



**Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore**  
**Shri Vaishnav School of Management**

**Choice Based Credit System (CBCS) in Light of NEP-2020**  
**MBA – ENGINEERING MANAGEMENT**  
**II SEMESTER (2022-2024)**

**MBAI201 FINANCIAL MANAGEMENT**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI201	CC	Financial Management	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Course Objective**

The objective of this course is to understand the concept of Business Finance. It also aims at learning of financial tools and developing the skills of financial analysis and financial decisions. The emphasis will be on the concepts and application rather than derivations

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 24 Marks and consist of three questions, out of which student will be required to attempt any two questions. Section B will comprise of five questions, out of which student will be required to attempt any three cases / problems worth 36 marks.

**Course Outcomes**

1. Familiarized with the various sources of finance which a business house can mobilize.
2. Develop the ability to measure the risk and return of the various portfolios.
3. Implement investment decisions, the process and methods of evaluation of various investment proposals.
4. Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.

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MBAI201	CC	Financial Management	60	20	20	-	-	3	-	-	3

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### COURSE CONTENT

#### UNIT I: Introduction

1. Introduction to financial management
2. Objectives of financial management – profit maximization and wealth maximization
3. Interface of Financial Management with other functional areas

#### UNIT II: Capital Structure Decision

1. Short term and long term sources of funds and their characteristics Cost of Capital
2. Computation of cost of Equity, Debt and Preference Capital.
3. Weighted Average Cost of Capital
4. Capital Structure and its Theories.
5. Developing the Concept of Leverage in Finance
6. Computation and Inferences of Degree of Operating Leverage
7. Financial Leverage and Combined Leverage

#### UNIT III: Investment Decisions

1. Time Value of Money
2. Investment evaluation techniques – Net present value
3. Internal rate of return
4. Payback period
5. Discounted payback period
6. Accounting rate of return

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**UNIT IV: Working Capital Management**

1. Factors influencing working capital requirements
2. Current asset policy and current asset finance policy
3. Determination of operating cycle and cash cycle
4. Estimation of working capital requirements of a firm

**UNIT V: Dividend Decisions**

1. Dividend policy – Factors affecting the dividend policy
2. Dividend policies- Stable dividend, Stable payout

**Suggested Readings**

1. Khan M. Y. and Jain P. K. (2007). *Financial Management*. Tata McGraw Hill, Latest Edition.
2. Pandey I. M. (2009). *Financial Management*. Vikas Publications, Latest Edition.
3. Chandra Prasanna (2011). *Financial Management*. Tata McGraw Hill, Latest Edition.
4. Kapil (2012). *Financial Management*. Pearson Education, Latest Edition.
5. Shrivastav and Mishra (2008). *Financial Management*. Oxford University press, Latest Edition.
6. Brigham and Houston (2009). *Fundamentals of Financial Management*. Cengage Learning, Latest Edition.
7. Vanhorns and Bhandari (2008). *Fundamentals of Financial Management*. Prentice Hall, Latest Edition.
8. Kothari and Dutta (2005). *Contemporary Financial Management*. Macmillan India Ltd, Latest Edition.
9. Stephen A. Ross, Wester Field, Jordan (2008). *Fundamentals of Corporate Finance*. McGraw Hill, Latest Edition.

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**MBAI202 RESEARCH METHODOLOGY**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
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MBAI202	AECC	Research Methodology	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; AECC- Ability Enhancement Compulsory Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Course Objectives**

The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. It will equip the students with the concept and methods of Business Research.

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**Course Outcomes**

1. The course offers a systematic package into the theoretical as well as practical aspects of conducting research.
2. Demonstrate understanding of research methodology.
3. Apply the statistical concepts in business research.
4. Validate statistical statements relating to business research.

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**COURSE CONTENT**

**UNIT I: Business Research**

1. An overview: Research process
2. Types of Research - Exploratory Research, Descriptive Research, Causal Research, Analytical Research
3. Problem formulation, Management problem v/s. Research problem
4. Approaches to Research
5. Importance of literature review
6. Business Research Design: Steps involved in a research design

**UNIT II: Sampling and Data Collection**

1. Sampling and sampling distribution: Meaning, Steps in Sampling process
2. Types of Sampling - Probability and Non probability Sampling Techniques
3. Data collection: Primary and Secondary data – Sources – Advantages/Disadvantages
4. Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.

**UNIT III: Measurement and Scaling Techniques**

1. Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale, Criteria for good measurement
2. Attitude measurement – Likert’s Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale

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**UNIT IV: Statistical Tools for Data Analysis**

1. Measures of central tendency - Mean, Median, Mode ,Quartiles, Deciles and Percentiles
2. Measures of Dispersion: Standard Deviation – Variance – Coefficient of Variance, Skewness
3. Correlation - Karl Pearson’s coefficient of Correlation, Rank Correlation
4. Regression: Method of Least Squares
5. Formulation of hypothesis
6. Testing of hypothesis
7. Type I and Type II Errors.
8. Parametric tests: Z-Test, t-test, F-test, Analysis of Variance – One-Way and Two-way
9. Non parametric tests - Chi-Square test

**UNIT V: Report writing**

1. Reporting Research
2. Types of reports
3. Characteristics of a research report

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MBAI202	AECC	Research Methodology	60	20	20	-	-	3	-	-	3

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**Suggested Readings**

1. MalhotraNaresh K. (2008). *Marketing Research. Pearson publishers*, Latest Edition.
2. Zikmund, Babin,Carr, Griffin (2003). *Business Research Methods*. Cengage Learning, India, Latest Edition.
3. Cooper Donald R and Schindler Pamela S. (2006). *Business Research Methods*. McGraw-Hill Education, Latest Edition.
4. Anderson, Sweeney, William, Cam (2014). *Statistics for Business and Economics*. Cengage Learning, Latest Edition.
5. Krishnaswami O. R., Ranganatham M. (2011). *Methodology of Research in Social Sciences*. Himalaya Publishing House, Latest Edition.
6. Levin and Rubin (2008). *Statistics for Management*. Dorling Kindersley Pvt Ltd, Latest Edition.
7. Sekaran Uma (2003). *Research Methods for Business*. Wiley India, Latest Edition.
8. Gupta S. P. (2014). *Statistical Methods*. Sultan Chand and Sons, Latest Edition.
9. Aczel and Sounderpandian (2008). *Complete Business Statistics*. Tata-McGraw Hill, Latest Edition.
10. Kothari C. R. (2004). *Research Methodology*. VishwaPrakashan, Latest Edition.

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**MBAI206 MANAGING HUMAN RESOURCES**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI206	CC	Managing Human Resources	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Course Objective**

The objective of the course is to guide students about various elements of Human Resource Management and make them understand the importance of employee engagement and career management.

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**Course Outcomes**

1. To explain the planning and process of HRM
2. To understand the process Performance Management
3. To enlighten them with the importance of Employee Engagement and Career Development

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MBAI206	CC	Managing Human Resources	60	20	20	-	-	3	-	-	3

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\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**COURSE CONTENT**

**UNIT I: Introduction to Human Resource Management**

- 1 Introduction, Meaning and Significance of HRM
- 2 Evolution of HRM in India, ASTD Model
- 3 Line and Staff Aspects of HRM
- 4 Recent Trends Shaping HRM
- 5 Strategic HRM

**UNIT II: Job Analysis, Acquisition and Talent Management Process**

1. Human Resource Planning
2. Job Analysis and Job Design
3. Recruitment and its sources, Selection Process
4. Employee Testing and Selection
5. Talent Management : Concept and Process

**UNIT III: Training and Development of Human Resource**

- 1 Training: Concept, Methods
- 2 Process: Need Assessment, Designing training programme, Implementing Training programme, Evaluating training programme
- 3 Training & Development and Competitive Advantage

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**UNIT IV: Strategic Pay Plans and Performance Management**

- 1 Factors Affecting Compensation
- 2 Job Evaluation: Definition, Methods
- 3 Performance appraisal : Need, Techniques and Errors
- 4 Personnel Research : Concept, Need, Types, Approaches

**UNIT V: Managing Employee Engagement, Careers and Labour Laws**

- 1 Employee Engagement: Concept, Factors Affecting Employee Engagement
- 2 Employee Life Cycle of Career Management: Making Promotion Decisions, Managing Transfers, Managing Retirements
- 3 Managing Dismissals
- 4 Industrial Relation: Definition, Scope, Determinants of Industrial Relations: Socio-Economic, Technical and Political in changing Environment.
- 5 Labour Laws: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Provident Fund Act, 1952, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976

**Suggested Readings**

1. Dessler Gary (2016). *Human Resource Management*. Pearsons Education Delhi, Latest Edition.
2. Aswathappa K (2017). *Human Resource Management*. McGraw Hill Publishing Company, Singapore, Latest Edition.
3. Armstrong Michael (2008). *Handbook of Human Resource Management*. Practice. Kogan Page, London, Latest Edition.
4. Storey John (2004). *Managing Human Resources: Preparing for the 21st Century*. Beacon Booms, New Delhi, Latest Edition.
5. Rao, P. S. (2000). *Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games*. Mumbai, Himalaya Publishing House
6. <http://assignmentpapers.blogspot.in/2011/08/personnel-research.html> (Retrieved on April 1, 2018)

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**MEM204 FUNDAMENTALS OF ENGINEERING MANAGEMENT**

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			THEORY			PRACTICAL		L	T	P	CREDITS
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MEM204	CC	Fundamentals of Engineering Management	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**Course Objectives**

1. The objective of this course is to help the students understand the concepts of Engineering Management and application of technical models and techniques for solving business engineering problems.
2. The emphasis will be on the concepts and application rather than derivations

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**Course Outcomes**

1. To Understand the role of engineering management in business
2. Plan effective and efficient use of engineering resources of an organization
3. Develop an understanding of the linkages of engineering management and other functions of an organization.

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**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

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**COURSE CONTENT**

**UNIT I: Introduction to Engineering Management**

1. Nature of Engineering Management
2. Functions of Engineering Manager
3. Productivity - Definition, Factors affecting Productivity
4. Standardized Service Strategy, Assemble -to-Order Strategy, Customized Services Strategy

**UNIT II: Facilities Location and Layout Planning**

1. Location of Manufacturing / Service Facility
2. Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown and Gibson Model) and Qualitative Model
3. Layout of Manufacturing/service facility
4. Product layout, Process layout, Fixed position and Group layout
5. Layout design: Relationship based and Load-Distance cost matrix

**UNIT III: Quality Management**

1. Evolution of Quality Concept
2. TQM
3. Quality Gurus ( Juran , Crosby, Deming )
4. Statistical Process Control , Control Charts and their Applications
5. Acceptance Sampling
6. Operating Characteristics Curve and its applications
7. Quality Circles, Six Sigma, ISO 9000 and ISO14000

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COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME							CREDITS	
			THEORY			PRACTICAL		L	T		P
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MEM204	CC	Fundamentals of Engineering Management	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

\*Teacher Assessment shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**UNIT IV: ISO Systems**

1. For Quality Management
2. For Environment Management
3. For Energy Management
4. For Safety Management

**UNIT V: New Trends in Manufacturing**

1. Computer Integrated Manufacturing (CIM)
2. Flexible Manufacturing System (FMS)
3. Lean Manufacturing
4. TPM

**Suggested Readings**

1. Evans and Collier(2014). *Operations Management*. Cengage Learning, Latest Edition.
2. Mahadevan B. (2015). *Operation Management: Theory and Practice*. Pearson Education, New Delhi, Latest Edition.
3. Monks Joseph G. (1987). *Operations Management*. McGraw Hill Publication, New York, Latest Edition.
4. Chary S.N. (2007). *Theory and Problems in Production and Operations Management*. Tata Mc Graw Hill Text and Cases, PHI Learning, Latest Edition.
5. Paneerselvam R. (2012). *Production and Operations Management*. Prentice Hall India Learning, Latest Edition.
6. Leach R., Lee J. Krajewski Lee J. and Ritzman Larry P. (2007). *Operation Management*. Pearson Education; latest edition, New Delhi, Latest Edition.

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**Choice Based Credit System (CBCS) in Light of NEP-2020**  
**MBA – ENGINEERING MANAGEMENT**  
**II SEMESTER (2022-2024)**

**MEM205 PURCHASING AND MATERIALS MANAGEMENT**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MEM205	CC	Purchasing and Materials Management	60	20	20	-	-	3	-	-	3

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**Course Objectives**

1. To understand the concept of managing the material purchases.
2. To be well aware about the various elements of Purchase and Material Management.

**Examination Scheme**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**Course Outcomes**

1. Student should understand the importance of Materials management in an organization.
2. Student should be well aware about the concept of Purchase management.
3. Student should be well versed with the tools of Inventory management.

**COURSE CONTENT**

**UNIT I: Management in Relation to Materials**

1. Meaning, Definition, Areas, Objectives, Importance
2. Role of Materials Manager
3. Integrated Materials Management :Concept, Need, Definition
4. Scope and Advantages

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MEM205	CC	Purchasing and Materials Management	60	20	20	-	-	3	-	-	3

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**UNIT II: Materials Planning**

1. Need and Definition
2. Factors affecting Planning (External and Internal)
3. Purchasing and Materials Planning, Techniques of Planning, Guidelines for Planning.
4. Materials Budgeting :Meaning, Factors Governing Materials Budget
5. Limitations of Materials Budgets.

**UNIT III: Materials Identification**

1. Identification : Need and Importance
2. Classification of Materials
3. Codification of Materials: Codification System
4. Standardization: Aims and Advantages, Standards Institutions
5. Stores Layout

**UNIT IV: Purchasing and Sourcing**

1. Organization, Principles involving in Purchasing
2. Procedures and Systems, Purchasing Research
3. Value Analysis
4. Factors affecting selection of sources
5. Vendor evaluation methods (Categorical)
6. Waited Point Plan and Cost Ratio Method
7. Negotiation and Buyer- Seller Relations

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**UNIT V: Inventory**

1. Importance and Scope, Selective Inventory Control
2. Cost Concept in Inventory, Types of Inventory Problems
3. Inventory Control Models
4. Independent Demand Models- Deterministic and Stochastic
5. General Economic Order Quantity (EOQ)
6. Economic Batch Quantity(EBQ) (Single and Multi -products)
7. EOQ with Shortages, EOQ with Discounts
8. Single Period Model, Periodic Model

**Suggested Readings:**

1. Bowersox, Closs and Cooper (2008). *Supply Chain Logistics Management*. McGraw Hill, Latest Edition.
2. Philippe, Dornier, Pierre (2008). *Global operations and Logistics*. John Wiley and sons, Latest Edition.
3. Simchi David, Levi and Kaminsk Philip (2003). *Designing and Managing the supply chain*. McGraw-Hill Companies Inc., Latest Edition.
4. Kumar Rai Alok (2012). *CRM Concepts and Cases*. Prentice Hall India Learning Private LTD., Delhi, Latest Edition.
5. Zipkin (2000). *Foundations of Inventory Management*. McGraw Hill, latest edition.
6. Tony J. R, Arnold, Stephen N. Chapman (2004). *Introduction to Materials Management*. Prentice Hall, latest edition.
7. Gopalkrishan P. and Sundaresan M. (1977). *Materials Management: Integrated Approach*. Prentice Hall of India, New Delhi.
8. Verma M.M (1993). *Materials Management*. Sultan Chand and Sons, latest edition.

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