

**Department of Management Studies**  
**Syllabus for Semester IV Examinations (Regular), December 2020**

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**HUMAN RESOURCE MANAGEMENT**

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

- Human Resource Management: Concept, Scope, Functions
- HR Managers: Roles and functions
- Difference between HRM, PM and HCM
- HRM Support for improvement programs like work life balance, wellness programs
- Role of HR in strategy formulation
- Significance of Competitive advantage through HR
- HRM issues in Indian Organizations

**Unit II: Human Resource Management and Procurement**

- Human Resource Planning (HRP): Concept, Objectives, Process (Forecasting demand and supply, Skill Inventories)
- Human Resource Information System (HRIS): Concept and Application
- Job Analysis: Concept and purpose
- Recruitment: Concept, Internal & External sources of recruitment
- Selection: Concept, Process
- Orientation: Concept, Purposes and Problems

**Unit III: Human Resource Development and Employee Welfare**

- Human Resource Development (HRD): Definition, Objectives, Challenges
- Training: Concept, Need, Evaluating Training effectiveness, Methods (On the job and Off the job training)
- Management development: Concepts and Methods
- Succession planning

**Unit IV: Industrial Relations and Discipline**

- Industrial Relations: Concept, objectives, causes of poor IR
- Industrial Dispute: Concept, causes, machinery for settlement of disputes
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**FINANCIAL MANAGEMENT**

**Unit I** : Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance - Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function., Time Value of Money: present value, future value, and annuity;

**Unit II** : Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of

Return & MIRR, Net Terminal Value, Profitably Index Method. Capital Rationing (Theory & problems). Capital budgeting under risk & Uncertainty - Types & sources of risk, conventional techniques (payback period, risk adjusted discount rate, sensitivity analysis, certainty equivalent). Statistical techniques - Concept of probability, abandonment value, decision trees.

**Unit III** : Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights. Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; combined leverage. Theories of Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach

**Unit IV**: Working Capital Management: Determination of Working Capital.

## ETHICS & CSR

### **Unit I - Introduction to Business Ethics**

- Concept of ethics, meaning and nature of business ethics,
- Principles of business ethics, Arguments for and against business ethics,
- Ethics and law, Ethics and morality
- Moral development theories of Lawrence Kohlberg and Carol Gilligan.

### **Unit II- Theories of Ethics**

- Traditional Ethical theories: Theory of Utilitarianism,
- Ethics of Duty, Ethics of Rights and Justice,
- Contemporary theories: Virtue Ethics, Social contract theory

### **Unit III- Corporate Governance**

- Corporate governance- concept, objectives, need or importance
- Role played by regulators-SEBI clause49 (The Board composition, functions,
- Remuneration of Executive and Non-Executive directors, Role of Audit Committee,
- Role of Auditors (Internal), Whistle blowing, types and need for whistle blowing)
- Role of Financial Institutions in enhancing Corporate Governance

## BUSINESS RESEARCH (THEORY)

**Unit 1:** Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research. Marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

**Unit 2:** Research Design: Exploratory, Descriptive, Causal, Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India).

**Unit 3:** Primary Data Collection: Survey vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement- Nominal, Ordinal, and Interval & Ratio. Questionnaire designing.

**Unit 4:** Multiple regression (matrix method).

### **BUSINESS RESEARCH (Practical)**

Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variables, Running Statistical Procedures – data entry and interpretation of the output, Descriptive Statistics, Correlation, Regression analysis.

### **Question Paper Pattern**

Subjects	Full Marks	QP Pattern
<b>Human Resource Management</b>	<b>80</b>	<b>Group A: 4 short questions @ 10 marks (Out of 8 questions)</b>
<b>Financial Management</b>		
<b>Ethics and CSR</b>		
<b>Business Research (Theory)</b>	<b>70</b>	<b>Group A: 4 short questions @ 10 marks (Out of 8 questions)</b>  <b>Group B: 2 long questions @ 15 marks (Out of 4 questions)</b>
<b>Business Research (Practical)</b>	<b>30</b>	<b>2 questions @ 15 marks on basic concept of variables , steps involved in analysis, interpretation of outputs</b>