

**VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY,
BALLARI**



SYLLABUS

Department of Studies in management

MASTER OF BUSSINESS ADMINITRATION

(I to IV Semester)

**VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY,
BALLARI**



SYLLABUS

For

From

With effect from 2015-16

MBA Course Curriculum

Scheme of examination for Ist Semester

Sl.no	Subject code	Subject title	credits	Max. Internal marks	University Exam. marks	Exam Duration	Total marks for the semester
1	101	Management Behavioral Process	5	25	100	3hrs.	125
2	102	Business Economics	4	20	80	3hrs	100
3	103	Accounting for managers	4	20	80	3hrs	100
4	104	Managerial Communication	3	15	60	3hrs	75
5	105	Cost management	2	10	40	2hrs	50
6	106	Quantitative Techniques for business decision making	4	20	80	3hrs	100
7	107	Business ethics & corporate Governance	3	15	60	3hrs	75
8	108	IT applications for business	3	15	60	3hrs	75
9	109	It applications Lab work	2	50			50
		Total	30	190	560		750

Management Behavioral Process

Code : 101

Contact Hours :80hrs

Credit Points : 5

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 25 marks

Semester and Examination - 100 marks

Preamble

The purpose of this course is help the students to understand management functions, to familiarize themselves with the practice of management for the purpose of taking effective managerial decisions.

Objectives

To make students understand fundamental concepts and principles of management including the basic roles and skills to become an effective manager. To acquaint the students with various functions of management for the purpose of taking effective decision in the organization.

Pedagogy

Lectures, Assignments, Presentation, Case Study Discussions, Role-Playing

(20 Hours)

MODULE- 1- Management: Introduction, Definition of Management, Nature, Purpose and Functions, Levels and Types of Managers, Managerial Roles, Skills for Managers, Evolution of Management Thought, Contributions Made by Taylor, Fayol, Hawthorne experiments, A Broad Sweep of other Important Management Gurus, Is Management a Science or Art, Recent Trends in Management. **(15 Hours)**

MODULE- 2 - Planning: Meaning, Nature and Importance of Planning, Steps in Planning, Types of Plans, Barriers to Effective Planning, Planning Premises, Policies, Forecasting and Planning. **(15 Hours)**

MODULE- 3 - Organizing: Principles of Organizing, Types of Organization Structure, Departmentation, Span of Management, Centralization and Decentralization, Authority and Power, Delegation, Delegation of Authority. **(20 Hours)**

MODULE- 4 – Staffing - Concept, Manpower Planning, Recruitment & Selection, Training and Development, Performance Appraisal, Leadership Style, Motivation theories, Morale Building Communication **(10 Hours)**

MODULE- 5 - Co-ordination and control - Need for Co-ordination Principles, Techniques of Co-ordination. Control; Process of Control; Techniques and Tools of control, Management by Objectives.

Textbooks

1. Drucker, F. Peter, (3007). Management - Tasks, Responsibilities & Practices. 18t h Reprint, Allied Publishers, New Delhi.
2. Koontz H. and Heinz Weihrich, (3005). Elements of Management. 11/e,MH., New Delhi.
3. Heinz Weihrich, MarkV. Cannice and Harold Koontz, (3009). Management: A Global and Entrepreneurial Perspective, 12/e, TMH., New Delhi.
4. Stephen P. Robbins, David A. Decenzo, Sanghamt ira Bhattacharya and Madhushree Nanda Agarwal, (3009). Fundamentals of Management: Essential Concepts and Applications, 6/e, Pearson, New Delhi.
5. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., (3004). Management, 6/e, Pearson, New Delhi.

Practical Components

1. Students should identify & choose an organization of their own choice and they have to identify the principles/ theories followed by that organization.
2. Identifying any five job profiles and listing the various skills and abilities required for those jobs.
3. Students should identify the structure of organization & should comment on its suitability
4. Students should know the organization recruitment and selection process and determine whether it is understaffed or overstaffed?
5. Students should identify the motivational factors in organization & should comment on its suitability.
6. Students have to identify the control system and comment on its suitability.

Business Economics

Code :102
Contact Hours :68 hrs
Credit Points :4

Univ Code :
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 20 marks
Semester and Examination - 80 marks

Preamble

The study of economics is vital as it impacts the world. This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organization under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

Objectives

1. To make the students aware of the various economic theories and principles.
2. To equip them with the required tools and techniques for improving their decision -making skills.

Pedagogy: Lectures, Assignments, case study and Seminars

COURSE CONTENT AND STRUCTURE

MODULE 1

Sessions 12

Overview, definition, nature and scope of Business Economics
Demand Analysis and Forecasting Factors affecting demand, demand distinctions, Price and income elasticity of demand, Methods of demand forecasting, Demand forecasting over Product Life Cycle.

MODULE 2

Sessions 10

Production Functions, Cobb-Douglas Production Function, cost-input relationship, Returns to scale, factors of productivity, Cost concepts – cost output relationships in the short run and the long run, economies of scale, Break-even analysis.

MODULE 3

Sessions 18

Market Structure and Pricing Theory
Market Structure–perfect competition, monopoly, monopolistic competition, oligopoly, kinked demand curve. Price output decisions under different market structures, Price discrimination.

MODULE 4

Sessions 10

Pricing Strategies and Methods - Cost plus pricing, Marginal cost pricing, Cyclical pricing, Penetration Pricing, Price Leadership, Price Skimming, Transfer pricing, Behavior of the Firm and Profit Theories.

MOUDLE 5

Sessions 14

Sub Unit I-Macro - economics and measurements

Nature and importance of Macro-economics, Government's role in the economy, Fiscal policy: Definition and objectives, Monetary policy: Meaning and scope of Monetary policy, Industrial policy of India concepts of money supply, banking system and money markets, inflation, balance of payment concepts, National income concepts and measurements.

Sub Unit II-Foreign Trade and Corporate Social Responsibility

Free trade policy, Trade protection policy, India's foreign trade policy, Foreign exchange market and its functions, International monetary fund and the world monetary system, Social responsibility of private business.

Text Books:

1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
4. Managerial Economics-D N Dwivedi, V P H P L, New Delhi.
5. Managerial Economics – Pearson and Lewis, Prentice Hall, New Delhi
6. Managerial Economics – G.S. Gupta, T M H, New Delhi.
7. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi.

Practical Component

- A project on Demand forecasting.
- Micro Analysis of a company of student's choice.
- Macro and business environment analysis of a country of student's choice.

Accounting for Managers

Code :103

Contact Hours :64 hrs

Credit Points :4

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 20 marks
Semester and Examination - 80 marks

Objective

To develop an insight of postulates, principles and utilization of financial and accounting information for planning, decision-making and control.

Pedagogy

Lectures Case study discussions and Presentations.(both group and individual)

Module 1

12 Hrs

Introduction to Accounting: Meaning of accounting, A broad sweep of accounting, concepts, conventions, postulates, principles and standards. Accounting equation and transaction analysis.

Module 2

12 Hrs

Accounting mechanics: Meaning of transactions, identification of transaction and journalizing of transaction (both in main journal and subsidiary journals), ledger posting and preparation of trial balance.

Module 3

12 Hrs

Preparation of Financial statements: Meaning of various concepts related to final accounts, objectives of the final accounts, preparation of manufacturing, trading, profit and loss account and Balance sheet.

Module 4

14 Hrs

Analysis of Financial Statements: Meaning and objectives of financial statement analysis and techniques of financial statement analysis-- Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis, Common size statement analysis, fund flow analysis and cash flow analysis

Module 5

14 Hrs

Cost Accounting: Meaning of cost, expenses, loss, costing, cost accounting, classification of costs. A broad sweep of elements, techniques and methods of cost. Preparation of Cost Sheet- historical cost v/s standard cost, full costing v/s relevant cost, cost accounting v/s management accounting, Marginal costing and Activity Based Costing A broad sweep of budgetary control and standard costing

Text Books:

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13th edition, Tata McGraw Hill Publishers, 2005.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2008.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 7th edition, Cengage Learning, 2008.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2007.

Practical component:

- Collecting Annual reports of the companies and analyzing the
- Financial statements using different techniques and presenting the same in
- the class.
- Analyzing the company's cash flow statements and presenting the same in
- the class.
- Exposing the students to usage of accounting software's (Preferably
- Tally)

Managerial Communication

Code :104

Contact Hours :48 hrs

Credit Points : 3

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 15 marks
Semester and Examination - 60 marks

Preamble

Communication plays a vital role for effective and efficient functioning of an organization. The fundamental activity of any business graduate will be to engage in communication in an organization. This paper entitled Managerial Communication will enable the students to understand the importance of communication in the world of business, master the art of verbal, non-verbal and written communication and to acquire core competencies & skill sets to be better communicators and win businesses.

Objectives

1. To help students acquire basic skills of making presentations and understand the process of communication
2. To bring the capabilities of students in handling day-to-day managerial responsibilities, such as
 - Writing letters, memos, minutes, and reports
 - Controlling one-to-one communication.
 - Engaging and Enriching group activities and processes.

Pedagogy

Lectures, Case Discussions, Presentations

Contents

Module 1

[10 Hours]

Introduction to managerial communication

Nature of managerial Communication; need for managerial Communication, Objectives and Process of Communication, Basic forms and Channels of Communication, Barriers to effective communication and ways to overcome. 7C's and 4S's of effective managerial communication

Module 2

[8 Hours]

Verbal & Non Verbal Communication: Exercises in speaking, discussing, listening and negotiating, body language and kinesics, business etiquettes.

Module 3**[10 Hours]**

Written Communication: Introduction to managerial writing, writing business letters – Sales letter, collection letter, Job application letter/resume writing, bad news and persuading letters, Memos, proposals.

Module 4**[12 Hours]**

Making Effective Presentation: : Elements of presentation, Designing a presentation. Using visual aid for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation - Body language, Voice Modulation, Audience awareness, Eye contact, Stance.

Module 5**[8 Hours]**

Communication for Problem Solving: Problem solving–communication model for case analysis and reporting in detail. Group discussions and group dynamics.

Text Books :

1. Bovee, L., Thill, J.V. & Chaturvedi, M. (2009). Business communication today coutland (9th ed.).
2. Rajendra Pal - Business Communication (Sultanchand & Sons Publication)
3. Murphy, H.A., Hildebrandt, H.W., Thomas, J.P (2008), Effective Business Communication (7th ed.).
4. Rai, U and Rai S.M, Business Communication, Himalaya Publishing House.
5. Lesikar, R.V., Flatley, M.E., Rentz, K., & Pande, N (2009), Business Communication (11th ed)
6. Kaul, A, Effective Business Communication, PHI
7. Madhukar R.K, Business Communication, Vikas Publications
8. I1 : <http://www.businessmanagementdaily.com/glp/28411/Business-Etiquette.html>
9. I2 : <http://www.forbes.com/sites/allbusiness/2013/11/04/9-tips-for-more-powerful-business-presentations/>

Practical Component

- Students should be able to demonstrate the effect of noise as a barrier to communication

- ➔ Students should solve the practical assignments pertaining to clarity and conciseness in written communication.
- ➔ Group Activity: Students should write and demonstrate different letters and proposals.
- ➔ Students should prepare a notice, agenda for mock meeting pertaining to their issues and they should conduct mock meeting accordingly and write proceedings of the meeting

COST MANAGEMENT

Code :105

Contact Hours :32hrs

Credit Points :02

Univ Code :

Work load : 2 hours per week

Evaluation: Continues Internal Assessment - 10 marks
Semester and Examination - 40 marks

Objectives

Cost concepts related to ascertainment, control, classifying costs, and reduction of costs. How support activity cost arise, cost structure today, types of production activities, Activity drivers, cost behaviour, BEP, basic product costing, two-stage allocation and Activity-based costing systems, control techniques and strategic cost management.

Pedagogy - Lectures, Discussions, Presentations

Module 1

6 Hrs

Introduction: Meaning of cost, expense, loss, costing, cost accounting, and classification of costs.

Module 2

6 Hrs

A broad sweep of systems, methods and techniques pertaining to ascertainment of cost.

Module 3

7 Hrs

Preparation of cost sheet using absorption costing, marginal costing and activity based costing techniques

Module 4

7 Hrs

A broad sweep of budgetary control and standard costing.

Module 5

6 Hrs

Strategic cost management: An introduction

Text Books

1. Management Accounting I.M. Pandey Vikas Publishing
2. Cost Accounting C.S. Rayudu Tata McGraw Hill and Co. Ltd, Mumbai
3. Cost Accounting Theory and Practice M.N. Aurora S. Chand & Co. (P) Ltd., New Delhi
4. Cost Accounting A Managerial Emphasis Horngren, Charles, Foster and Datar, Prentice Hall of India
5. Advanced Problems and Solutions in Cost Accounting, Maheshwari S.N., S.Chand and Co.

Practical Components - Students should be able to prepare cost sheets using different techniques.

QUANTITATIVE TECHNIQUES

Code :106

Contact Hours :64 hrs

Credit Points :04

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 20 marks
Semester and Examination - 80 marks

PREAMBLE

Scientific methods have been man's outstanding asset to pursue an ample number of activities. It is analysed that whether some national crisis emerges due to the impact of political, social, economic or cultural factors, the talents from all walks of life amalgamate together to solve the problems.

The future is clouded with uncertainty and fast changing. In such a situation, there is a greater need for applying scientific methods to solve problems.

A quantitative technique is the scientific approach to management. The use of quantitative techniques helps the management to solve complex problems in a right way, on time and in a greater economical way.

GENERAL OBJECTIVES

Studying this subject will enable students to:

- Apply simple statistical tools and analyses to solve business related problems.
- Interpret and analyse business data for production, planning, forecasting and other decision-making functions.
- Apply quantitative methods and techniques to other management disciplines- Economics, Accounting, Financial management, marketing and research.

PEDAGOGY

- Lectures-cum-discussions
- Case study.
- Practical problems.

Module-1

Introduction to Statistics:

(10hrs)

Objectives

- To understand the basic concepts of statistics.
- To recognise whether the type of data under consideration is quantitative or qualitative.
- Summarise a set of quantitative data by means of histograms, frequency distribution.
- Summarise a set of qualitative data by means of pie chart and bar chart.

Contents

Statistics-Definition, importance and scope in managerial decision making, collection of data- primary data and secondary data, presentation of data- use of bar charts, histograms, pie charts, graphs, tables, frequency distributions, ogives and their use and interpretation.

Module-2

Measures of central tendency and Dispersion:

(15hrs)

Objectives

- Determine the mean, median and mode for grouped and ungrouped data.
- Determine the skewness of a set of data in terms of mean, median and mode.
- Calculate the range, standard deviation, variance, quartiles and inter-quartile range for grouped as well as ungrouped data.
- Define the various measures of dispersion.
- Compute each dispersion for both grouped and ungrouped sets of data.
- Interpret each measures of dispersion.

Contents

Introduction, measures of central tendency for grouped data: mean, median and mode; measures of central tendency for ungrouped data: mean, median and mode, Geometric mean and harmonic mean, quartiles and percentiles.

Measures of dispersion: Range, variance, standard deviation, coefficient of variation.

Module-3

Probability and Probability distributions:

(15hrs)

Objectives

- Describe what is meant by probability.
- Apply the properties and rules of probabilities to solve problems.
- Describe the general approaches for assigning probabilities.
- Define a probability distribution.
- Distinguish between discrete and continuous random variables.
- Use the binomial, Poisson and normal distribution models to calculate probabilities.

Contents

Introduction, meaning of probability, assigning probability to events, calculation of probability, probability rules, addition and multiplication law of probability, Baye's theorem, binomial, Poisson and normal distribution.

Module-4

Simple linear Regression and correlation analysis and index numbers

(14hrs)

Objectives

- Explain the purpose of regression and correlation analysis.
- Compute and explain the meaning of co-efficients of correlation and determination.
- Compute the regression equation and use this measure to do estimates.
- Construct index numbers.

Contents

Introduction, correlation analysis: Karl Pearson's correlation co-efficient, regression analysis- regression lines and regression co-efficient.

Index Numbers: Laspeyers, Paasche's and Fischer's Ideal index number.

Module-5

Hypothesis testing

(10hrs)

Objectives

- Describe the steps in general hypothesis-testing procedure.
- Distinguish between one-tailed and two-tailed test.
- Conduct tests of hypothesis concerning values of the following parameters:
 - Population mean (large and small samples)
 - Difference of means
 - Difference of proportions

- Conduct test of hypothesis concerning chi-square distribution.

Contents

Introduction, Concept of hypothesis testing, steps in hypothesis testing, test concerning the difference between means and proportions, test using chi-square distribution.

Text Books:

- 1) Quantitative Analysis for Management (10th Edition), Prentice Hall, Render B., Stair Jr., R. M. and Hanna M. E. (2003).
- 2) Statistical Techniques in Business and Economics (12th edition) McGraw-Hill, Douglas A. Lind, William G. Marchal & Samuel A. Wathen (2005).
- 3) Quantitative Methods for Business Decisions, McGraw Hill International Book Company, Charles A. Gallagher, Hugh. J. Watson, 1985.
- 4) Business Statistics by examples, Terry, Sineich, Collier McMillan Publisher.
- 5) Business statistics, J. K. Sharma, Pearson education
- 6) Statistics for management, Richard I. Levin & Rubin, Pearson education
- 7) Quantitative Business Analysis-Texts & cases, Samul Bodiley and others.

PRACTICAL COMPONENTS

- Students are expected to find the following parameters or Prepare for a given data set using MS Excel and SPSS.
- Draw all types of Diagrams and Graphs.
- Construction of one way and two way tables.
- Arithmetic Mean, Geometric Mean.
- Harmonic Mean.
- Median, Mode.
- Quartiles, Percentiles.
- Minimum, Maximum, Range.
- Quartile Deviation, Mean Deviation, Standard Deviation, Variance, coefficient of Variation.
- Co-efficient of Skewness: - Karl- Pearson,
- Correlation coefficient.
- Regression coefficient – Slope (b in $y = a + bx$).
- Regression Constant – Intercept (a in $y = a + bx$).
- Chi-Square test Values.

- Students should be aware of the practical use of measure of central tendency, measures of dispersion, correlation and regression.
- Students should list out the companies which use the said statistical tools and they should also be able to answer when, where and why those tools used by the company.
- Students should be aware of the computation of indices of capital market such as Sensex and nifty.

Business ethics & corporate Governance

Code :107

Univ Code :

Contact Hours :

Work load : 4 hours per week

Credit Points :03

Evaluation: Continues Internal Assessment - 15 marks
Semester and Examination - 60 marks

PREAMBLE

The purpose of this paper is to make understand the student community about shouldering responsibility blended with ethics and morality and to imbibe the same in the business practices and commercial activities in their future endeavors.

OBJECTIVES

- To understand the basic fundamental concepts of Business Ethics and corporate governance.
- To study the importance of corporate social responsibility as organizational managers and board members.
- To learn the significant contribution of corporate lobby towards corporate governance and ethics.

PEDAGOGY

- Lectures-cum-discussions and exercises.
- Case studies.
- Presentations.

CONTENTS

Module 1

Ethics & Business: Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development (Kohlberg's 6 stages of Moral Development), Ethics and Business, Myth of a moral business. Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle).

Module 2

External and Internal Context of Business Ethics: Ecology: The dimensions of pollution and resource depletion, Ethics of control, Consumers: Markets and consumer Protection, The due care theory, the social costs view of duties, Advertising Ethics. The employee Rights, Need for organizational ethics program, Code of Conduct Ethics training and communication, Systems to Monitor and enforce ethical standards, Ethics audit.

Module 3

Ethical Issues in Functional Areas of Business: Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden Parachute. HR: Workers Right and Duties, Work place safety, sexual harassment, whistle blowing.

Module 4

Corporate Governance: The concept of corporate, Obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory), Issues in corporate governance, Relevance of corporate governance, Need and importance of corporate governance, Benefits of good corporate governance.

Module 5

Role Players: Role of Board of Directors and Board Structure, Role of the Non- executive Director, Role of Auditors, Corporate governance in India, Kumaramangalam Birla Committee, Ganguly committee.

Reference Books:

- Corporate governance: Principles, policies and practices, Fernando, A. C., Pearson.
- Business Ethics: Concepts & cases, Velasquez, Manuel G., Pearson.
- Corporate governance: Principles, mechanism and practices, Parthasarthy, Biztantra.
- Mallin, A. Christine, Corporate governance, Oxford University Press.
- Bajaj and Aggarwal, Business ethics, Biztantra.
- Crane & Matten, Business ethics, Oxford.
- Prasad, corporate governance, PHI learning Pvt. Ltd.

PRACTICAL COMPONENT

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on "The relationship between Business, Government and Society in Indian Context.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

Information Technology Application (including laboratory)

Code :108

Univ Code :

Contact Hours :48 hrs

Work load : 4 hours per week

Credit Points :03

Evaluation: Continues Internal Assessment - 15 marks
Semester and Examination - 60 marks

Preamble

To acquaint the students with understanding Information system and learn skills and to develop Paperless Communication with access to soft skill Technology with understanding the application of computing, This paper will move students towards Digital application.

Objectives

1. The objective of the paper is to create proficiency in the use of personal computers, specifically in the use of spreadsheets and database packages.
2. It is also to provide required expertise in the use of personal computer as an effective management tool.

Pedagogy

Lectures, Assignments, Practical Exercises and Seminars

MODULE1

10 Hrs

Introduction of Information Technology to managers, Computers, Components of Computer Operating systems like DOS & WINDOWS, Data Storage and Retrieval.

Hardware: Computer Hardware, Fundamentals of Computers, Inputs to the Computer, Storage devices, Central Processing Units, Computer Output, Introduction to Internet Email.

MODULE 2

10 Hrs

Computer Software-Systems software, Microsoft Disk Operating Systems, Compilers, open Systems, Application software, Word Processing Spreadsheets, Data Management, Graphics. Programming Languages, System utilities.

MODULE 3

10 Hrs

Spreadsheets: History, Building a spreadsheet, Label and Values, Editing, File Retrieval and Saving, formatting in general, computation, user defined Formulae, Macros and Creation of menus, Importing and parsing.

MODULE 4

10 Hrs

Databases: Databases concepts with specific reference to relational databases. Databases, fields, type of fields, Creation and Data Entry. List and Display and Querying, Sorting, Indexing, Index files, Report Generators.

MODULE 5

8 Hrs

Word processing DTP Data base, flow charting, software development process.

Text Books:

1. Introduction to computers By Peter Norton-6th Edition TATA-MacgrawHill Publications
2. Computer Concepts & C Programming By P. B. Kotur SBS Publication
3. Visual FoxPro By Michel Automouiche
4. Fundamentals of Computers By A.Jaiswal –Dreamtech Press
5. A First course in computers 2003 edition by- Sanjay. Saxena Vikas Publications.
6. Using Information Technology By Williams Sawyer- Tata-McGraw Hill Publications

IT Application (Lab Work)

Code :109

Univ Code :

Contact Hours :

Work load : 4 hours per week

Credit Points :02

Evaluation: Continues Internal Assessment - 50 marks

- MS Word

- Creating a new document
- Opening an existing document
- Saving a Document
- Setting page margins
- Page size and orientation
- Creating tables.
- Inserting graphics into a document
- Applying a style
- Creating a macro, Running a macro
- Basic applications like letter writing, Formatting, Bulleting.
- Introduction to WordArt, ClipArts, Autosshapes etc.
- Important applications like use of Mail Merge etc.

- MS Excel

- Introduction to spreadsheet
- Entering data, saving worksheet, Aligning a worksheet
- Inserting and deleting columns and rows
- Using Chart wizard
- Creating functions / formulae
- Using autosum

- MS PowerPoint

- Creating a new presentation
- Adding a new slide
- Deleting a slide
- Adding text
- Adding images
- Adding slide animation, slide transition etc.
- Saving as a web page

Scheme of examination for second semester

Sl. no	Subject code	Subject title	Credits	Max. Internal marks	University Exam. Marks	Exam Duration	Total Marks For the Semester
1	201	Financial Management	4	20	80	3hrs	100
2	202	Management Accounting & control	2	10	40	2hrs	50
3	203	Marketing Management	4	20	80	3hrs	100
4	204	Organizational Behavior	3	15	60	3hrs	75
5	205	Human assets Management	3	15	60	3hrs	75
6	206	Operation research	3	15	60	3hrs	75
7	207	Innovation & knowledge Management	3	15	60	3hrs	75
8	208	Business Environment	3	15	60	3hrs	75
9	209	Research methodology	3	15	60	3hrs	75
10	210	Project report	3		75		75
11		Viva-voce	1		25		25
		Total	32	140	660		800

FINANCIAL MANAGEMENT

Code :201
Contact Hours :64 hrs
Credit Points :04

Univ Code :
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 20 marks
Semester and Examination - 80 marks

PREAMBLE

For any business organization, financial success is arguably the principal purpose around which all management activities revolve. So, there is an imperative need to be conscious of financial management basics by all the management students.

This course provides necessary exposure to the students on the basics of financial management. The objective of the course is also to acquaint the students with the key financial management techniques such as financial analysis, valuation, capital budgeting, raising finance, and working capital management, where emphasis is laid on sound concepts and their managerial implications.

OBJECTIVES

- To familiarize the students with the financial environment of business, especially the financial markets.
- Developing skills for interpretation of business information and application of financial theory in financing related decisions.
- To familiarize the students with valuation of the firm.
- To develop skills for interpretation of business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.

PEDAGOGY

- Lectures-cum-discussions and exercises.
- Case studies.
- Presentations.

CONTENTS

Module-1

(10hrs)

Financial management

Meaning, objectives and scope, role of financial manager, finance functions, financing, investment and dividend decisions, objectives of financial management-Profit maximizations Vs. wealth maximization.

Concept of time value of money

Future value of single cash flow and annuity, present value of single cash flow, annuity and perpetuity. Simple interest and compound interest.

Module-2

(15hrs)

Financing Decision

Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; concept and approaches of capital structure decision- NI, NOI, traditional, Modigliani & Miller approach; Capital structure practices in leading Indian companies. Cost of capital-cost of equity, cost of preference, cost of debentures and retained earnings, Weighted Average Cost of Capital (WACC).

Module-3

(15hrs)

Investment Decision

Approaches of project- concept, process and techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting; Leverage Analysis-Financial, Operating and combined leverage. EBIT-EPS analysis. Capital budgeting practices in leading Indian companies.

Module-4

(10hrs)

Dividend Decision

Concept of retained earnings, Relevance and irrelevance theories of dividend decision; Walter's model, Gordon's model and Modigliani & Miller model, factors affecting dividend decision.

Module-5

(14hrs)

Working Capital Management

Factors influencing working capital requirements, determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.

Cash management

Concept, motives for holding cash, optimum cash balance, models for determining optimum cash balance.

Receivables management

Concept, 5Cs of credit, credit policy, credit policy variables, credit evaluation.

Inventory management

Need for inventory, determination of inventory control levels, Economic Order Quantity (EOQ), methods of inventory control-ABC analysis, VED analysis, FNSD analysis.

Text Books:

- 1) Financial Management, Kapil, Pearson.
- 2) Financial Management, Srivastav, Misra, Oxford.
- 3) Financial Management - Khan M. Y. & Jain P. K, 6/e, TMH, 2011.
- 4) Financial Management - Pandey I. M, 10/e, Vikas.
- 5) Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
- 6) Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
- 7) Fundamentals of Financial Management – Vanhorne & Bhandari, Pearson Education.
- 8) Fundamentals of Financial Management –Vanhorne & Wachowicz, 13/ e, PHI, 2011
- 9) Financial Management –Shah, Wiley India (P) Ltd.
- 1) Financial Management, Rustagi, Taxman Publications.
- 2) Financial Management and Policy, Van Horne (Pearson Education, 2003, 12th Edition).
- 3) Principles of Managerial Finance- Lawrence J. Gitman (Pearson Education, 2004).
- 4) Corporate Finance- Theory and Practice, Damodaran (Wiley, 1st Edition).

PRACTICAL COMPONENTS

- Students have to select a micro small or a medium sized enterprise and identify the finance function of the organization and know the sources of financing, techniques used for investment decision. And critically evaluate the process of financing and investment decisions taken by them.
- Each student has to select a company of his/her choice and use the annual report to study the working capital management employed by them and work out liquidity ratios.

- Students can also compare the working capital management of companies in the same sector.
- Students should choose the factors for determining the cost of capital of a company chosen by them and compute cost of capital for that organization.
- Students have to identify the capital structure theory used by the organization chosen by them.

Management Accounting and Control

Code :202
Contact Hours :32 hrs
Credit Points :02

Univ Code :
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 10 marks
Semester and Examination - 40 marks

Objectives

To appreciate the important role that management accounting information plays in both manufacturing and service organizations.

To understand how different people in the organization have different demands for management accounting information.

To appreciate how management accounting creates value for organization and how it relates to operations, marketing and strategy.

Pedagogy

Lectures, assignments, case study discussions, presentations (both individual and group).

Contents

Module 1

6 Hrs

Introduction: Meaning of management accounting, management accounting information that creates value, difference between management accounting and financial accounting, diversity of management accounting information.

Module 2

6 Hrs

Functions of management accounting information, operational control, product costing, customer costing, management control and strategic control.

Module 3

7 Hrs

Budgeting: Resource allocation to achieve organizational objectives. Meaning of budget budgeting, master budget outputs, operating budgets, financial budgets, evaluating decision making alternatives. Managing the budget process, Behavioral aspects of budgeting.

Module 4

7 Hrs

Contemporary Management Accounting: Methods: Methods to strong competition, total life cycle product costing, target costing, kaizen costing, cost of non-conformance, benchmarking.

Module 5

6 Hrs

Twenty first century developments in management control.

Text Books:

- Management Accounting by Anthony A Alkinson, Rajiv D. Banker, Robert S. Kaplan, S. Mark Young.
- Horngren, Bhimani, Datar & Foster, Management and cost accounting (3rd edition), Prentice Hall, 2004.
- Jordan, H., J.C. Neves and J. A. Rodrigues, Controlo de gestão, Areas Editora, 2004.

Practical Component

Students should be able to design

- a cost accounting system (either job costing, process costing or hybrid)
- Activity Based Costing or Activity Based Management
- Target Costing
- Organisational structure and transfer prices
- Performance measurement and management
- Incentive systems
- Balanced scorecard/Tableaux de bord

Marketing Management

Code :203

Contact Hours :62 hrs

Credit Points :04

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 20 marks

Semester and Examination - 80 marks

Preamble

Now a days demand for products and services are increasing because of growth in Population, Changing Technology, Deregulation, Globalisation, Empowerment etc. So it's very much necessary to understand the need of customers, and to make the students familiarize about marketing and to develop their decision-making abilities in the marketing context.

Objectives

1. To familiarize the students with the marketing concepts and develop their analytical skills, as well as conceptual abilities.
2. To make students aware about decision making in a variety of real life situations.
3. It make the students to understand the concept of STP.
4. To make students to acquaint knowledge about the product, pricing, promotion and place.

Pedagogy

Lectures, Assignments, Presentations, Case Study Analysis, Role Playing

Module 1

(12 Hours)

Introduction to Marketing: Introduction, Definitions of market and marketing, Fundamental Marketing Concept, The Exchange Process, Elements of Marketing Concept, Functions of Marketing, Marketing Environment, Techniques Used in Environment Analysis, Elements of Marketing Mix.

Module 2

(12 Hours)

Consumer Behavior: Consumer Buying Behavior Process, Factors influencing Consumer Behavior, Determinants of Consumer Behavior, Models of Consumer Behavior, Market Research and Market Intelligence. Marketing Information System

Module 3

(12 Hours)

Market Segmentation, Targeting & Positioning: Concept of Market Segmentation, Benefits, Bases for Segmenting Consumer Markets, Targeting - Bases for Identifying Target Customer, Target Marketing strategies, Positioning - Meaning, Product Positioning Techniques

Module 4:

(14 Hours)

Product & Price: Product Mix and Product Line, Levels of Product, New Product Development, Product Life Cycle Strategies, Branding, Types of Brands, Brand Building, Brand Equity, Packaging and Labeling. Pricing, New Product Pricing Strategies, Public Policy and Pricing.

Module 5:**(14 Hours)**

Promotion and Place: Elements of Promotion Mix, Marketing Communication Process, Publicity, Advertising and public relations. Personal Selling and Sales Promotion. Direct Marketing and Online Marketing, Distribution Channels and Logistics Management, Channel Design and Administration, Factors Affecting Channel Choice, Channel Conflict, Network Marketing.

Text Books:

1. A South Asian Perspective by Kotler, Keller, Koshy and Jha – “Marketing Management” Pearson Education Latest edition
2. Stanton, Etzel, Walker Fundamental of marketing, McGraw Hill Inc. N. York Latest Edition
3. Ramaswami & Namakumari Marketing Management: Indian context Macmillan (India) Limited, New Delhi. First Indian Print 2004
4. Tapan Panda Marketing Management Excel Books Latest Edition
5. Arun Kumar, N. Meenakshi Marketing Management, Vikas Publishing House N. Delhi Latest Edition
6. Rajan Saxena Marketing Strategies, Tata-McGraw Hill Publishing Company, New Delhi.

Practical Components:

1. Consider a few products like mobile phone, shoes, clothes etc and analyse their buying motives.
2. Analyse the product life cycle of a few common products like laptops, refrigerators, desktop computers etc.
3. Go to a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like Levers, Godrej etc
4. Consider a few products of Direct Marketing and make personal selling.
5. Consider any market and carry out a marketing research to know about the various factors considered at the time of purchase.

Organizational Behavior

Code :204

Contact Hours :48 hrs

Credit Points :03

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 15 marks

Semester and Examination - 60 marks

Preamble

In the current turbulent world, employee behaviors in the organization have become blatantly complex. These behaviors are supposed to be dealt imperatively in order to understand, describe, predict and control them in line with the Organizational effectiveness, is the rhetoric scream of the corporate world. The managerial personnel are entrusted with top priority to win over this situation. Hence, preparing such personnel in the said direction is the need of the hour. With this backdrop the paper captioned “Organizational Behavior” is aiming to impart the students, the basic insights of Behavioral theories and concepts in the organizational settings and train them in gaining pertinent knowledge and skills of Organizational Behavior to apply at personal and professional level.

Objectives:

1. Develop an understanding on the foundational tenets of OB.
2. To enhance understanding of the dynamics of interaction between individual and the Organization to facilitate a clear perspective to diagnose and effectively handle human behaviour issues in Organizations.
3. To develop greater insight into their own behaviour in interpersonal and group team situations and acquire skills in influencing people in organizations.
4. Develop an understanding on leadership and motivational skills.
5. Develop in-depth knowledge on organizational structure process and design.

Pedagogy

Lectures, Assignments, Presentations, Case Study Analysis, Role Playing

Module 1

Introduction to Organizational Behavior

08 sessions

Organizational Behaviour- Historical background: Hawthorne studies, theoretical frameworks, management roles, contributing disciplines to the field of OB, challenges and opportunities of OB, Organizational Behavior model.

Module 2

Foundations of Individual Behaviour

10 sessions

Personality, Shaping of Personality, Determinants of Personality, The Self Concept, self esteem and self Efficiency, Perception, perceptual process, Managing the perceptual process. Attitude Formation, Functions, Change of Attitudes, values.

Module 3

Group Dynamics

10 sessions

Team Building and Group Dynamics, Working Teams and team effectiveness. Influence of the group on individual, group decision making, Inter-group relations, Collaboration and Conflict. Conflict Management.

Module 4

Managerial Leadership and Motivation.

10 sessions

Dynamics of Managerial Leadership, What is Leadership, Leadership Theories, Power and Politics, Management change. Motivation: classical and modern theories of motivation.

Module 5

Organizational Study.

10 sessions

Organizational Structure- work specialization, departmentalization, chain of command, span of control and formalization. Common organizational designs- the simple structure, the bureaucracy, the matrix structure. New design options- the team structure, the virtual organization and the boundary less organization. Why do structures differ? - strategy, Size, Technology and Environment. Organizational Choice, Mechanistic and organic structures. Organizational culture- culture's functions, creating and sustaining culture, learning culture by employees.

Text Books:

1. Organisational Behaviour- Fred Luthans, Stephen P Robbins – 8thEdition New York, Mc Graw Hill, 1998.
2. Robbins, S.P Organizational Behaviour – 7thEdition, New Delhi, PHI.
3. Stephen P Robbins, Organizational Behavior – 12th edition PHI.
4. Stephen P Robbins, Organizational Behavior – 12th edition Pearson.
5. Uday Pareek; Understanding Organisational Behaviour; Oxford Higher Education.
6. TV Rao; Organisational Behaviour; Sage Publications.

Practical Components

1. In general, how satisfied are young people with their jobs ? blue collar workers? Middle managers ? women?
2. Suppose you have an employee whose lack of commitment is affecting others in the persons to change this attitude?
3. Think of as part a project team of which you are or have been a member. What key characteristics made it so effective?
4. Identify some managerial jobs that are greatly affected by woman behavior and others not so which would you prefer? why?
5. Your friend suggests that OB courses are only useful to people who enter management classes. Do you agree with your friend? why ?
6. Students have to choose an organization of their own and understand the model of O.B adopted for that organization, leadership style followed and how employees are motivated in the organization with reference to the motivational theories.

HUMAN ASSETS MANAGEMENT

Code :205

Contact Hours :45 hrs

Credit Points : 3

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 15 marks

Semester and Examination - 60 marks

Preamble

This course is an introduction to the human resources function and related elements and activities. Human assets are an important resource in the organization. Therefore, the paper outlines the roles and functions of members of the human resources department, as well as educating others outside human resources, in how their roles include human resources-related activities. The student will learn about the evolution in human resources management as we know it today. Emphasis is placed on the modern day importance of HRM and the new corporate view of the function. Additionally, the student will be exposed to the view of HRM from the perception of both management and subordinate employees. The importance of maintaining fair and equitable compensation and benefit programs will be discussed. The student will be exposed to practical situations and problem solving, regarding areas of employee counseling, discipline and termination. Other critical areas of training and development, staffing and strategy will also be explored.

Objectives

- To provide an understanding of the human resources management frame-work.
- To develop a meaningful understanding of HRM theory, functions and practices.
- To Offer experiential analysis to understand the challenges of HR Managers in developing their organizations.
- To Addresses the human capital as a critical role in firm's viability in the knowledge economy.
- To develop the core human resources management skills and competencies. (The core competencies include HRM knowledge, planning, control, problem-solving and communication)

Part A: Acquisition of Human Resources:

Module I Human Resource Management

(4 Hrs)

Introduction, meaning, nature, scope, Major functions of HRM, models of HRM, Importance and Evolution of the concept of HRM, HRM Vs. Personnel Management, Role of HR Manager, skills and competencies of HR professionals, HRM's evolving role in the 21st century.

Module II Human Resource Planning, Job Analysis and Design (8 hours)

Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis. Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP. (practical Component-Give a job analysis case and ask the students to prepare job description and job specification).

Module III Recruitment, Selection, Socialization and Retention (8 hours)

Recruitment:- Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment. (Practical Component-Give a case and ask the students to prepare the recruitment advertisement for a newspaper).

Selection:- Definition and Process of Selection.

(Practical Component – (1) Expose students to standard selection tests followed in various sectors

(2) Ask the students to prepare an appointment letter for the post of office manager of a company known to you).

Placement:- Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

(Practical component-Exploring employee separation practices)

Part B Development of Human Resources:

Module IV (15 hours)

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning. (Practical component- Exploring training and development practices)

Part C Motivation Of Human Resources:

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System. (Practical component- Exploring performance appraisal practices in various sectors)

Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation.

Part D: Maintenance of Human Resources (10 hrs)

Module V

Employee Welfare- Introduction, Types of Welfare Facilities and Statutory Provisions.

Employee Grievances- Employee Grievance procedure, Grievances Management in Indian Industry.

Discipline- Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees.

Industrial Relations:- Overview of industrial relations and industrial conflict.

Industrial disputes:- preventive and settlement machinery, collective bargaining, industrial relations scenario: current issues and future challenges.

Practical Component

- Expose students to simulated recruitment exercises- Job profile, personal profile, advertisements etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Exploring training and development practices.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform dyadic role playing.

Text Books:

1. Decenzo, D.A & Robbins, S.P. (2010). Human resource management, John Wiley & Sons.
2. Dessler, G & Varkkey, B. (2012). Human resource management. Pearson
3. Fisher, C.D, Schoenfeldt, L.F, & Shaw J.B, (2011). Human resource management, Biztantra.
4. Mathis R.L., & Jackson J.H. (2000). Human Resource Management (9th ed.). South Western: Thomson Learning Publications.
5. Monappa, A. (1992) Personnel management & industrial relations, New Delhi. Tata Mc Graw Hill.
6. Rao, V.S.P. (2000). Managing people. New Delhi: Amexcel Publisher.
7. Rudrabasavaraj, M.N. (2000). Dynamic personnel administration. Bombay: Himalaya Publishing House.

8. Sinha.,R.N., Sinha,I.B.,&Shekhar S.P.(2001)Industrial relations, trade unions andlabour legislation. India: Pearson Education.
9. Snell, S., &Bohlander,G.(2009).Human resources management: A SouthAsian perspective. India: Cengage Learning.
10. Venkataratnam, C.S., &Srivastava, B.N.(2001).Personnel / Human Resource Management. New Delhi:Amexcel Publisher
11. Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
12. Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.
13. Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, Cengage Learning, 16th Rep., 2012.
14. Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
15. Human Resource Management – Aswathappa K HPH

OPERATIONS RESEARCH

Code :206
Contact Hours :48 hrs
Credit Points :3

Univ Code :
Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 15 marks
Semester and Examination - 60 marks

Preamble

Resources are always critical in any organization. They are unavailable in unlimited manner. There are always constraints. Operation research is helpful in the situation of such constraint of resources. Managers have to manage limited available resources in such a way that neither production nor other activities get disturbed in the business. Facility design is a fascinating area for OR. The excitement of operation research lies in the application of Quantitative techniques to real world problems.

OBJECTIVES

- To impart knowledge in concepts and tools of OR and QT.
- To help students apply these tools in managerial decision making.

Pedagogy: Lectures, Assignments, case study and Seminars

COURSE CONTENT AND STRUCTURE

MODULE ONE

12 SESSIONS

Origin and development: Importance, scope, techniques and characteristics, Optimization concept, Different types of models, Linear programming problem, Formulation, Product allocation, Blending and diet problems, Graphical solution, Simplex method (standard maximization)problems, Formulation of duality.

MODULE TWO

6 SESSIONS

Transportation: Importance, terminologies used, different methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced, degeneracy in transportation, test for optimality (MODI method only), maximization problems.

MODULE THREE

8 SESSIONS

Assignment: Importance and characteristics of assignment problem, methods- minimization, maximization, balanced, unbalanced, prohibited and travelling salesman and crew assignment problems.

Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines.

MODULE FOUR

10 SESSIONS

Network analysis: Phases, objectives, basic rules, PERT and CPM techniques, critical path and float analysis, probabilities in PERT analysis, project crashing problems.

MODULE FIVE

Sub Unit – I

6 SESSIONS

Theory of games: Types, pure and mixed strategies with two people zero sum game, principle of dominance. Queuing Theory(waiting line): Single server/single queue, essential features of queuing system, single queue, operating characteristics of queuing system, probability distribution in queuing system, multi-server, description of other queuing models (only description).

Sub Unit - II

6SESSIONS

Simulation: Basic concepts, procedures and application, Monte Carlo simulation using Random numbers. Replacement Models: Failure mechanism of items, assumptions of replacement theory, types of replacement problems, replacement of items which deteriorates with time, replacement of items that fail completely including group replacement.

Text Books:

1. David M. Lenine (2012), quantitative techniques for management. Pearson publication.
2. Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation research. 8th edition.
3. Er. Prem Kumar Guptha and Dr. D.S. Hira (2014), operation research.S.Chand publications.
4. VeerabadrappaHarinal (2012),An introduction to operation research. New Ageinternational publishing.
5. Anand Sharma (2014), quantitative techniques for decision making. Himalaya Publishing House.
6. S. Kalavathi (2013), operation Research. Vikas Publications.4th edition.
7. HamdyATaha (2013), operation research. Pearson publication.9th edition.
8. G.V Shenoy and V.K. Srivathsava (2013), operation research for managerial decision.New Age international publishing.
9. PradeepprakashkaPai (2013), operation research principle and practices. Oxford Higher Education.
10. P.Rama Murthy (2014), operation Research. New Age international publishing.2nd Edition.
11. C.K. Mustafi (2009), operation Research methods and practices. New Age international publishing. 3rd Edition

Innovation and knowledge management

Code :207

Contact Hours :48 hrs

Credit Points : 3

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 15 marks

Semester and Examination - 60 marks

Preamble

To make students to understand about the importance of innovation management and process in the organization for surviving in today's competitive market, with the help of knowledge management. By this a organization can come to know how to overcome the problems in business market.

Objectives

1. Students must understand the concepts of innovation and knowledge management.
2. To know about the process how innovation management and knowledge management runs in the organization system.
3. Students must understand how to apply the innovation and knowledge management in the organization and how to take its benefit.
4. To know how to overcome the problems in applying the concepts.
5. Making a student to understand about the success or overcoming the problems in organization where these concepts are practiced.

Pedagogy

Lectures, assignments, presentations, individual and group, case study analysis.

Module 1

10 Hrs

Introduction to innovation, types of innovation, innovation as a management process, models of innovation, organization's characters and structures that facilitate innovation process, establishing an innovative environment, the learning organization.

Module2

8 Hrs

Importance of technology in innovation, technology providing link to innovation and business strategy, effective R&D management, strategic alliance and intellectual property, recent innovations in functional areas of management like: manufacturing, marketing, finance, HR and Services.

Module3

10 Hrs

Introduction to knowledge, types of knowledge, knowledge process, creating, capturing, sharing and distributing knowledge, broad sweep of data to knowledge, organizational infrastructure for practices of knowledge management, knowledge work systems, expert systems.

Module4

10 Hrs

Tools for knowledge management, internet, intranet, role of technology in knowledge management, knowledge management systems for competitive advantage, knowledge transfer in strategic alliance, matrices , their uses and limitations.

Module5

10 Hrs

Relation between innovation and knowledge management, Role of innovation and knowledge for organizational success, Knowledge management practices of leading companies and innovation practices of leading companies/cases like battle of Trafalgar.

Practical Components

1. Analyze innovation practices success of some MNCs.
2. Analyze knowledge practices success in some Global companies.

Text Books:

1. Paul Trott, "Innovation Management" (pitman's publication)
2. Henry J and Walker D "Managing Innovation" (sage publication)
3. Amrit Tiwana "The knowledge management Toolkit" (prentice Hall, Pearson education).
4. John Sparrow "Knowledge in organization" (sage publication).

BUSINESS ENVIRONMENT

Code :208

Contact Hours :48 hrs

Credit Points :

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 15 marks

Semester and Examination - 60 marks

Preamble

Each and every business, for its success, is dependant largely on the environment in which it is. Students are pursuing the management courses in the context of the world of business and industry. Such perspective during the course itself gives them an edge over others who grasp subsequent to their becoming insiders of organizations. Therefore, an overview of the context in which one is operating is essential. An attempt is made to give a feel and insight into the world of business and its environment. The outcome of this paper is the level of understanding of the dynamics of business environment by students.

Learning Objectives

- To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business
- To enumerate the fundamentals of Indian economy, business and industry
- To study the present status of Business & Industry in India
- To get a glimpse of future challenges

Module I

10 Hrs

Business Environment

Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on the returns of Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

Case Study: Lucent in the Era of Economic Reforms

Module II Economic Planning & Development

10 Hrs

Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world,

Case Study: Mahindra and Mahindra

Module III India and the world**8 Hrs**

Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India, Case Study: Global Expansion Strategy of Indian Firms in China

Module IV International Trade**10 Hrs**

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Tread Barriers and Tread Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

Case Study: Finolex's Focus on Exports 12

Module V Strategies for going Global**10 Hrs**

International Economic Integration, Country Evaluation and Selection, foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India.

Case Study: Softcore Consultancy Services

Practical Component

- International Cultural environment- The problems faced by MNC's – A Case study.
- 'India is Shining' a debate on for and against.
- 'Disinvestment in PSU's since 1991' - A case study
- Tracking of business cycle for India using GDP data.
- A case study on Bangalore Metro Rail project.
- Corporate India initiatives for rural developments.

Text Books:

1. Mark Hirschey, Economics for Managers, Cengage, 2006
2. Palwar, Economic Environment of Business, PHI, New Delhi, 2009
3. Justin Paul, Business Environment: Text & Cases, New Delhi, Tata McGraw Hill, 2008
4. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2009.
5. Shaikh Salim, Business Environment, Pearson Education, 2009
6. Sundaram & Black: International Business Environment Text and Cases, PHI, 2009
7. Avid W. Conklin, Cases in Environment of Business, Sage Response Books. 2007
8. Czinkota, Ronkainen, Moffett, International Business, Cengage, 2008
9. Govt. of India, Latest Economic Survey.

RESEARCH METHODOLOGY

Code :209

Contact Hours :48 hrs

Credit Points :

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 15 marks

Semester and Examination - 60 marks

Preamble

It is very important that students gain a practical knowledge of how a particular objective is achieved. This paper entitled “Research Methodology” aims at providing an opportunity for students to define a problem and discover the solutions. Emphasis is laid on data collection methods, understanding statistical tools and usage of statistical software will enable students to get hands on experience in dealing with automation, process improvement and innovation in organizations.

Objectives

- ➔ To familiarize the students with the nature and methods of research.
- ➔ To make students understand the importance of research and its applications.
- ➔ To empower the students with the knowledge and skills to undertake a research or a project.
- ➔ To provide an insight into the application of modern analytical tools and techniques for the purpose of managerial decision-making
- ➔ To expose the students to the role that statistics plays in business decisions.

Contents

Module 1

Introduction to Research: An Overview – Nature, Scope, Objectives and Motivation of research. Types of Research, Research Process – Defining the problem, formulating the objectives and research hypothesis, research design, sample design, data collection, analysis and presentation. Research Design – Concepts and steps in research design. Types of research design, features of good research design. [10 Hours]

Module 2

Sampling and Data Collection – Sampling – Meaning, Types of sampling – Probability and non probability sampling techniques, Steps involved in sampling. Data Collection – Primary and Secondary data – Sources, Advantages and Limitations. Methods of data collection:

Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection. Questionnaire design – Meaning - process of designing questionnaire. [10 Hours]

Module 3

Measurement & Scaling Techniques – Meaning, Importance of scaling, Types of scale: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale, Criteria for good measurement, attitude measurement - Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. [10 Hours]

Module 4

Data Processing, Analysis and Interpretation – Preparing the data for analysis - Editing, Coding, Classification, Tabulation. Hypothesis testing – procedure, Type I and Type II Errors. Parametric and Non Parametric tests, T test, Z Test, Analysis of Variance – One-Way and Two-way classification, Chi-Square test. [12 Hours]

Module 5

Preparation and presentation of research report- Report writing. Types of reports, a broad sweep of research applications. Role of computers in research. [6 Hours]

Practical Components:

1. Group Activity: Each group of students are expected to choose a research topic of their own and apply all steps of research process and present the same in the class (develop objectives and hypothesis and collect data from various sources, analyze the data and report)
2. Students are expected to find the values for Chi-Square and ANOVA using statistical software or MS Excel
3. Students should incorporate all the report writing standards while they present the written report.

References Books:

1. Business Research Methods–Donald R. Cooper & Pamela S Schindler, 9/e, TMH,2007.
2. Statistics for Management, Levin and Rubin
3. Research Methodology- Kothari C. R, 2/e,Vishwa Prakashan, 2002.
4. Research Methodology: Concepts and Cases – Deepak Chawla & Neena Sondhi, Vikas publication, 2011
5. Research Methodology (Concepts, Methods, Techniques and SPSS) – Dr Priti R. Majhi & Dr Prafull K. Khatua, Himalaya Publishing House
5. Management Research – Bennet, Roger, ILO Publications.
6. Business Research Methods-SL Gupta and Hetesh Gupta, McGraw hill – 2012

Scheme of examination-third semester

Sl.no	Subject code	Subject title	Credits	Max. Internal Marks	University exam marks	Exam Duration	Total Marks For the semester
1	301	Entrepreneurship Development	3	15	60	3hrs	75
2	302	MIS-decision Support system	3	15	60	3hrs	75
3	303	Business laws	3	15	60	3hrs	75
4	304	International business	4	20	80	3hrs	100
5	305	Production & operational Management	3	15	60	3hrs	75
6		Elective-1	3	15	60	3hrs	75
7		Elective-2	3	15	60	3hrs	75
8		Elective-3	3	15	60	3hrs	75
9		Elective-4	3	15	60	3hrs	75
		Total	28	140	560		700

ENTREPRENEURSHIP DEVELOPMENT

Code :301

Contact Hours :48 hrs

Credit Points : 3

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 15 marks

Semester and Examination - 60 marks

PREAMBLE

The purpose of this paper is to teach and train the student fraternity about entrepreneurship the way it is developed and to create a sense of spirit in them and to aspire for greater business activities by way of learning basic fundamentals of the said paper.

OBJECTIVES

- To know about the basic fundamentals of entrepreneurship development.
- To study the commercial phenomenon of business doing.
- To learn and practice the activities as a developer and entrepreneur.
- To imbibe the CSR activities as a entrepreneur.

PEDAGOGY

- Lectures-cum-discussions and exercises.
- Case studies.
- Presentations.

CONTENTS

Module-1

(10hrs)

Foundations of Entrepreneurship: Nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs. Case study of incubation.

Module-2

(10hrs)

Business Planning: From idea generation to preparation of detailed business plans. Exercises in preparation of business plans.

Module-3

(10hrs)

Venture Capital: Valuing and financing a venture, stages of venture development and financing, venture capital firms (VC's) venture expansion strategies.

Module-4

(10hrs)

Rural & social entrepreneurship: potential for entrepreneurship in rural India, SHGs, micro credit etc., Case studies of rural & social entrepreneurship in India.

Module-5

(8hrs)

Entrepreneurs in India: Family businesses, new generation entrepreneurs, women entrepreneurs.

RECOMMENDED BOOKS

- 1) Entrepreneurship – Prof. T.V.Rao
- 2) Entrepreneurship – Hisrich & Peter
- 3) Stay hungry stay foolish-Rashmi Bhansal
- 4) Entrepreneurship-Mathew J Manimala
- 5) Indias new capitalist – Harish Damodaran
- 6) Business Maharaja's – Geetha Peramal

PRACTICAL COMPONENT

- Students should identify the institution supporting and promoting entrepreneurship. They should choose an institution of their choice and know the process of entrepreneurship support and promotion by that institution.
- They should prepare a business plan for an organization chosen by them
- They should identify venture capital firms and identify the strategies of them.
- Students should select a self help group or micro credit organization and know the role of it in promoting entrepreneurship.
- Student should identify new generation entrepreneurs and women entrepreneurs in any selected area and compare their activities with that of the theory that they have learnt in the class.

MIS-decision Support system

Code :302

Contact Hours :48 hrs

Credit Points : 3

Univ Code :

Work load : 4 hours per week

Evaluation: Continues Internal Assessment - 15 marks

Semester and Examination - 60 marks

Preamble

MIS plays a very important role in the organization; it creates an impact on the organization's functions, performance and productivity. The impact of MIS on the functions is in its management with a good MIS supports the management of marketing, finance, production and personnel becomes more efficient. The tracking and monitoring of the functional targets becomes easy. The functional managers are informed about the progress, achievements and shortfalls in the activity and the targets. The manager is kept alert by providing certain information indicating and probable trends in the various aspects of business. This helps in forecasting and long-term perspective planning. The manager's attention is bought to a situation which is expected in nature, inducing him to take an action or a decision in the matter. Disciplined information reporting system creates structure database and a knowledge base for all the people in the organization. The information is available in such a form that it can be used straight away by blending and analysis, saving the manager's valuable time. Therefore the paper captioned "Management Information System" aims to introduce the main principles of information system and its applications in the organizations.

Learning Objectives

1. To understand the importance of information in business
2. To know the technologies and methods used for effective decision making in an organization.

Module 1

10 Hrs

Introduction to the fundamentals of Management Information System

Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems.

Module 2

10 Hrs

Role of MIS

Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage: Business Process Re-engineering, Creating a

Virtual Company, Improving Business Quality: Total Quality Management, Becoming an Agile Company, Building a Knowledge Creating Company

Module 3

8 Hrs

Developing MIS Systems:

System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

Module 4

10 Hrs

DBMS

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

Module 5

10 Hrs

Applications

Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Text Books:

- 1.Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
- 2.O'Brien James - Management Information System (Tata Mc Graw Hill, 12th Ed.)
- 3.Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3rd Ed.)
- 4.Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
- 5.Davis & Olson – Management Information System (TMH, 2nd Ed.)
- 6.Murdick, Ross, Claggett – Information System For Modern Management (PHI, 3rd Ed.)
- 7.Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2nd Ed.)

Business Law

Code :303

Univ Code :

Contact Hours :45 hrs

Work load : 4 hours per week

Credit Points : 3

Evaluation: Continues Internal Assessment - 15 marks
Semester and Examination - 60 marks

Preamble

This paper is offered as a core subject in the third semester. It is said that “Ignorantia facti excusat; Ignorantia juris non-excusat”- that means ignorance of fact is an excuse but ignorance of law is never an excuse. A person engaged in business will fail in his pursuit if he/she fails to acquaint himself/ herself with the rules and regulations applicable to business activities. Each and every day or atleast on regular basis a person engaged in business will have to confront himself or herself with the situations like entering into contracts, breaking the agreements, dealing with the company form of organizations, intellectual properties, issuing and receiving negotiable instruments etc. Therefore, to acquaint the students with the basic aspects of these legislations is important. Hence, the study of the paper called ‘Business Law’. Business Laws in the Market is very important for a student of Business Administration.

Learning Objectives

- To create Legal Awareness for decision making.
- To give exposure to various laws and Acts which have impact on business and industry
- To give legal inputs which are necessary for day-to-day administration of business

Pedagogy

Lectures, Assignments, and Group Presentations on various topics related to legal aspects and its implementation, Case Laws to be dealt in an in depth manner such that students should have knowledge regarding the happenings in the market.

MODULE 1 Introduction to Business Law

(5 Hrs)

Meaning of Law, Law and Society, Law and Business, Branches of Law, Bird’s eye-view of Constitution of India, - Fundamental Rights (Article 12 to 32) Directive Principles of State

Policy (Article 36 to 51), Fundamental Duties (Article 51 A), Structure of Judiciary and Judicial Administration.

MODULE II Law of Contract

(10 Hrs)

Law of contract – definition, Classification of a contract (including quasi contracts), Offer or proposal, Acceptance (including exceptions), Consideration (including exceptions). Capacity to contract (including exceptions), Free consent, Discharge of contracts, Remedies for breach of a contract, Contract of indemnity and guarantee (including exceptions and types)]. Contract of bailment and pledge (including duties and rights and termination of bailment and pledge), Contract of Agency.

MODULE III Company Law

(10 Hrs)

Definition of a company & Types, Memorandum of Association & Articles of Association, Incorporation, different kinds of meetings, Shares and its types, Directors and kinds of directors, Qualification, Appointment and removal of directors, Resolutions and types of resolutions, Qualifications, Rights, Duties and disqualifications of an auditor, Borrowings loans debentures and investments, Prevention and oppression of management, Winding up of a company. (To discuss Case Laws).

MODULE IV Security Legislations

(10 Hrs)

Negotiable Instruments Act: Promissory notes , Bills and cheques, Crossing of cheques, Negotiation, Presentment of negotiable instrument, Consumer Protection Act, 1986- Definition of consumer, Consumer protection councils and consumer redressal forums; Information Technology Act, 2000- objectives, meaning of digital signature, protection of transfer of funds under this act, Right to Information Act- Objectives, Definition of information, Organizations covered under this act, Exceptions under RTI Act. (To Discuss Case Laws)

Unit V Intellectual Property Law

(10 Hrs)

Introduction, Trade Related Intellectual Property Rights (TRIPS), Definition of patents, Publication and examination of application, Register of patents and its procedure, Revocation of patents, Definition of copy right, Copy rights and its ownership, Infringement of copy right, Definition of a trade mark, Functions of a trade mark, Procedure and duration of a trade mark, Assignment and transmission of trade mark. (To Discuss Case Laws)

Practical Component:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in module 1.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

Text Books:

1. Avtar Singh, Company Law, 14th ed., Eastern Book Company, Lucknow, 2004.
2. Companies Act 2013 with Rules, taxmann Publications(p) Ltd. 2015.
3. Gogna P.P.S, Mercantile Law, ., Sultan Chand & Sons, New Delhi, 2009.
4. Kuchal M.C., Business Law, 3rd ed., Vikas publishing House Pvt. Ltd., New Delhi, 1999.
5. Kapoor N.D., Elements of Mercantile Law, 28th ed., Sultan Chand & Sons, New Delhi, 2004.

304: International Business

Code :304

Univ Code :

Contact Hours :64 hrs

Work load : 4 hours per week

Credit Points : 4

Evaluation: Continues Internal Assessment - 20 marks
Semester and Examination - 80 marks

Preamble

Apart from the fact that emerging economies are increasingly becoming important players in the global economy, significant developments have taken place on the world since 1993. The Uruguay round of GATT negotiations were successfully concluded and the World Trade Organization was established in 2001, the WTO embarked upon another major round of tasks aimed to reduce barriers to trade- the Doha round. The European Union moved forward with its post 1992 agenda to achieve a closer economic and monetary union, including the establishment of common currency in January. These are some instances made the world continued to become more global. New multinationals emerged in addition to established industrial powers. Ultimately, the globalization of the world economy affected a wide range of firms all sizes, from the very large to he very small. By keeping all these developments in mind the paper captioned “International Business” explicitly imparts knowledge and skills on various frameworks in the practicing international business.

Learning Objectives

1. Develop an understanding on the benefits of international business and the nature of competition among the companies.
2. Develop in-depth knowledge on why the world’s countries differ.
3. To review the economics and politics of international trade and investment.
4. Learn and examine the strategies and structures of international business.
5. To get into the insights of the issues faced by MNCs in emerging markets and prospective MNCs.

Module 1

Introduction to International Business, globalization and MNCs 18 sessions

Meaning and nature of International Business, Drivers of International Business, International Business and Domestic Business compared, International Business approaches, Modes of entry, Goals of International Business, problems of International Business. International Business Environment and Country analysis.

Globalization- drivers of globalization, globalization and management- globalization of markets, globalization of production, globalization of investment, globalization of technology, etc. Debate on advantages and disadvantages of globalization.

Multinational corporations- Nature and goals, Defenders and critics of MNCs, organizational structure of MNCs, MNCs in India, the strategic philosophy of MNCs.

Module 2

International trade policies, relations and support to International Business.

10 sessions

Nature, functions and benefits of UNO, World bank, IMF, ILO, UNCTAD, Asian Development bank and WTO. International trade policies and relations: Tariff, subsidies, import quotas, administrative policies and International trade relations.

Module 3

International Financial and Foreign Exchange

16 sessions

Nature of International financial management, Domestic financial management v/s International financial management, Environment of International financial management, scope of International financial management: Investment decisions, capital budgeting, Financing decisions, Management decisions, international taxation.

Foreign Exchange: Nature and types, Market intermediaries, Exchange rate determination, Foreign Exchange markets and its functions, International monetary system.

Balance of Payments: nature, components and its importance, Issues in Indian BoP.

Module 4

International Production and Marketing Management

12 sessions

Meaning and nature of International production management, International production management v/s Domestic production management, Broad sweep on strategic issues of International production management.

Meaning and nature of International marketing management, International marketing management v/s Domestic marketing management, Broad sweep on strategic issues of International marketing management.

Module 5

International Human Resource Management

08 sessions

Meaning and nature of International human resource management, International human resource management v/s Domestic human resource management, Broad sweep on international HR activities.

Text Books:

1. K Aswathappa, International Business, 5th edition, McGraw Hill education .
2. P Subbarao, International Business, 4th edition, HPH.
- 3) Alan M Rugman et al, International Business, 3rd edition, Pearson education.
- 4) Hill, Charles W. L., International Business, 4th edition, McGraw Hill, New York, 2000.

Practical Component

1. As an International Manager, which Country do you prefer, and why to locate a plant among
 - i. Developed Countries
 - ii. Developing Countries
 - iii. Transition economics
2. Imagine that you are the director of a major International leading institution supported by from member countries what one are in the developed countries would be your priority for receiving development aid ? Why or why not?
3. Do you think that WTO has been pro-rich ? yes or not – Discuss.
4. Discuss how International Businesses decide on location of their facilities.
5. Is Hyundai a good name to use for an International brand? Justify.
6. If you were being assigned to a foreign portion what specific training regrets would you make of your employee?

Production and Operation Management

Code :305

Univ Code :

Contact Hours :48 hrs

Work load : 4 hours per week

Credit Points : 3

Evaluation: Continues Internal Assessment - 15 marks
Semester and Examination - 60 marks

Preamble

To acquaint the students with understanding Production and Operation function, system and impact of technology on production, It also develops the students knowledge about Production Planning and controlling along with material Management and Quality aspects

OBJECTIVES

1. To understand a systems view of operations.
2. To provide conversion capabilities for meeting the organization's goals and strategies.
3. To understand the conversion of inputs into outputs with various technology.

Pedagogy

Lectures, Assignments, Projects, Practical Exercises and Seminars

MODULE 1

6 Hrs

Introduction of Production and Operation system, concepts of Production and operation system. Scope and objectives of Production, Classification of Production, Automation, its benefits and limitations.

MODULE 2

8 Hrs

Plant location – Importance of location decisions, factors influencing locations, selection of locality, Exercises on Point rating, Factor rating & Graphical method, Facilities layout – Meaning, definition, scope, objectives of good layout, types of layout, basics of layout planning models – graphic, , Load distance analysis, Problems.

MODULE 3

12 Hrs

Production planning and control – basics functions of PPC and its variants in different system of manufacture, production cycle. Forms of scheduling, basic scheduling problems- n job with machines, Product sequencing with Problems

Quality Control; Meaning, Need of Quality, Factors affecting Quality , Types of Q.C, steps in Q.C, SQC, Control Charts, Quality Circles, problems on control Charts

MODULE 4**10 Hrs**

Work study – definition, importance, objectives, benefits. Method study – Objectives, benefits, procedures, basics of process charts & Basics of flow process chart & two handed process chart.

Work measurement – meaning and benefits Time study – meaning and objectives, steps in making a stop watch time study, principles of motion economy.

MODULE 5**12 Hrs**

Stores and inventory control - objectives of stores, basic prerequisites for efficient management of stores, Codification system. Types of inventory costs, EOQ, safety stock, ROL systems of inventory control – ABC, VED, 2 bin and review systems.

Material Requirement Planning, Introduction, objectives, terminology, Master Production schedule, Bill of Materials, MRP outputs reports, with problem.

Text Books:

Modern production and operation management by Elwood S. Buffa.

- *production and operations management, Everette E. Adam., Jr. Ronald J. Ebert.*
- *Production and operations management by K. Ashwathappa*
- *Elements of PPC by Samuel Eilion.*
- *Production and Operations Management K.R.Phaneesh*
- *Materials management procedures, text and cases by A. K. Dutta.*

Scheme of examination fourth semester

Sl.no	Subject code	Subject title	Credits	Max. Internal Marks	University exam marks	Exam Duration	Total Marks For the semester
1	401	Strategic management	4	20	80	3hrs	100
2	402	Total quality management	3	15	60	3hrs	75
3	403	Supply chain management	3	15	60	3hrs	75
4	404	Management control system	3	15	60	3hrs	75
5		Elective-1	3	15	60	3hrs	75
6		Elective-2	3	15	60	3hrs	75
7		Elective-3	3	15	60	3hrs	75
8		Elective-4	3	15	60	3hrs	75
9		Final project	4		100		100
10		Viva-voce	1		25		25
		Total	30	125	625		750

STRATEGIC MANAGEMENT

Code :401

Univ Code :

Contact Hours :64 hrs

Work load : 4 hours per week

Credit Points : 4

Evaluation: Continues Internal Assessment - 20 marks
Semester and Examination - 80 marks

Objective

To enable the students to develop a holistic perspective of enterprise critical from the point of the view of the top executives

Pedagogy

Lectures, Case discussions, Presentations

Contents

Module 1

12 Hrs

Introduction to strategic management and Business Policy: (A) Evolution genesis, historical perspective of evolution, evolution based managerial practices. The concept of strategy, schools of thought on strategic formation, levels at which strategy operates, strategic decision making and issues associated with it. Elements and strategic management process and models of strategic management process. (B) Hierarchy of strategic intent – understanding strategic intent, concepts of stretch, leverage and fit, Vision – Nature, definition, benefits and process. Mission – Meaning and Definition, Formulation, communication and characteristics. Business – Definition, Dimensions of business definitions, levels at which business school defines the product/service concept, business model. Goals and objectives – Meaning, role, characteristics, issues, formulation, balance score card approach to objective setting, critical success factors and key performance indicators.

Module 2

14 Hrs

Environment – (A) External Environment - Concept, characteristics, Environmental taxonomy, Environment scanning – factors, approaches, sources, methods and techniques used, pitfalls. Appraising – factors affecting environmental appraisal, identifying environmental factors, structuring environmental appraisal. (B) Internal environment –

Concept, Sources, behavior, strengths and weaknesses, synergistic effects, capabilities (Financial, Marketing, Operations, Personnel, Information Management, General Management), competencies and competitive advantage. (C) Organizational appraisal - Factors affecting, approaches, sources of information, methods and techniques used (for Internal analysis, Comparative analysis, comprehensive analysis) (D) Structuring organizational appraisal – preparing organizational capability profile , preparing strategic advantages profile.

Module 3

14 Hrs

Types of Strategies: Functional strategies, Business strategies and corporate strategies. (A) Functional strategies – Vertical fit, horizontal fit, Functional Plans and policies (functional, financial, marketing, operational, personnel, information management, integration of all these plans). (B) Business strategies – Foundations, industry structure, positioning of the firm in an industry. Generic business strategies – Cost leadership, differentiation, focus. Tactics (for business strategies) – timing tactics, market location tactics. Business conditions for different industry conditions (Embryonic stage, growth stage, maturity stage, decline stage). (C) Corporate strategies (Expansion strategies, stability strategies, retrenchment strategies, combination strategies, concentration strategies). Integration strategies (horizontal and vertical), diversification strategies (relevance, risk, concentric/related, conglomerate/unrelated, risks associated with it).

Module 4

14 Hrs

Strategic Analysis and choice: (A) Process of strategic choice (focusing, analyzing and evaluating strategic alternatives, choosing among strategic alternatives). (B) Tools and techniques for strategic analysis (corporate portfolio analysis, SWOT analysis, experience curve analysis, life cycle analysis, industry analysis, strategic group analysis, competitive analysis). (C) Subjective factors and strategic choice (consideration for government policies, perceptions of CFS and distinctive competencies, commitment to past strategic actions, strategic decisions time and attitude to risk, internal political considerations, timing and competitive considerations). Contingency strategies and strategy plan.

Module 5

10 Hrs

Strategy implementation, Evaluation and control: (A) Activating strategies – nature and barriers to implementation, interrelationship of formulation and implementation, models of strategy implementation. (B) Implementation – project implementation, procedural implementation, resource allocation, structural implementation, behavioral implementation, operational implementation. (C) Strategic evaluation– Nature and

importance of evaluation and control, participants, barriers and requirements of strategic evaluations. (D) Control – (a) Strategic control, Nature and importance, premise control, implementation control, strategic surveillance, special alert control. (b) Operational control, process evaluation, setting standards, measurement of performance, analyzing variances, taking corrective actions, techniques of strategic control (evaluation techniques for strategic control, evaluation techniques for operational control).

Text Books:

- Strategic Management and business policy – Azhar Kazmi, Tata McGraw-Hill
- companies.
- Strategy and Structure – Alfred C.Chandler
- Strategic Management – Alex Miller and Irwin
- Competitive Advantages: Creating and Sustaining, Superior Performance –
- Michael E. Porter
- Competing for the future – Prahalad and Hammel
- The Future of Competition – Prahalad and Venkataraman
- Crafting and executing Strategy – Aurthor A. Thompson and others

Practical Component

- Business Plan: Students should choose an organization of their own choice and asked to prepare a Business Plan (after identifying the characteristics of Vision, components of Mission, objectives of the business and after making industry analysis using Michael E Porter's five force model and internal analysis using Viro model) and the same has to be presented in the class and the report of it to be submitted.
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market. Analyse the internal and external factors
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them
- Conduct SWOT analysis of your institution and validate it by discussing with faculty
- Conduct SWOT analysis of companies around your campus by talking to them

Total Quality Management

Code :402

Univ Code :

Contact Hours :50 hrs

Work load : 4 hours per week

Credit Points : 3

Evaluation: Continues Internal Assessment - 15 marks

Semester and Examination - 60 marks

Preamble

In today's global competition and economic liberalization, quality has become one of the deciding factors for achieving competitive advantage. A good quality product or service enables an organization to add and retain customers. Poor quality leads to discontented customers, so the costs of poor quality are not just those of immediate waste or rectification but also the loss of future sales. Technological innovations have diffused geographical boundaries resulting in more informed customers. The business environment has become increasingly complex and the marketplace has changed from local to global. Constant pressure is applied on the management to improve competitiveness by lowering operating cost and improving logistic. Customers are becoming increasingly aware of rising standards, having access to wide range of products and services to choose from. There is an ever-increasing demand for quality product and/or services and this global revolution had forced organizations to invest substantial resources in adopting and implementing total quality management strategies. Therefore the paper captioned "Total Quality Management" aims to introduce the main principles of business and social excellence, to generate knowledge and skills of students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector.

Objectives

1. Develop an understanding on quality management philosophies and frameworks.
2. Learn the perception of customers on quality aspects.
3. Develop in-depth knowledge on various tools and techniques of quality management.
4. Learn the applications of quality tools and techniques in both manufacturing and service industry.
5. Develop an understanding on the process of organizing and implementing QMS into the organization.

Module 1

Introduction to Quality Management

12 sessions

World Scenario of quality, drivers of quality, definition of Quality, benefits of quality, concept of TQM, evolution of TQM, quality gurus, TQM philosophies, models of TQM, quality planning.

Module 2

Customer (internal and external) Orientation on Quality **08 sessions**

Customer focus- Basic requirements of internal and external customers, customer perception and customer satisfaction on quality, Models of customer satisfaction and retention.

Module 3

TQM tools and Technique I **10 sessions**

The seven traditional tools of quality – New management tools – Six-sigma: Concepts, methodology, applications to manufacturing, Bench marking – Reason to bench mark, Bench marking process – FMEA – Stages, Types. KAIZEN, Statistical planning and control, BPR: concepts and practice.

Module 4

TQM tools and Technique II **10 sessions**

Quality circles – Quality Function Deployment (QFD) – Taguchi quality loss function – TPM – Concepts, improvement needs – Cost of Quality – Performance measures.

Module 5

Quality Systems Organizing and Implementation **10 sessions**

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM implementation.

Text Books:

1. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 6th Edition, South-Western (Thomson Learning), 2005.
2. Oakland, J.S., “TQM – Text with Cases”, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2003.
3. Suganthi, L and Anand Samuel, “Total Quality Management”, Prentice Hall (India) Pvt. Ltd., 2006.
4. Janakiraman, B and Gopal, R.K, “Total Quality Management – Text and Cases”, Prentice Hall (India) Pvt. Ltd., 2006.
5. Dale H. Besterfield, et al., “Total Quality Management”, Pearson Education Asia, 3rd Edition, Indian Reprint (2006).
6. Sridhara Bhat K, Total Quality management – Text and cases, Himalaya Publishing House, 4th Edition 2013.

Practical Component

1. Compare and contrast the average productivity level of any two similar types of organs.
2. Visit an industry in your area and interview two senior employees of that industry to assess the change in the mindset of employee then and now give your remarks on the same.
3. Search the net on the topics discussed and establish the claim or the need for a paradigm change with relevant data.
4. Visit the MNCs and observe how the vision of the company reflects in different facets of the organization. Write an essay based on your observation.
5. Visit an old, conventional, conservative and study how the different quality management principles can be applied.
6. Using internet get the vision statements of at least 15 different MNCs and compare them.

SUPPLY CHAIN MANAGEMENT

Code :403

Univ Code :

Contact Hours :40 hrs

Work load : 4 hours per week

Credit Points :3

Evaluation: Continues Internal Assessment - 15 marks
Semester and Examination - 60 marks

Preamble

At the end of the subject, the students will be able to analyze an existing supply chain of a company, apply various supply chain management concepts, and improve the supply chain and design an efficient supply chain in alignment with the strategic goals of the company.

Objectives

1. To make the students understand supply chain management from a global, multi-dimensional perspective.
2. Students will be made to understand global supplier capabilities (i.e., capacity, inventory management and quality) and the logistics systems that deliver goods to domestic and international markets.

Pedagogy: Lectures, Assignments, case study and Seminars

Module I

Sessions: 8

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

Module II

Sessions: 12

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. Purchasing & Vendor management: Centralized and decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials

Module III

Sessions: 12

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (tradeoff between stock out / working capital cost), lead time reduction,

re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Module IV

Sessions: 8

Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM V/s SCM, Benchmarking- concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Module V

Sessions: 8

The role of Supply Chain management within fortune 500 companies, Responses to growing economies, Trends in the market, growth opportunities and areas which will gain focus.

Text Books:

- 1.Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
- 5.Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)
6. Rahul V. Altekar, ‘Supply Chain Management- Concepts and Cases’; Prentice Hall of India, Latest edition.
7. Simchi, D.,Kaminsky, P., et al ‘Designing and Managing the Supply Chain-Concepts, Strategies and Case Studies’; McGraw-Hill Companies, Latest edition.

Practical Component

- Assignments based on tasks in the employer organizations so that the student is able to demonstrate his / her learning value addition.
- Computer based assignments.
- Industry based assignments to understand Supply Chain Management.

Management Control System

Code :404

Univ Code :

Contact Hours :48 hrs

Work load : 4 hours per week

Credit Points : 3

Evaluation: Continues Internal Assessment - 15 marks
Semester and Examination - 60 marks

Preamble

Management control systems are designed in order to implement the strategies successfully. The process of implementation of the strategies and the dilemma faced by managers are the main focus of this course. It envisages on responsibility centre, profit centre, investment centre, transfer pricing, budgeting, performance measurement, evaluation, and reward. Thus, the main objective of this course is to equip the students with the skills for effective implementation of strategies and resolving the attendant problems.

Objectives

1. To familiarize the students with the management control system in general.
2. To understand the concept of responsibility centres, profit centres and transfer pricing in the context of an organization.
3. To acquaint the students about the significance of budgeting and reporting as a tool of management control.
4. To familiarize the general nature of compensation plan.
5. To enable the students to understand the nature of control in different sectors.

Module -1 (10 Hours)

Management Control System- Concept, Nature and Purpose Of Control System, Elements Of Control System, New Management Techniques For Management Control System, Boundaries of Management Control System

Module -2 (10 Hours)

Responsibility Centres – Concept, Delegation and Responsibility Centres, Types Of Responsibility Centres, Profit Centres, Transfer Pricing – Methods Of Transfer Pricing, Investment Centre

Module -3 (08 Hours)

Budgeting and Reporting – Building Blocks of Budget, Budgetary Control System, Performance Measurement

Module – 4 (10 Hours)

Rewards and Compensation- Characteristics of Incentives Compensation Plans, Incentives For Business Unit Managers, Benefits of Performance Dependent Rewards

Module – 5 (10 Hours)

Management Control System in Service Organization, Multinational and Export Organization, Small and Medium Enterprises and Knowledge Organization

Text books

1. Management control systems By N. Ghosh – PHI learning private Ltd.,
2. Management control systems by Joseph A. Maciariello and other, India Edition PHI learning PVT Ltd.,
3. Management control system by Robert N. Anthony and Vijay Govindarajan, Tata McGraw Hill – special Indian Edition.
4. Case Studies in Management – Dr. Girish Jakhota

Practical Component

1. Prepare a check list of boundary condition for the establishment of profit centre in the organization and also design an evaluation system for it.
2. Prepare a matrix showing different transfer pricing model and discuss the problems in using different transfer pricing.
3. Prepare a list of conditions under which flexible budget can be used.
4. Identify the compensation structure of the corporate officer and CEO of your organization.