books, New Delhi
4. Chandan J.S. Management Theory and Practice, Vikas Publishing House, New Delhi.
5. Bhatt Anil & Arya Kumar, Management, Oxford New Delhi, 2010.
6. Ramasamy T, Principles of Management, Himalaya Publishing House, 2011
7. Rajesh Vishwanathan, Principles of Management: Concepts & Cases, Himalaya, 2011
8. Nerkar, Principles & Practices of Management, Dreamtech Press, 2011

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization) Semester: 1

<b>Paper Code</b>	<b>Paper Name</b>	<b>Duration</b>	<b>Theory</b>	
CP-102	<b>MANAGERIAL ECONOMICS</b>	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

Managerial Economics presents the principles of economics, demand analysis, market structure and macro environment and its application in the decision making. It enables the students to learn the basic principles of economics and its application in the decision making in the business.

<b>Unit</b>	<b>Contents</b>
I	<b>Managerial Economics:</b> meaning, nature and scope - Managerial Economics and business decision making. Fundamental concepts of Managerial Economics- Marginal Analysis, Demand Analysis - meaning, determinants and types of demand - Elasticity of demand-Concept, determinants and importance of elasticity, demand functions, demand forecasting.
II	<b>Production and Cost:</b> theory of production and laws of production, returns to scale, break even analysis; economies and diseconomies of scale. Cost concepts and its types-cost-output relationship, Theories of firm-profit maximization, sales maximization.
III	<b>Market structure:</b> characteristics - Pricing and output decisions under perfect and imperfect competition, oligopoly and monopoly. Non-Price Competition and differential pricing. (Price Discrimination)
IV	<b>Macro Economics:</b> Aggregates and Concepts; GNP & GDP. National Income: Concept & Measurement of National Income.
V	<b>Money Supply and Monetary, Fiscal Policy:</b> Aggregate Consumption- Gross Domestic Savings, Gross Domestic Capital Formation-WPI, CPI and inflation, Consumption function

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

## **Suggested Readings:**

1. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
2. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., NewDelhi, 2004.
3. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.
4. Misra & Puri, Micro Economics, Himalaya Publishing House, New Delhi.
5. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
6. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
7. Dwivedi D.N., Managerial Economics, Vikas Publications House,New Delhi,2010.
8. Mithani DM, Managerial Economics, Himalaya Pub.House, 2011

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME: Master of Business Administration (Dual Specialization) Semester: 1**

Paper Code	Paper Name	Duration	Theory	
CP-103	<b>ACCOUNTING AND FINANCE FOR MANAGERS</b>	3 Hrs	Maximum Marks – 70	No Practical

### **Course Objectives:**

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.

Unit	Contents
I	<b>Book-keeping and Accounting :</b> Accounting-definition, branches, role & functions, Accounting Principles-concepts & conventions, Double Entry Accounting System, Preparation of Journal(numerical), Ledger and Trial Balance(numerical).
II	<b>Preparation of Final Accounts:</b> Trading, Profit and Loss Account and Balance Sheet with adjustments of depreciation, provision for bad & doubtful debts, outstanding & prepaid income/expenses (numericals); Depreciation; Meaning and Methods of Calculating Depreciation: Straight Line Method, Diminishing Balance Method.
III	<b>Financial statement analysis: Ratio Analysis:</b> Objectives, Uses and Limitations; Types- Liquidity, Profitability, Leverage and Activity Ratios(numerical), <b>Fund Flow Statement</b> -meaning, preparation of statement of change in working capital(numerical), managerial uses of F.F.Statement, <b>Cash Flow Statement :</b> meaning & Uses.
IV	<b>Management Accounting</b> —concepts, need, importance; Reconciliation between Financial and Cost Accounts; Need, objectives, causes and procedure of reconciliation.
V	<b>Cost Accounting</b> - Meaning, Distinction between Financial Accounting and Cost Accounting – Basics, Budget, Budgeting, Types of Budgets (names only), Preparation of Flexible Budget (numerical).

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks. Numerical content may be up to 40% of total marks.

### **Suggested Readings:**

1. Anthony R n and Reece, J. S. 'Accounting Principles', 6<sup>th</sup> ed. Homewood, Illinois Richard D, Irwin, 1995.
2. Bhattacharya S K and Dearden J. 'Accounting for Management'. Text and Cases. New Delhi, Vikas 1996.
3. Sharma & Gupta, 'Management Accounting' Kalyani Publication.
4. Pandey I. M. , 'Management Accounting', Vikas Publication.
5. Khan & Jain, Management Accounting, TMH, 2009.
6. CA C.Ramagopal, Financial Management & Management Accounting, New Age International, 2011.
7. Maheshwari.SN, Maheshwari.SK, Textbook of Accounting for Management, Vikas , 2009.
8. Jawaharlal, Accounting for Management, Himalaya, 2011.

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization) **Semester:** 1

<b>Paper Code</b>	<b>Paper Name</b>	<b>Duration</b>	<b>Theory</b>	
CP-110	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>	3 Hrs	Maximum Marks – 70	No Practical

The objective of this course is to enhance students' knowledge and understanding of international business environment and expose them to concepts and practices of international trade.

<b>Unit</b>	<b>Contents</b>
I	International Business: Evolution and types, Domestic versus international business, Management Orientations (EPRG Concept), Modes of entry into international markets.
II	The External Environment: Political & Legal, Economic, Social & Cultural and Technological Environment.
III	WTO, IMF, World Bank (IBRD), Regional Blocks: EU, ASEAN, NAFTA, SAARC
IV	Exchange Rate Determination, Rupee convertibility and its implications, Balance of Payments, FDI, Foreign Institutional Investors, Euro Currency
V	Globalization, Importance of Multi National Corporations in international business, Internationalization of Service Firms, Social Issues in International Business.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;  
Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

### **Suggested Readings:**

1. Rao P.Subba, "International Business", 2<sup>nd</sup> ed., Himalaya Publishing House, 2010.
2. Cherunilam Francis, "International Business Environment", 4<sup>th</sup> ed., Himalaya Publishing House, 2011.
3. Paul Justin, "International Business", 4<sup>th</sup> ed., PHI Learning Pvt. Ltd., 2008.
4. V.K. Bhalla, "International Business, Environment & Management", Anmol Publication Pvt. Ltd, New Delhi 2006.
5. Shrivastava O.S., "International Business Environment and International Business", 2<sup>nd</sup> edn., 2009. Quality Publication Ltd.
6. Daniels John D., Radebaugh Lee H., Sullivan Daniel P., "International Business Environments and Operations", 10<sup>th</sup> ed., Pearson Education 2007.
7. Sundaram Anant K., Black J. Stewart, "The International Business Environment", Prentice Hall of India Pvt.Ltd., 2008.
8. Aswathappa K., "International Business", 4<sup>th</sup> Ed, Tata McGraw Hill, 2008.
9. Chandran R., "International Business", II Ed., Jaico Publishing House.

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME: Master of Business Administration (Dual Specialization) Semester: 1**

Paper Code	Paper Name	Duration	Theory	
CP-106	<b>QUANTITATIVE TECHNIQUES</b>	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

Unit	Contents
I	<b>Quantitative Techniques for business:</b> Meaning and Definition, Role in Management Decisions; Graphical Representation of Frequency Distribution; Measures of Central Tendency – Mean (Numerical), Median(Numerical) & Mode(Numerical), Requisite of ideal measures of Central tendency.
II	Measures of dispersion: Range (Numerical), Quartile Deviation (Numerical), Mean Deviation (Numerical), Standard Deviation (Numerical), Coefficient of Variation (Numerical), Skewness [Karl Pearson Coefficient (Numerical)].
III	<b>Theory of Probability and probability distribution</b> –Concepts, Probability Laws: Addition Law (Numerical), Multiplication Law(Numerical), Conditional Probability(Numerical), Baye's Theorem (Numerical); Distribution- Binomial (Numerical), Poisson(Numerical), Normal distribution(Numerical) and their application in business decision making.
IV	<b>Correlation &amp; Regression Analysis :</b> <b>Correlation:</b> Karl Person's Method (Numerical), Spearman's Rank Correlation(Numerical), Assumptions of Correlation Analysis; <b>Regression:</b> Regression equation(Numerical), Regression coefficient(Numerical), <b>Time Series analysis:</b> Meaning and its components, Measurement of Secular Trend: Moving Average(Numerical) and Least Square Method(Numerical), Measurement of Seasonal Variations: Ratio to Moving Average Method(Numerical).
V	<b>Sampling and Sampling Distributions;</b> Procedure of hypothesis testing: Testing of hypothesis concerning large samples - population means(Numerical), difference between two means(Numerical), <b>Chi-square test:</b> test for independence of attributes (Numerical) and <b>T – test:</b> Application of T-test: for test difference between means of two independent samples(Numerical) and two dependent samples(Numerical) and Application of these test in management.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks. Numerical content may be up to 40% of total marks.

## **Suggested Readings:**

- Gupta, S.P. and Gupta M.P. 'Business Statistics'. New Delhi, Sultan Chand, 1997.
- Levin Richard I and Rubin David S. 'Statistics for Management'. New Jersey, Prentice Hall Inc., 1995
- Jhunjhunwala Bharat, 'Business Statistics' S.Chand & Co.Ltd, New Delhi, 2008
- Kothari, C.R, Quantitative Techniques, TMH, 2010.
- Bjaradwak. Chetiya & Majumdar, QT for Business Managers, Himalaya Pub. House, 2009.
- Shrivastav, Shenoy & Sharma, QT for Managerial Decisions, New Age 1, 2009.

## **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME: Master of Business Administration (Dual Specialization)/  
MBA (Hospital Administration)**

Semester: 1

Paper Code	Paper Name	Duration	Theory	
CP-107/ MHA-109	<b>BUSINESS COMMUNICATION</b>	3 Hrs	Maximum Marks – 70	No Practical

### **Course Objectives:**

To train students to enhance their skills in written as well as oral communication with necessary principles and techniques of business communication.

Unit	Contents
I	Concept of Communication and its importance, elements and process of communication, Models of communication, Feedback, Barriers to effective communication, making communication effective, Listening and its importance.
II	<b>Types of Communication:</b> Oral, Written, Upward, Downward, lateral and Grapevine, Effective listening. Non verbal communications: Kinesics, Proxemics, Chronemics & Paralanguage.
III	<b>Written Communication:</b> Types of business letters, Dos and Don'ts of business writing. <b>Report Writing:</b> Types & structure of Reports <b>Inter Office Communication:</b> emails, memos, circulars/notices, proposals.
IV	Resume writing and cover letter, Preparing for Group Discussions and Personal Interviews, Making effective Presentations, Negotiation.
V	<b>Public speaking:</b> Speeches for different occasions, social networking- concept & its importance, Negotiations.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

### **Suggested Readings:**

1. T.N. Chhabra – Business Communication: Concepts & Skills, Sun India Publications, New Delhi, 4<sup>th</sup> Edition, 2008
2. Varinder Kumar & Bodh Raj, Business Communication, Kalyani Publishers, New Delhi, 204
3. P.K. Oberoi & R.K. Shukla, Communication Skills, Shree Sai Prakashan, Meerut, 2010.
4. Rai Urmila & Rai S.M., Business Communication, Himalaya Publishing House.
5. Rodrigues, M.V. Effective Business Communication, Concept Publishing Company, Delhi, 2003.
6. Rajesh Vishwanathan, Business Communication, Himalaya, 2011

## **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME: Master of Business Administration (Dual Specialization) Semester: 1**

Paper Code	Paper Name	Duration	Theory	
CP-111	<b>PRODUCTION &amp; OPERATIONS MANAGEMENT</b>	3 Hrs	Maximum Marks – 70	No Practical

### **Course Objectives:**

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services, Productivity improvement in operations through layout engineering and quality management etc. effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Unit	Contents
I	Production and Operations Management: Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning..
II	Material Handling Principles and Equipments. Line Balancing, Operations decisions-Production Planning and Control in Mass Production, in Batch/ Job Order Manufacturing.
III	Capacity Planning –Concept and Process: Aggregate Planning Concept & strategies, Work Study, Method Study, Work Measurement, Work Sampling
IV	Material Management: An Overview of Material Management, Inventory Control and Techniques; Purchase and Stores Management, Industrial Safety.
V	Total Quality Management: Just in Time (JIT), KANBAN, 5-S, Kaizen, and 3-M (Muri, Mura, Muda), Maintenance Management..

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

### **.Suggested Readings:**

1. Chunawalla, 'Production and Operations Management', 6<sup>th</sup> Rev. Edition, Himalaya Publication.2007.
2. Adam, E & Ebert, R.J. 'Production and Operations Management', 5<sup>th</sup> ed. New Delhi, Prentice Hall of India, 2006 (Indian Re-print).
3. Upendra Kachru, Production and Operations Management, Text and Cases, New Delhi. Excel Books, 2010
4. Chary, S.N. 'Production and Operations Management', New Delhi, Tata McGraw Hill, 1989.
5. Dr.K.Aswathappa, 'Production and Operations Management', Himalaya Publication.2011.
6. Buffa, E.S., 'Modern Production Management', New York, John Wiley, 1987.

7. Chase, Jacobs, Acquilamo, Operations Management for Competitive Advantage. 10<sup>th</sup> Ed., Tata McGraw Hill, New Delhi, 2005.

## **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME: Master of Business Administration (Dual Specialization)/  
MBA (Hospital Administration)**

Semester: 2

Paper Code	Paper Name	Duration	Theory	
CP-201/ MHA-201	<b>HUMAN RESOURCE MANAGEMENT</b>	3 Hrs	Maximum Marks – 70	No Practical

### **Course Objectives:**

The objective of the course is to equip students with various human resource management concepts and current practices in managing human resources in knowledge based environment.

Unit	Contents
I	<b>Nature and scope of Human Resource Management:</b> An overview, Scope of HR. HR policies, types of policies, formulation of policies, Human Resource Management in a changing Environment. Human Resource Planning, Process of planning.
II	<b>Manpower Search and its methods:</b> Recruitment and Selection, Job Analysis, Job Description, Job specification, Job evaluation, Career and Succession Planning.
III	<b>Contents of Induction programme,</b> induction procedure, concept, phases of socialization, <b>Training and Development.</b> Objectives and Needs, Training Process, Methods of Training, Tools and Aids, Human resource information system (HRIS)
IV	<b>Performance Appraisal and Potential Evaluation:</b> Definition, Concepts, Different methods of Performance Appraisal- Rating Errors, Competency management, wage payment and incentive plans.
V	<b>Industrial Relations &amp; Trade Unions:</b> Employee Welfare: employee Empowerment. Grievance Procedure, Collective Bargaining, Settlement of Disputes. Human Resource Accounting. <b>Separation</b> Retirement/.Voluntary Retirement Schemes, Resignation, Discharge, Dismissal, Suspension, Layoff.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

### **Suggested Readings:**

- Gupta & Joshi, 'Human Resource Management', Kalyani Publication, 2<sup>nd</sup> Edition 2004.
- Rao VSP, Human Resource Management, Excel Books, New Delhi 2005.
- Aswathappa, K. 'Human Resource and Personnel Management', Tata McGraw-Hill, 1997.
- Gupta, P.K., Human Resource Management, Dreamtech Press, 2011.
- Mamoria C.B., 'Personnel Management', Himalaya Pub. House.
- Khanka S.S, 'Human Resource Management' S.Chand, New Delhi, 2009.
- Dessler Gary, 'Human Resource Management', PHI, New Delhi, 10<sup>th</sup> Edition, 2005.
- Bhattacharya D.K. Human Resource Management, Excel Books, New Delhi, 2006.
- Subba Rao, Essentials of HRM & Industrial Relations- Text & Cases, Himalaya Pub. House, 2011.
- Gupta C.B., 'Human Resource Management', Sultan Chand & Sons, New Delhi, 2004.



# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME: Master of Business Administration (Dual Specialization) Semester: 2**

Paper Code	Paper Name	Duration	Theory	
CP-202	<b>MARKETING MANAGEMENT</b>	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

The objective of the course is to expose students to various concepts of marketing, marketing mix and the analysis of the market, which enable the students to learn the basics of marketing, process, product mix, marketing channels and product promotion.

Unit	Contents
I	<b>Marketing Concepts:</b> Importance, what is Marketing, what is marketed, various demand states and marketing tasks, basic concepts, company orientations toward the market, Marketing vs. Selling, The Holistic Marketing Concept, Marketing Myopia.
II	<b>Marketing Environment:</b> Political, Economic, Socio cultural and Technical Macro Environment; Micro Environment: Industry & Competition; SWOT Analysis, Types of Market, Market Potential, Sales Potential & Sales Forecast.
III	Marketing Information System & Marketing Research, Market Segmentation, Targeting, Positioning and Differentiation, USP
IV	Marketing Mix, Services Marketing Mix, Packaging, Product Mix & Product Line, Promotion Mix, Price Setting Objectives & Methods. The New Product Development Process and Consumer Adaptation Process.
V	Product Life Cycle: Objectives, Characteristics & strategies; Marketing Channels: Roles, Functions, Levels and Flows; Marketing Audit, Green Marketing

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;  
Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

## **Suggested Readings:**

1. Kotler, Keller, Koshy & Jha, "Marketing Management: A South Asian Perspective" 13<sup>th</sup> ed. Pearson Education (Dorling Kindersley (India) Pvt Ltd) New Delhi, 2009.
2. Saxena, Rajan, "Marketing Management" 4<sup>th</sup> ed., Tata McGraw Hill, New Delhi, 2010.
3. Ramaswamy & Namakumari, "Marketing Management", McMillan India.
4. Jaychandran S., Marketing Management: Text & Cases, Excel Books, 2004.
5. Chopra P.K. & Mehra, Bhawna, Marketing Management, Dreamtech Press, 2010.
6. Karunakaran K, Marketing Management (Text & Cases in Indian Context), Himalaya Pub. House, 2011.
7. Govindarajan, Marketing Management, 2<sup>nd</sup> Ed., PHI Learning.
8. Venugopal P., Marketing Management, Sage Publication, 2010.
9. Subba Rao, Essentials of HRM & Industrial Relations- Text & Cases, Himalaya Pub. House, 2011
10. Gupta C.B., 'Human Resource Management', Sultan Chand & Sons, New Delhi, 2004

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization) **Semester:** 2

<b>Paper Code</b>	<b>Paper Name</b>	<b>Duration</b>	<b>Theory</b>	
CP-210	<b>ETHICS, CSR &amp; CORPORATE GOVERNANCE</b>	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

The objective of the course is to highlight the importance of values and ethics in business and make students aware of the concept of CSR so as to imbibe these in them and prepare them to be ethical managers.

<b>Unit</b>	<b>Contents</b>
I	<b>Business Ethics:</b> Introduction, Environmental Issues, Whistle Blowing, Ethical Dilemmas.
II	<b>Global Ethics:</b> Ethical issues in global business, Gifts, bribery, Sanctions
III	<b>Indian Ethos:</b> Core concepts: Karma Yoga, Nishkama Karma, Preventing work stress, Gandhi-ism in Ethics.
IV	<b>Corporate Social Responsibility:</b> Concepts, relevance and need for CSR, Triple Bottom Line (People, Planet & Profit), Bottom of the Pyramid- Social Responsibility or Market Opportunity, Social Audit.
V	<b>Corporate Governance:</b> Evolution, Principles, Main Drivers, Theories & Models, Global Practices on Corporate Governance and their impact.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;  
Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

## **Suggested Readings:**

1. Bhatia, S.K., Business Ethics and Global Values, Deep & Deep Publication, 2008.
2. Murty CSV, Business Ethics, Himalaya Publishing House, 2011.
3. Khurana, Sumeet, "Corporate Governance", Dreamtech Press, 2011.
4. Badi, RV & Badi NV, Business Ethics, Vrinda Publications Pvt. Ltd, 2008.
5. Sherlekar S.A., "Ethics in Management", Himalaya Publishing House, 2007.
6. Kotler Philip & Nancy Lee, "Corporate Social Responsibility: Doing the most Good for your company and your cause", John Wiley & Sons.
7. Prahlad C.K. & Hammond Allen, "Serving the World's Poor, Profitably", Harvard Business Review, Sept. 2002.
8. Werther W.B. and Chandler David, "Strategic Corporate Social Responsibility: Stakeholders in a Global Environment," Sage Publications.
10. Rao AB, "Business Ethics & Professional Values", Excel Books, 2006.
11. Ghillyer, A.W., "Business Ethics", II Ed., Tata McGraw Hill, 2010.
12. Mandal S.K., "Business Ethics", Tata McGraw Hill, 2010.
13. Parthasarathy, "Corporate Governance", Biztantra

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME: Master of Business Administration (Dual Specialization) Semester: 2**

Paper Code	Paper Name	Duration	Theory	
CP-204	<b>OPERATIONS RESEARCH</b>	3 Hrs	Maximum Marks – 70	No Practical

### **Course Objectives:**

The objective of this course is to develop an understanding of basic operations research techniques and their role in managerial decisions.

Unit	Contents
I	<b>Operations Research</b> -Basic concepts, scope, applications and its role in decision making.
II	<b>Linear Programming</b> – General Linear programming problem, Basic Concepts, Mathematical Formulation of LPP(Numerical), Graphical method of solving LP Problem: Unbounded, infeasible, multiple optimal, maximization & minimization (Numericals), Duality: Construction of dual problem(Numerical).
III	<b>Transportation &amp; Sequencing Problem</b> – Basic concept, North – West corner method (Numerical), Least cost method (Numerical), and Vogel's Approximation method (Numerical). <b>Sequencing problem:</b> Problems with <b>n</b> jobs through <b>2</b> machines (Numerical) & <b>n</b> jobs through <b>3</b> machines (Numerical).
IV	<b>Assignment Problem, Game</b> – Basic concepts, Hungarian method of solving assignment problem: minimization, maximization and unbalanced problem (Numericals). <b>Game theory:</b> Meaning & features, two person zero sum game, strategy: types of strategy - pure and mixed strategy, games with mixed strategy: odds method and dominance method (Numericals).
V	<b>PERT/CPM &amp; Decision Theory:</b> Introduction & Objectives, Frame a network (Numerical), Calculation of Critical Path: Earliest Start, Latest finish, Slack & Float (Numericals) Identification of Critical Path(Numerical), Project Evaluation & Review Technique: Estimate Activity times(Numerical). <b>Decision Theory</b> – Decision under Certainty, Risk: Expected Value(Numerical) & Uncertainty: Maximin, Maximax, Minimax, Hurwitz's Criterion and Criterion of rationality (Numericals).

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks. Numerical content may be up to 40% of total marks.

### **Suggested Readings:**

1. Chawla, Gupta & Sharma "Operations Research. Kalyani Publishers
2. Heera & Gupta "Operations Research. S.Chand & Company Ltd., New Delhi
3. Kapoor, "Operations Research, Sultan Chand & Sons, New Delhi
4. Sharma J.K "Operations Research: Theory & Applications. New Delhi, MacMillan India Ltd.,1997
5. Hamdy A. Taha, "Operations Research : An Introduction" Pearson Education
6. Mishra & Sandilya "Principles of Operations Research. New Age International Publishers, New Delhi
7. Kalavathy S "Operations Research with C Programs, Vikas Publishing House Pvt Ltd
8. Sharma, Anand, Operations Research, Himalaya Pub. House, 2010

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization) **Semester:** 2

<b>Paper Code</b>	<b>Paper Name</b>	<b>Duration</b>	<b>Theory</b>	
CP-205	<b>FINANCIAL MANAGEMENT</b>	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

The objective of this course is to discuss the theory of finance that provides the framework for investment & financing decisions, expound several analytical methods used to cope up with varied problems in financial management and present information about the institutions and environment relevant to corporate finance.

<b>Unit</b>	<b>Contents</b>
I	Financial Management: Objective, importance, scope & function, Functions Du-Pont Analysis: Cost – Volume Profit Analysis (Numerical).
II	Instruments of Long Term Finance: Debt & Equity, internal financing, Leverage: operating, financial & combined Leverage (Numerical), Capitalization.
III	Capital Structure: Factors affecting Capital Structure, Optimum Capital Structure, Cost of Different sources of Capital, Weighted Average cost of Capital (Numerical).
IV	Budgetary Control, Capital Budgeting Methods (Numericals), Payback Period, NPV, Rate of Return, Profitability Index. Zero Base Budgeting.
V	Working Capital Management: Cash Management, Receivables management, Inventory Management – Objectives, Tools and techniques, Types of Dividend Policy, Forms of dividends.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks. Numerical content may be up to 40% of total marks.

## **Suggested Readings:**

- 1 Gupta Shashi K & Sharma R K, 'Financial Management', Theory & Practice, Sixth Edition, Kalyani Publication.
- 2 Khan M Y & Jain P K, 'Financial Management', Text, Problems & Cases, Fifth Edition, Tata McGraw Hill.
- 3 Dhagat, Financial Management, Dreamtech Press, 2011.
- 4 Ramagopal C., 'Financial Management', New Age International Publishers.
- 5 Prasanna Chandra, 'Financial Management', Theory & Practice, 7th Edition, Tata McGraw Hill.
- 6 Pandey I M, 'Financial Management', Ninth Edition Vikas Publication.
- 7 Van Horne, James C 'Financial Management and Policy', 12<sup>th</sup> Edition, New Delhi, Prentice Hall of India.
8. Reddy, G.S, Financial Management, Principles & Practices, Himalaya Pub. House, 2010.
9. Sinha, Dr. Pradip Kumar, Financial Management, Excel Books, 2009

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization) **Semester:** 2

<b>Paper Code</b>	<b>Paper Name</b>	<b>Duration</b>	<b>Theory</b>	
CP-211	<b>ORGANISATIONAL BEHAVIOUR</b>	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

The objective of the course is to understand individual and group behavior in organizations and other organizational concepts to achieve organizational effectiveness

<b>Unit</b>	<b>Contents</b>
I	<b>Understanding Organizational behaviour:</b> Levels of OB – individual, group and organization. Challenges and opportunities for OB. Models of Organizational behaviour
II	<b>Foundations of individual behaviour:</b> Learning theories, Perception: factors influencing Perception, Personality, Attitudes, Job satisfaction and Values
III	<b>Transactional Analysis:</b> Johari Window, ego state, life positions. <b>Groups:</b> nature, functions & group development, types of groups, Group cohesiveness).
IV	<b>Organizational Culture:</b> Characteristics, types, levels, functions; creating and sustaining culture. <b>Conflicts:</b> Types, Causes and Management of conflict, Conflict resolution model. <b>Power and Politics:</b> Nature, bases & sources of power, difference between power and politics, Techniques of achieving power in the organization
V	<b>Organizational Change:</b> Forces of change, Resistance to change, Managing change. <b>Stress Management,</b> Concepts, Sources of Stress, Consequences, Management of Stress. <b>Organization effectiveness and efficiency:</b> Difference between efficiency and effectiveness, criteria for achieving organizational effectiveness.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

## **Suggested Readings:**

1. Luthans, F., “*Organizational Behaviour*”, 7<sup>th</sup> ed. New York, McGraw Hill, 1995.
2. Chandan, J., “*Organizational Behaviour*”, Vikas Publishing House, New Delhi
3. Udai Pareek, “*Organizational Behaviour*”, Oxford University Press, 2004.
4. Robbins, S.P., Judge, T. A and Sanghi, S. (2007). *Organisational Behaviour*, Pearson Education, Delhi.
5. Kondalkar, V.G. “*Organizational Behaviour*”, New Age International Publishers, New Delhi
6. Aquinas, P.G. “*Organizational Behaviour*”, Excel Books, New Delhi
7. Khanka, “*Organizational Behaviour*”, S. Chand & Company, New Delhi
8. Mishra, M.N. “*Organizational Behaviour*”, Vikash Publishing House, New Delhi

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization) **Semester:** 2

<b>Paper Code</b>	<b>Paper Name</b>	<b>Duration</b>	<b>Theory</b>	
CP-208	<b>RESEARCH METHODOLOGY</b>	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

This course enables the students to learn the importance of research, various methods of analysis of data and its applications in business management.

<b>Unit</b>	<b>Contents</b>
I	<b>Introduction to Research Methodology:</b> Meaning, objectives, scope, importance and types of Research.
II	<b>Research Process:</b> Identifying research problem, Setting of Hypothesis, Statement of Research Objectives; Research Designs - Exploratory, Descriptive and Experimental Research Designs.
III	<b>Sampling Design:</b> Meaning, Steps in sampling, Criteria of Sampling Procedure, characteristics of a good sample design; Types of sample designs.
IV	<b>Methods of Data Collection:</b> Primary and Secondary data; Observational and Survey Methods; Questionnaire Design; Data collection- Sources and Methods of Data collection, Data processing- coding - editing - and tabulation of data.
V	<b>Analysis of Data and Report writing:</b> Selecting an Appropriate Statistical Technique; Parametric Test for hypothesis testing- t-test, Chi Square test; Characteristics of Non-Parametric test; one way ANOVA, Report writing.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;  
Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

## **.Suggested Readings:**

1. Kothari C.R. Research Methodology Methods and Techniques, New Age International Publication, New Delhi, 2004.
2. Ramamurthy, GC, Research Methodology, Dreamtech Press, 2011.
3. Shajahan S, "Research Methodology for Management" 4<sup>th</sup> ed., Jaico Publishing, 2010.
4. Dipak Bhattacharya, Research Methodology, Excel Books Pvt. Ltd, 2006.
5. Chawla, Deepak & Sondhi, Neena, Research Methodology-Concepts & Cases, Vikas Pub. House, 2011
6. Santosh Gupta, Research Methodology & Statistical Techniques, Deep & Deep Pub. Pvt. Ltd. 2005
7. Kumar Ranjit, Research Methodology, Sage Publication 2011.
8. Donald R Cooper and Pamela S. Schindler- Business Research Methods, Tata McGraw Hill.
9. Dwivedi R.S. "Research Methods in Behavioral Sciences", McMillan India.
10. Sachadeva, JK, Business Research Methodology, Himalaya Pub. House, 2011.

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization)/ MBA (Hospital Administration)

Semester: 3

Paper Code	Paper Name	Duration	Theory	
CP-301/ MHA-309	PROJECT MANAGEMENT	3 Hrs	Maximum Marks – 70	No Practical

**Course Objectives:** To familiarize the students with the basic project management framework as well as the preparation of a basic project plan.

Unit	Contents
I	Overview: Capital Investments- Importance, types; Capital budgeting- phases, objectives & weakness; Key issues in Major investment decisions. Strategy & Resource Allocation: Concepts of strategy- Growth strategies, Contraction strategies; BCG matrix, GE Matrix, McKinsey matrix. Generation of ideas: Tools for identifying opportunities, Porter model, Preliminary screening.
II	Market Analysis – Conduct of Market survey, Characteristics of market, Marketing plan. Technical Analysis: Choice of Technology, Appropriateness of Technology, Technical arrangements; Factors affecting Capacity decision, Choice of location and site Financial estimates & Projection: Cost of project, Means of finance.
III	Project cash flows: - Elements of cash flow, Basic Principle of cash flow estimation, Cost of capital. Project Risk Analysis: Sources, measures and perspectives on risk.
IV	Network techniques for project Management: Basic concepts of networks, line estimation and determination of critical path (for both PERT and CPM models), network cost systems and activity crashing.
V	Project Review – Need of Review, initial review, performance evaluation, abandonment analysis, evaluating the capital budgeting system of an organisation.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

### **Suggested Readings:**

1. Chandra Prasanna, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", 7<sup>th</sup> ed., Tata McGraw-Hill India Ltd., 2010.
2. Singh Narendra, "Project Management and Control", 5<sup>th</sup> ed., Himalaya Publishing House, 2009.
3. Patel Bhavesh, "Project Management, Financial Evaluation with Strategic Planning, Networking and Control", 2<sup>nd</sup> ed., Vikas Publishing House, 2010.
4. Jack R., Meredith Samuel J. Mantel, "Project Management, A Managerial Approach", 4<sup>th</sup> ed., John Wiley & Sons (Asia). Pte Ltd., 2002.
5. Desai Vasant, "Project Management, Projects, Analysis, Finance, Policies, Management, Monitoring, Control", 3<sup>rd</sup> ed., Himalaya Publishing House, 2011.
6. Gopalakrishnan p. and Ramamoorthy E., "Textbook of Project Management", TMH, New Delhi.

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization)/ MBA (Hospital Administration)

Semester: 3

Paper Code	Paper Name	Duration	Theory	
CP-302/ MHA-311	<b>BUSINESS POLICY &amp; STRATEGIC MANAGEMENT</b>	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

The objective of the course is to expose students to the process of strategic decision making and environmental scanning to enable them to formulate strategic business plans.

Unit	Contents
I	<b>An overview of strategic management and business policy:</b> nature, importance and purpose of business policy, vision, mission, objectives, policies and procedures in the field of business policy. <b>Strategic management:</b> Defining and explaining strategy, strategic decision making, the process of strategic management.
II	<b>Environmental scanning and analysis:</b> approaches to environmental scanning, SWOT analysis, environmental threat and opportunity profile (ETOP).
III	<b>Analysis of strategies and choices:</b> Tools and techniques for strategic analysis, impact matrix. <b>The experience curve:</b> BCG Matrix, GEC Model.
IV	<b>Strategy formulation:</b> Industry Analysis, concept of value chain, strategic profile of a firm. <b>Strategy Implementation:</b> Internal assessment, functional and operational implementation.
V	<b>Strategic Evaluation and control:</b> strategic control, operational control, techniques of strategic evaluation and control, framework for analyzing competition.

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

## **Suggested Readings:**

1. Mishra P.K, Sukul Lomash, 'Business Policy & Strategic Management', "Vikas Publishing House", 2008.
2. Kazmi Azhar, 'Strategic Management and Business Policy', "McGraw Hill company", 3<sup>rd</sup> edition, 2008.
3. Budhiraja; S B and Athreya, M B. Cases in Strategic Management New Delhi, Tata McGraw Hill, 1996
4. Christensen, C. R. etc. Business Policy; Text and Cases, 6<sup>th</sup> ed., Homewood Illinois, Richard D. Irwin, 1987
5. Glueck, William F., Strategic Management and Business Policy, 3<sup>rd</sup> ed New York, McGraw Hill, 1988



# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization)

**Semester:** 4

Paper Code	Specialization/Paper Name	Duration	Theory	
CP-401	<b>Decision Support Systems And Management Information System</b>	3 Hrs	Maximum Marks – 70	No Practical

### **Course Objectives:**

This paper aims to orient pupil to the realities of rural India its economic strengths, weaknesses, opportunities and threats in the changing global context.

Contents	
I	<b>Management Information System:</b> basics; System Concepts; System entropy; Subsystems – basics, decomposition / simplification; System types; Value of Information
II	<b>Frame works</b> – major trends and applications of information technology; System Analysis & Design: Systems Development Methodologies – SDLC & Prototype approach
III	<b>Managerial Decision Making :</b> Decision basics; Decision types; Certainty, Uncertainty, Risk-taking, Decision making process; Problem solving techniques
IV	DSS – relevance, scope, characteristics, capabilities, components; DSS v/s MIS; DBMS : Sources of data – data file, database environment; data models – relevance of relational data base design in DSS
V	Dialog generation system : User interface – graphics, menus, forms; DSS generators; DSS development : steps in designing, identification of decision, building of DSS, implementation, performance testing

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;

Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

### **Suggested Readings:**

1. Keen, Peter G. W. : Decision Support System an Organizational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J. Decision Support System for- effective planning – Prentice Hall- 1982
3. Krober, Donald W., and Hugh. J. Watson Computer Based Information System New York, 1984
4. Davis L, Michael W. A management approach- Macmillan Publishing Company, Prentice Hall, New Jersey, 1988
5. Andrew P. Decision Support System Engineering Sage, John Wiley & Sons, New York, 1991
6. Leod, Raymond Me JR Management information systems – Macmillan Publishing Company, New York – 5<sup>th</sup> Edition- 1993
7. Turban, Efrain Decision Support& Expert Systems – Management Perspective – Macmillan Publishing Company, New York, 1988

# **PEOPLE'S UNIVERSITY, BHOPAL**

**PROGRAMME:** Master of Business Administration (Dual Specialization) Semester: 4

Paper Code	Specialization/Paper Name	Duration	Theory	
CP-402	<b>BUSINESS LEGISLATION</b>	3 Hrs	Maximum Marks – 70	No Practical

## **Course Objectives:**

This course is designed to assist the students in understanding basic laws affecting the operations of business enterprises.

Unit	Contents
I	An overview of laws related to promotion and incorporation of different types of companies.
II	Laws related to contract with special reference to its performance, breach and remedies.
III	Consumer protection laws and rights of consumers, Consumer Redressal Mechanism: Consumer Forum, Courts, Ombudsmen
IV	Basic provisions of pollution control, environment protection and intellectual property rights.
V	Laws related to mergers & acquisitions

**SCHEME OF EXAMINATION:** Section A (Short Answer) 4 out of 7: 4 x 7=28 marks;  
Section B (Essay type) 3 out of 05: 3 x 14= 42 marks. Total 70 Marks. Internal Assessment: 30 Marks.

## **Suggested Readings:**

1. Bulchandani K.R, "Business law for management", 'Himalaya publication house', 6<sup>th</sup> edition, 2010.
2. Kapoor N.D, "Mercantile Law", Sultan chand & sons, New Delhi, 13<sup>th</sup> edition, 2008.
3. Chawla, Sareen, & Garg, "Mercantile Law", Kalayani publication, 13<sup>th</sup> edition, 2007.
4. Gulshan S.S, "Business Law", excel books, second edition, 2005.
5. Ramagopal CA.C. "New Age International Publishers"
6. Ravindra Kumar, "Legal Aspects of Business", Cengage Learning, Delhi, 2011.
7. Gulshan SS, Kapoor G.K, "Business Law, including company law, New Age International Publisher, Delhi, 2009.