

**PROFESSIONAL CORE (PC)**

<b>SL. NO.</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>CATEGORY</b>	<b>CONTACT PERIODS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1.	BA5102	Principles of Management	PC	3	3	0	0	3
2.	BA5103	Accounting for Management	PC	4	4	0	0	4
3.	BA5101	Economic Analysis for Business	PC	4	4	0	0	4
4.	BA5104	Legal Aspects of Business	PC	3	3	0	0	3
5.	BA5105	Organizational Behaviour	PC	3	3	0	0	3
6.	BA5106	Statistics for Management	PC	3	3	0	0	3
7.	BA5207	Marketing Management	PC	4	4	0	0	4
8.	BA5111	Spoken and Written Communication	PC	4	0	0	4	2
9.	BA5201	Applied Operations Research	PC	3	3	0	0	3
10.	BA5202	Business Research Methods	PC	3	3	0	0	3
11.	BA5302	Strategic Management	PC	3	3	0	0	3
12.	BA5203	Financial Management	PC	3	3	0	0	3
13.	BA5204	Human Resource Management	PC	3	3	0	0	3
14.	BA5205	Information Management	PC	3	3	0	0	3
15.	BA5206	Operations Management	PC	3	3	0	0	3
16.	BA5301	International Business Management	PC	3	3	0	0	3
17.	BA5107	Total Quality Management	PC	3	3	0	0	3

**OBJECTIVES:**

- To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.

**UNIT I INTRODUCTION****8**

The themes of economics - scarcity and efficiency - three fundamental economic problems - society's capability - Production possibility frontiers (PPF) - Productive efficiency Vs economic efficiency - economic growth & stability - Micro economies and Macro economies - the role of markets and government - Positive Vs negative externalities.

**UNIT II CONSUMER AND PRODUCER BEHAVIOUR****13**

Market - Demand and Supply - Determinants - Market equilibrium - elasticity of demand and supply - consumer behaviour - consumer equilibrium - Approaches to consumer behaviour - Production - Short-run and long-run Production Function - Returns to scale - economies Vs diseconomies of scale - Analysis of cost - Short-run and long-run cost function - Relation between Production and cost function.

**UNIT III PRODUCT AND FACTOR MARKET****13**

Product market - perfect and imperfect market - different market structures - Firm's equilibrium and supply - Market efficiency - Economic costs of imperfect competition - factor market - Land, Labour and capital - Demand and supply - determination of factor price - Interaction of product and factor market - General equilibrium and efficiency of competitive markets.

**UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS****13**

Macro-economic aggregates - circular flow of macroeconomic activity - National income determination - Aggregate demand and supply - Macroeconomic equilibrium - Components of aggregate demand and national income - multiplier effect - Demand side management - Fiscal policy in theory.

**UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY****13**

Short-run and Long-run supply curve - Unemployment and its impact - Okun's law - Inflation and the impact - reasons for inflation - Demand Vs Supply factors - Inflation Vs Unemployment tradeoff - Phillips curve - short- run and long-run - Supply side Policy and management - Money market - Demand and supply of money - money-market equilibrium and national income - the role of monetary policy.

**TOTAL: 60 PERIODS****OUTCOMES:**

- Students are expected to become familiar with both principles of micro and macro economics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

**REFERENCES :**

- Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.
- William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9<sup>th</sup> Edition, 2012.
- N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2014
- Richard Lipsey and Alec Charystal, Economics, 12<sup>th</sup> edition, Oxford, University Press, New Delhi, 2011.
- Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2014.

**OBJECTIVES:**

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

**UNIT I INTRODUCTION TO MANAGEMENT 9**

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business.

**UNIT II PLANNING 9**

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

**UNIT III ORGANISING 9**

Nature and purpose of organizing- Organization structure- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal

**UNIT IV DIRECTING 9**

Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

**UNIT V CONTROLLING 9**

Process of controlling- Types of control- Budgetary and non-budgetary control techniques - Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

**TOTAL: 45 PERIODS****OUTCOMES:**

- The students should be able to describe and discuss the elements of effective management,
- discuss and apply the planning, organizing and control processes,
- describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication,
- communicate effectively through both oral and written presentation.

**REFERENCES:**

- Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9<sup>th</sup> edition, 2012.
- Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12<sup>th</sup> edition, 2012.
- Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9<sup>th</sup> edition, Tata McGraw-Hill Education, 2012.
- Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11<sup>th</sup> edition, 2008.
- Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13<sup>th</sup> edition, 2010.
- Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012.

**OBJECTIVES :**

- Acquire a reasonable knowledge in accounts
- Analysis and evaluate financial statements

**UNIT I FINANCIAL ACCOUNTING****12**

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

**UNIT II COMPANY ACCOUNTS****12**

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buyback of securities.

**UNIT III ANALYSIS OF FINANCIAL STATEMENTS****12**

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

**UNIT IV COST ACCOUNTING****12**

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

**UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT****12**

Significance of Computerised Accounting System- Codification and Grouping of Accounts-Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

**TOTAL: 45+15 = 60 PERIODS****OUTCOME**

- Possess a managerial outlook at accounts.

**REFERENCES :**

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.
3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15<sup>th</sup>edition, Tata McGraw Hill Publishers, 2010.
4. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
5. Stice & Stice, Financial Accounting Reporting and Analysis, 8<sup>th</sup> edition, Cengage, 2010.
6. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
7. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.
8. Sawyers, Jackson, Jenkins, Arora, Managerial Accounting, 2<sup>nd</sup> edition, Cengage, 2011
9. Godwin, Alderman, Sanyal , Financial Accounting, 2<sup>nd</sup> edition, Cengage, 2011
10. Narashiman.M.S, Financial statement analysis, Cengage, 2016.



**OBJECTIVE:**

- To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

<b>UNIT I</b>	<b>FOCUS AND PURPOSE</b>	<b>5</b>
Definition, need and importance of organizational behaviour - Nature and scope - Frame work - Organizational behaviour models.		
<b>UNIT II</b>	<b>INDIVIDUAL BEHAVIOUR</b>	<b>12</b>
Personality - types - Factors influencing personality - Theories - Learning - Types of learners - The learning process - Learning theories - Organizational behaviour modification. Misbehaviour - Types - Management Intervention. Emotions - Emotional Labour - Emotional Intelligence - Theories. Attitudes - Characteristics - Components - Formation - Measurement-Values. Perceptions - Importance - Factors influencing perception - Interpersonal perception- Impression Management. Motivation - Importance - Types - Effects on work behavior.		
<b>UNIT III</b>	<b>GROUP BEHAVIOUR</b>	<b>10</b>
Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms - Group decision making techniques - <b>Team building</b> - Interpersonal relations – Communication – Control.		
<b>UNIT IV</b>	<b>LEADERSHIP AND POWER</b>	<b>8</b>
Meaning - Importance - Leadership styles - Theories - Leaders Vs Managers - Sources of power - Power centers – Power and Politics.		
<b>UNIT V</b>	<b>DYNAMICS OF ORGANIZATIONAL BEHAVIOUR</b>	<b>10</b>
Organizational culture and climate - Factors affecting organizational climate - Importance. Job satisfaction - Determinants - Measurements - Influence on behavior. Organizational change - Importance - Stability Vs Change - Proactive Vs Reaction change - the change process - Resistance to change - Managing change. Stress - Work Stressors - Prevention and Management of stress - Balancing work and Life. Organizational development - Characteristics - objectives -. Organizational effectiveness Developing Gender sensitive workplace		

**TOTAL: 45 PERIODS****OUTCOME:**

- Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

**REFERENCES :**

- Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
- Fred Luthans, Organisational Behavior, McGraw Hill, 12<sup>th</sup> Edition,
- Mc Shane & Von Glinov, Organisational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
- Nelson, Quick, Khandelwal. ORGB - An innovative approach to learning and teaching. Cengage, 2<sup>nd</sup> edition. 2012
- Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7<sup>th</sup> edition, Tata McGraw Hill, 2008.
- Udai Pareek, Understanding Organisational Behaviour, 3<sup>rd</sup> Edition, Oxford Higher Education, 2011.
- Jerald Greenberg, Behaviour in Organization, PHI Learning. 10<sup>th</sup> edition. 2011

**OBJECTIVE:**

- To learn the applications of statistics in business decision making.

**UNIT I INTRODUCTION 9**

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

**UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 9**

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

**UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS 9**

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

**UNIT IV NON-PARAMETRIC TESTS 9**

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov - test for goodness of fit, comparing two populations. Mann - Whitney U test and Kruskal Wallis test. One sample run test.

**UNIT V CORRELATION AND REGRESSION 9**

Correlation - Coefficient of Determination - Rank Correlation - Regression - Estimation of Regression line - Method of Least Squares - Standard Error of estimate.

**TOTAL: 45 PERIODS****OUTCOME:**

To facilitate objective solutions in business decision making under subjective conditions.

**REFERENCES:**

1. Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th Edition, 2016.
2. Prem.S.Mann, Introductory Statistics, 7th Edition, Wiley India, 2016.
3. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016.
4. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012.
5. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South - Western) Asia, Singapore, 2012.
6. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
7. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.

**OBJECTIVE:**

- To learn the quality philosophies and tools in the managerial perspective.

**UNIT I INTRODUCTION****9**

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

**UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT****9**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**UNIT III STATISTICAL PROCESS CONTROL****9**

Meaning and significance of statistical process control (SPC) - construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) - principles, applications, reengineering process, benefits and limitations.

**UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT****9**

Quality functions development (QFD) - Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) - requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

**UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION****9**

Introduction to IS/ISO 9004:2000 - quality management systems - guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

**TOTAL: 45 PERIODS****OUTCOME:**

- To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.

**REFERENCES :**

1. Dale H. Besterfield, Carol Besterfield - Michna, Glen H. Besterfield, Mary Besterfield - Sacre, Hermant - Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, II Edition 2010
3. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4<sup>th</sup> Edition, Wiley India Pvt Limited, 2008.
4. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
5. Poornima M. Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011
6. Indian standard - quality management systems - Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.



**OBJECTIVES :**

- To familiarize learners with the mechanics of writing
- To enable learners to write in English precisely and effectively.
- To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.

**UNIT I PERSONAL COMMUNICATION 12**

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific - Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information, oral reports, extempore.

**UNIT II EMPLOYABILITY SKILLS 12**

Interview skills – HR and technical – Types of interview, preparation for interview, mock interview, Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques. Time management and effective planning - identifying barriers to effective time management, time management techniques, relationship between time management and stress management.

**UNIT III WORK PLACE COMMUNICATION 12**

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

**UNIT IV RESEARCH WRITING 12**

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

**UNIT V WRITING FOR MEDIA AND CREATIVE WRITING 12**

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

**TOTAL: 60 PERIODS**

Note: It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark.

No end semester examination is required for this course.

**OUTCOMES :****Learners should be able to**

- Get into the habit of writing regularly.
- Express themselves in different genres of writing from creative to critical to factual writing.
- Take part in print and online media communication
- Read quite widely to acquire a style of writing and
- Identify their area of strengths and weaknesses in writing.
- Speak confidently with any speakers of English, including native speakers.
- Speak effortlessly in different contexts - informal and formal.

## REFERENCES :

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar's Basic Business Communication, 11<sup>th</sup> ed. Tata McGraw-Hill, New Delhi.
2. E.H. McGrath, S.J. 2012, Basic Managerial Skills for All. 9<sup>th</sup> ed. Prentice-Hall of India, New Delhi.

### Management books

Robin Sharma - The greatness guide  
Steven Covey - 7 Habits of Effective people  
Arindham Chaudhuri- Count your chickens before they hatch  
Ramadurai - TCS Story

Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar

Review : Harvard Business review

Reports : Deloitte Netsis

Magazines : Bloomberg Businessweek, Economist

3. Richard Denny, 'Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

**BA5201**

**APPLIED OPERATIONS RESEARCH**

**L T P C**

**3 0 0 3**

### OBJECTIVE:

- To learn the concepts of operations research applied in business decision making.

### **UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 9**

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

### **UNIT II LINEAR PROGRAMMING EXTENSIONS 9**

Transportation Models (Minimising and Maximising Problems) - Balanced and unbalanced Problems - Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) - Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

### **UNIT III INTEGER PROGRAMMING AND GAME THEORY 9**

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

### **UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 9**

Inventory Models - EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk - Decision trees - Decision making under uncertainty. Monte-carlo simulation.

### **UNIT V QUEUING THEORY AND REPLACEMENT MODELS 9**

Queuing Theory - single and Multi-channel models - infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) - Group Replacement Models.

**TOTAL: 45 PERIODS**

## OUTCOME:

- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

## REFERENCES :

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Ninth Edition, 2010.
4. Anderson , Sweeney Williams Solutions Manual to Accompany An Introduction to Management Science Quantitative Approaches To Decision, Cengage , 12<sup>th</sup> edition , 2012
5. G. Srinivasan, Operations Research - Principles and Applications, II edition , PHI, 2010.
6. Bernard W.Taylor ,Introduction to Management Science , 12 th edition, 2012

**BA5202**

**BUSINESS RESEARCH METHODS**

**L T P C**  
**3 0 0 3**

## OBJECTIVE:

- To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

### **UNIT I INTRODUCTION**

**9**

Business Research - Definition and Significance - the research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross -Sectional and time - series Research - Research questions / Problems - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.

### **UNIT II RESEARCH DESIGN AND MEASUREMENT**

**9**

Research design - Definition - types of research design - exploratory and causal research design - Descriptive and experimental design - different types of experimental design - Validity of findings - internal and external validity - Variables in Research - Measurement and scaling - Different scales - Construction of instrument - Validity and Reliability of instrument.

### **UNIT III DATA COLLECTION**

**9**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation - Experiments - Construction of questionnaire and instrument - Validation of questionnaire - Sampling plan - Sample size - determinants optimal sample size - sampling techniques - Probability Vs Non-probability sampling methods.

### **UNIT IV DATA PREPARATION AND ANALYSIS**

**9**

Data Preparation - editing - Coding -Data entry - Validity of data - Qualitative Vs Quantitative data analyses - Bivariate and Multivariate statistical techniques - Factor analysis - Discriminant analysis - cluster analysis - multiple regression and correlation - multidimensional scaling - Conjoint Analysis - Application of statistical software for data analysis.

### **UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH**

**9**

Research report - Different types - Contents of report - need of executive summary - chapterization - contents of chapter - report writing - the role of audience - readability - comprehension - tone - final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

**TOTAL: 45 PERIODS**

## OUTCOME:

- Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful. They would become familiar with the nuances of scientific communications.

## REFERENCES :

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3<sup>rd</sup> Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5<sup>th</sup> Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8<sup>th</sup> Edition, Cengage Learning, New Delhi, 2012.

**BA5203**

**FINANCIAL MANAGEMENT**

**L T P C**  
**4 0 0 4**

## OBJECTIVES:

Facilitate student to

- Understand the operational nuances of a Finance Manager
- Comprehend the technique of making decisions related to finance function

### **UNIT I FOUNDATIONS OF FINANCE:**

**9**

Introduction to finance- Financial Management - Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions - Time value of money - features and valuation of shares and bonds - Concept of risk and return - single asset and of a portfolio.

### **UNIT II INVESTMENT DECISIONS:**

**9**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques Concept and measurement of cost of capital - Specific cost and overall cost of capital.

### **UNIT III FINANCING AND DIVIDEND DECISION:**

**9**

Leverages - Operating and Financial leverage - measurement of leverages - degree of Operating & Financial leverage - Combined leverage, EBIT - EPS Analysis- Indifference point.  
Capital structure - Theories - Net Income Approach, Net Operating Income Approach, MM Approach - Determinants of Capital structure.  
Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories - Walter's - Model, Gordon's model and MM model. - Factors determining dividend policy - Types of dividend policies – forms of dividend

### **UNIT IV WORKING CAPITAL MANAGEMENT:**

**9**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

**UNIT V LONG TERM SOURCES OF FINANCE: 9**  
Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

**TOTAL: 45 PERIODS**

**OUTCOME:**

- Possess the techniques of managing finance in an organization

**REFERENCES :**

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6<sup>th</sup> edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10<sup>th</sup> edition, 2012.
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne -Fundamentals of Financial Management- PHI Learning, 11<sup>th</sup> Edition, 2012.
5. Prasanna Chandra, Financial Management, 9<sup>th</sup> edition, Tata McGraw Hill, 2012.
6. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition, 2010
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
8. Parasuraman.N.R, Financial Management, Cengage, 2014.
9. William R.Lasher, Financial Management, 7<sup>th</sup> Edition, Cengage, 2014 .
10. Brigham and Ehrhardt, Financial Management, 14<sup>th</sup> edition, Cengage, 2015.

**BA5204**

**HUMAN RESOURCE MANAGEMENT**

**L T P C**  
**3 0 0 3**

**OBJECTIVE:**

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

**UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 5**

Evolution of human resource management - The importance of the human factor - Challenges - Inclusive growth and affirmative action -Role of human resource manager - Human resource policies - Computer applications in human resource management - Human resource accounting and audit.

**UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 8**

Importance of Human Resource Planning - Forecasting human resource requirement -matching supply and demand - Internal and External sources. Recruitment - Selection - induction - Socialization benefits.

**UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 10**

Types of training methods -purpose- benefits- resistance. Executive development programmes - Common practices - Benefits - Self development - Knowledge management.

**UNIT IV SUSTAINING EMPLOYEE INTEREST 12**

Compensation plan - Reward - Motivation - Application of theories of motivation - Career management - Development of mentor - Protégé relationships.

**UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10**

Method of performance evaluation - Feedback - Industry practices. Promotion, Demotion, Transfer and Separation - Implication of job change. The control process - Importance - Methods - Requirement of effective control systems grievances - Causes - Implications - Redressal methods.

**TOTAL: 45 PERIODS**

**OUTCOME:**

- Students will gain knowledge and skills needed for success as a human resources professional

**REFERENCES :**

1. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11<sup>th</sup> Edition, 2013.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8<sup>th</sup> edition 2012.
5. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
6. Ivancevich, Human Resource Management, McGraw Hill 2012.
7. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

**BA5205****INFORMATION MANAGEMENT****L T P C****3 0 0 3****OBJECTIVES :**

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

**UNIT I INTRODUCTION****10**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

**UNIT II SYSTEM ANALYSIS AND DESIGN****10**

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

**UNIT III DATABASE MANAGEMENT SYSTEMS****9**

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

**UNIT IV SECURITY, CONTROL AND REPORTING****8**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

**UNIT V NEW IT INITIATIVES****8**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

**TOTAL: 45 PERIODS****OUTCOME**

- Gains knowledge on effective applications of information systems in business

**REFERENCES :**

1. Robert Schultheis and Mary Summer, Management Information Systems - The Managers View, Tata McGraw Hill, 2008.

2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
4. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21<sup>st</sup> Reprint 2008.
5. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9<sup>th</sup> edition, 2013.
6. Turban, McLean and Wetherbe, Information Technology for Management -Transforming Organisations in the Digital Economy, John Wiley, 6<sup>th</sup> Edition, 2008.
7. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
8. James O Brien, Management Information Systems - Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004.
9. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10<sup>th</sup> Edition, 2012
10. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
11. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4<sup>th</sup> Edition, 2013.

**BA5206**

**OPERATIONS MANAGEMENT**

**L T P C**  
**3 0 0 3**

**OBJECTIVE:**

- To provide a broad introduction to the field of operations management and explain the concepts, strategies , tools and techniques for managing the transformation process that can lead to competitive advantage.

**UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9**

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy - Strategic fit , framework; Supply Chain Management

**UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 9**

Demand Forecasting - Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning - Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location - Theories, Steps in Selection, Location Models. Facility Layout - Principles, Types, Planning tools and techniques.

**UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 9**

Product Design - Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process - Planning, Selection, Strategy, Major Decisions. Work Study - Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity - Measuring Productivity and Methods to improve productivity.

**UNIT IV MATERIALS MANAGEMENT 9**

Materials Management - Objectives, Planning, Budgeting and Control. Purchasing - Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management - Nature, Layout, Classification and Coding. Inventory - Objectives, Costs and control techniques. Overview of JIT.

**UNIT V SCHEDULING AND PROJECT MANAGEMENT 9**  
Project Management - Scheduling Techniques, PERT, CPM; Scheduling - work centers - nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling - Johnson's Algorithm - Gantt charts; personnel scheduling in services.

**TOTAL: 45 PERIODS**

**OUTCOME:**

- Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

**REFERENCES :**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12<sup>th</sup> Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 11<sup>th</sup> Edition, 2015.
4. Russel and Taylor, Operations Management, Wiley, 8<sup>th</sup> Edition, 2015.
5. Kanishka Bedi, Production and Operations Management, Oxford University, 3<sup>rd</sup> Edition, 2013.
6. Chary S. N, Production and Operations Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 2013.
7. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
8. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3<sup>rd</sup> Edition, 2015
9. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

**BA5207**

**MARKETING MANAGEMENT**

**L T P C  
4 0 0 4**

**OBJECTIVES:**

- Developing an understanding of ideas and nuances of modern marketing
- Describe the process to formulate and manage the B2B marketing strategy including all key components.
- Explain the techniques to conduct market analysis practices including market segmentation and targeting.
- Compare and contrast different perspectives that characterize the study of consumer behavior.
- Explain the role of IMC in the overall marketing program.

**UNIT I INTRODUCTION 12**  
Marketing - Definitions - Conceptual frame work - Marketing environment : Internal and External - Marketing interface with other functional areas - Production, Finance, Human Relations Management, Information System. Marketing in global environment - Prospects and Challenges.

**UNIT II MARKETING STRATEGY 12**  
Marketing strategy formulations - Key Drivers of Marketing Strategies - Strategies for Industrial Marketing - Consumer Marketing - Services marketing - Competitor analysis - Analysis of consumer and industrial markets - Strategic Marketing Mix components.

**UNIT III MARKETING MIX DECISIONS 12**  
Product planning and development - Product life cycle - New product Development and Management - Market Segmentation - Targeting and Positioning - Channel Management - Advertising and sales promotions - Pricing Objectives, Policies and methods.



**UNIT IV BUYER BEHAVIOUR****12**

Understanding industrial and individual buyer behavior - Influencing factors - Buyer Behaviour Models - Online buyer behaviour - Building and measuring customer satisfaction - Customer relationships management - Customer acquisition, Retaining, Defection.

**UNIT V MARKETING RESEARCH & TRENDS IN MARKETING****12**

Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations -Cause related marketing - Ethics in marketing - Online marketing trends.

**TOTAL: 60  
PERIODS****OUTCOMES:**

- knowledge of analytical skills in solving marketing related problems
- awareness of marketing management process

**REFERENCES :**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14<sup>th</sup> Edition, 2012
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill, First edition,2010
3. Lamb, hair, Sharma, Mc Daniel- Marketing - An Innovative approach to learning and teaching-Asouth Asian perspective, Cengage Learning – 2012
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2<sup>nd</sup> Edition,2011.
5. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2000.