



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

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

**MBARM206 Natural Resources Management (NRM), Watershed Management, and Sustainable Livelihoods**

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*				
MBARM206	CC	Natural Resources Management (NRM), Watershed Management, and Sustainable Livelihoods	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. To introduce to natural resource bases
2. To familiarize with aspects of Watershed Management
3. To create awareness on world food problems and effects of modern agriculture
4. To provide insights on major issues in land resource planning
5. To provide insights livelihood opportunities for a community

**Learning Outcomes:**

At the end of the course, the students will be able to:

1. Explain natural resource bases
2. Explain aspects of Watershed Management
3. Describe world food problems and effects of modern agriculture
4. Explain major issues in land resource planning
5. Facilitate in creating livelihood opportunities for a community

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MBARM206	CC	Natural Resources Management (NRM), Watershed Management, and Sustainable Livelihoods	60	20	20	-	-	3	-	-	3	

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

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**COURSE CONTENT:**

**Unit 1: Introduction to Natural Resource Bases:** Concept of resource, classification of natural resources. Factors influencing resource availability, distribution and uses, Interrelationships among different types of natural resources, Ecological, social and economic dimension of resource management Natural resources and development. Forest resources: Forest vegetation, status and distribution, contribution as resource, Use and over-exploitation, deforestation. Timber extraction, mining, dams and their effects on forest and tribal people, Forest products, Developing and developed world strategies for forestry, Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources.

**Transaction Methodology:** Classroom Teaching, Case Analysis and Discussion

**Unit 2: Watershed:** Definition and scope: Concept, watershed problems and characteristics, types, watershed function, important objectives in management and development, classifications characteristics of water resources, surface runoff, rainfall-runoff relationship, erosion control, water conservation. Watershed - Planning and management: Watershed management, multi-objective planning, watershed restoration and prioritization, resource use patterns, land use practices, people participation, integrated watershed development, monitoring, economics of watershed protection, risks, climate change adaptation in watershed, ecosystem services of watershed.

**Transaction Methodology:** Case Analysis, Presentation and Discussion

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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.

**Unit 3: Food resources:** World food problems, changes caused by agriculture and over-grazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies. Fish and other marine resources: Production, status, dependence on fish resource, unsustainable harvesting, issues and challenges for resource supply, new prospects.

**Transaction Methodology:** Group Project, Presentation and Discussion

**Unit 4: Land resources:** Land as a resource. Dry land, land use classification, land use planning and desertification, Land resource management and major issues.

**Transaction Methodology:** Group Exercise – Infographic Creation, Presentation and Discussion

**Unit 5: An Introduction to Livelihood:** Livelihood, Need of Livelihood Promotion, Sustainable Livelihood, Traditional & Modern, Rural & Urban Livelihood Systems, Understanding Livelihoods in Rural India: Diversity, Causes of Livelihood Change and Exclusion. Livelihood Interventions: Livelihood Intervention, Evolution of Livelihood Intervention of India Introduction Various Types of Livelihood Intervention: Spatial Interventions, Segmental Interventions, Sectoral Interventions, and Holistic Approaches to Livelihood Promotion. Designing a Livelihood Intervention: Looking for livelihood opportunities, Observing and understanding the local economy, selecting livelihood activities suitable for the poor in the area, deciding on Intervention.

**Transaction Methodology:** Guest Lecture, Project Work: Designing a Livelihood Intervention and Discussion

**Suggested Readings**

1. Francois, R. (1984). *Ecology of Natural Resources*. John Wiley & Sons Ltd.
2. Vitousek, P.M (1994). *Global Change and Natural Resource Management*.

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**II SEMESTER (2022-2024)**

**MBAI202 RESEARCH METHODOLOGY**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
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			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
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

**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.

**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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**II SEMESTER (2022-2024)**

**MBAI204 OPERATIONS 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*				
MBAI204	CC	Operations 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 and scopes of Operation Management
2. To help understand various functions under Operations Management and tools, techniques and models for solving various issue.

**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**

- To understand the role of Operations Management in business.
- Plan effective and efficient use of resources of an organization.
- Study and resolve different operational issues in manufacturing and services organizations.

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MBAI204	CC	Operations Management	60	20	20	-	-	3	-	-	3

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**COURSE CONTENT**

**UNIT I: Introduction to Production and Operations Management**

1. Overview and nature of Production / Operations and Services
2. Definition and characteristics of Production systems
3. Objectives and scope of Operations Management
4. Productivity - Definition, Factors affecting Productivity. Different inputs and productivity measures

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

1. Importance of Location decision, situations that lead to location decisions, factors influencing location decision.
2. Location Models: Factor Rating, Dimensional Analysis, Median Model, Load-Distance Model, Centre of Gravity Model, Break-Even Method, Brown and Gibson Model
3. Layout: Definition and Objectives of Layout design, Principles of Layout Design, situations that lead to layout design
4. Product layout, process layout, fixed position and group layout
5. Materials handling concepts: Objectives and principles of Materials Handling, Factors influencing selection of Materials Handling Equipment, Materials Handling Systems

**UNIT III: Resources Requirement Planning**

1. Capacity Planning: Concept of Capacity and its measurement, Economies of scale and Learning Curve
2. Production Planning and Control, Aggregate Production Planning -Chase strategy, Level production strategy, Mixed strategy
3. Materials Requirement Planning

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**UNIT IV: Operations Scheduling**

1. Production Activity Control for Mass Manufacturing (Assembly line balancing, batch processing)
2. Job shop – n – jobs on single machine, n-jobs on two/three machines (Johnson’s Rule)
3. Jobs on m-machines (Graphical method – Aker’s Algorithm)

**UNIT V: 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

**Suggested Readings**

1. Chary S.N (2012). *Production and Operations Management*. McGraw Hills Education (I) Pvt. Ltd., 5<sup>th</sup> edition
2. Anil Kumar S. and Suresh N. (2009). *Operations Management*. New Age International Publishers
3. Buffa, Elwood S. and Sarin, Rakesh K. (2006). *Modern Productions. Operations Management*. John Wiley & Sons, 8th edition
4. Mahadevan B. (2015). *Operation Management: Theory and Practice*. Pearson Education, New Delhi, Latest Edition.
5. Monks Joseph G. (1987). *Operations Management*. McGraw Hill Publication, New York, Latest Edition.
6. Paneerselvam R. (2012). *Production and Operations Management*. Prentice Hall India Learning, Latest Edition.
7. 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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**II SEMESTER (2022-2024)**

**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

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

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.

**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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**MBAI401C STRATEGIC 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*				
MBAI401C	CC	Strategic 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**

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

**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. Students will develop understanding of project planning and ability to monitor and control projects and risk involved. In addition, they become familiar with tools and techniques used in managing projects.

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**II SEMESTER (2022-2024)**

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**UNIT I: Introduction**

1. Meaning, Need and Process of Strategic Management
2. Business Policy, Corporate Planning and Strategic Management
3. Single and Multiple SBU organizations
4. Strategic Decision–Making Processes – Rational–Analytical
5. Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management
6. Strategists at Corporate Level and at SBU Level
7. Interpersonal, Informational and Decision Roles of a Manager

**UNIT II: Mission, Business Definition and Objectives**

1. Need, Formulation and changes
2. Hierarchy of objectives, Specificity of Mission and Objectives
3. SWOT Analysis, General, Industry and International Environmental Factors
4. Analysis of Environment, Diagnosis of Environment – factors influencing it
5. Environmental Threat and Opportunity Profile (ETOP)
6. Internal Strengths and Weaknesses
7. Factors affecting; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP)

**UNIT III: Strategy Alternatives, Grand Strategies and their sub strategies**

1. Stability, Expansion, Retrenchment and Combination
2. Internal and External Alternatives
3. Related and Unrelated Alternatives
4. Horizontal and Vertical Alternatives
5. Active and Passive Alternatives
6. International Strategy Variations

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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.

**UNIT IV: Strategic Choice and Analysis**

1. Managerial Choice Factors, Choice Processes – Strategic Gap Analysis
2. ETOP-SAP Matching, BCG Product – Portfolio Matrix
3. G.E. Nine Cell Planning Grid; Contingency Strategies
4. Prescriptions for choice of Business Strategy; Choosing International Strategies

**UNIT V: Strategy Implementation, Concept, Barriers, Implementation Process**

1. Project & Procedural Implementation
2. Resource Allocation; Structural Implementation
3. Plan and Policy Implementation; Leadership Implementation
4. Behavioral Implementation, Implementing Strategy in International Setting

**Suggested Readings**

1. Kazmi, Ajar (2009). *Strategic Management and Business Policy*. New Delhi: Tata McGraw Hill.
2. Lomash, Sukul & Mishra P.K. (2003). *Business Policy & Strategic Management*. New Delhi: Vikas Publication.
3. Trehan, Alpna (2010). *Strategic Management*. Dreamtech: Wiley.
4. Nag, A. (2011). *Strategic Management. Analysis. Implementation. Control*. Delhi: Vikas Publication.
5. Parthasarthy, Raghavan (2008). *Fundamentals of Strategic Management*. India: Wiley.
6. Pankaj, Ghemawat (2006). *Strategy and the Business Landscape*. Pearson.
7. Haberberg, Adrian & Rieple Alison (2010). *Strategic Management*. New York: Oxford Press.
8. Tushman (2010.) *Managing Strategic Innovation & Change*. New York : Oxford Press

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