

Professional core – 2021 Regulations

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	BA4101	Statistics for Management	PCC	3	0	0	3	3
2.	BA4102	Management Concepts and Organizational Behavior	PCC	3	0	0	3	3
3.	BA4103	Managerial Economics	PCC	3	0	0	3	3
4.	BA4104	Accounting for Decision Making	PCC	3	0	0	3	3
5.	BA4105	Legal Aspects of Business	PCC	3	0	0	3	3
6.	BA4106	Information Management	PCC	3	0	0	3	3
7.	BA4201	Quantitative Techniques for Decision Making	PCC	3	0	0	3	3
8.	BA4202	Financial Management	PCC	3	0	0	3	3
9.	BA4203	Human Resource Management	PCC	3	0	0	3	3
10.	BA4204	Operations Management	PCC	3	0	0	3	3
11.	BA4205	Business Research Methods	PCC	3	0	0	3	3
12.	BA4206	Business Analytics	PCC	3	0	0	3	3
13.	BA4207	Marketing Management	PCC	3	0	0	3	3
14.	BA4212	Data analysis and Business Modelling (Laboratory)	PCC	0	0	4	4	2
15.	BA4301	Strategic Management	PCC	3	0	0	3	3
16.	BA4302	International Business	PCC	3	0	0	3	3

COURSE 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 samp les (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**COURSE OUTCOMES:**

- To facilitate objective solutions in business decision making.
- To understand and solve business problems.
- To apply statistical techniques to data sets, and correctly interpret the results.
- To develop skill-set that is in demand in both the research and business environments.
- To enable the students to apply the statistical techniques in a work setting.

REFERENCES:

1. Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2017.
2. Prem. S. Mann, Introductory Statistics, Wiley Publications, 9th Edition, 2015.
3. T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3rd Edition 2017.
4. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
5. David R. Anderson, Dennis J. Sweeney, Thomas A.Williams, Jeffrey D.Camm, James J.Cochran, Statistics for business and economics, 13th edition, Thomson (South – Western) Asia, Singapore, 2016.
6. N. D. Vohra, Business Statistics, Tata McGrawHill, 2017.

COURSE 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.
- To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

UNIT I NATURE AND THEORIES OF MANAGEMENT 9

Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo-Classical- Mayo & Hawthorne Experiments. • Modern era – system & contingency approach Managerial Skills.

UNIT II PLANNING AND ORGANISING 9

Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Types, Techniques and Processes.

Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.

UNIT III INDIVIDUAL BEHAVIOUR 9

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.

UNIT IV GROUP BEHAVIOUR 9

Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development.

UNIT V EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR 9

Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

On completion of course, Students will develop

CO1 Understanding of various management concepts and skills required in the business world

CO2 In-depth knowledge of various functions of management in a real time management context

CO3 Understanding of the complexities associated with management of individual behavior in the organizations

CO4 Develop the skillset to have manage group behaviour in Organizations

CO5 Insights about the current trends in managing organizational behaviour

REFERENCES:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016.
2. Samuel C. Certo and S. Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
3. Harold Koontz and Heinz Wehrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.
4. Charles W.L Hill and Steven L McShane, „Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
5. Stephen P. Robbins, Timothy A. Judge, Organisational Behavior, PHI Learning / Pearson Education, 16th edition, 2014.
6. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013.
7. Don Hellriegel, Susan E. Jackson and John W, Jr Slocum, Management: A competency -Based Approach, Thompson South Western, 11th edition, 2008.
8. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
9. Stephen P. Robbins, David De Cenzo and Mary Coulter, Fundamentals Of Management, Prentice Hall of India, 9 th edition 2016.
10. McShane, Mary V. Glinow, Organizational Behavior, 8th Edition, Tata Mc Graw Hill, 2017.
11. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012
12. Robert Konopaske, John M Ivancevich, Michael T Matteson, Oranizational Behavior and Management, 11th edition, Tata McGraw Hill, 2017.
13. Udai Pareek, Understanding Organisational Behavior, 3rd Edition, Oxford Higher Education, 2011.
14. Jerald Greenberg, Behavior in Organizations, PHI Learning. 10th edition. 2011



COURSE OBJECTIVE:

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

UNIT I INTRODUCTION**9**

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**9**

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**9**

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**9**

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**9**

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: 45 PERIODS**COURSE OUTCOMES:**

- To introduce the concepts of scarcity and efficiency;
- 2. To explain principles of microeconomics relevant to managing an organization
- 3. To describe principles of macroeconomics
- 4. To have the understanding of economic environment of business.
- 5. To study about the policies that regulate economic variables

REFERENCES:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2011
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 7th edition 2008.
3. N. Gregory Mankiw, Principles of Economics, 8th edition, Thomson learning, New Delhi, 2017.
4. Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.
5. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.
6. Panneerselvam. R, Engineering Economics, 2nd Edition, PHI Learning, 2014.

COURSE OBJECTIVE:

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

UNIT I FINANCIAL ACCOUNTING**9**

Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles– Double Entry System – Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Reading the financial statements

UNIT II ANALYSIS OF FINANCIAL STATEMENTS**9**

Financial ratio analysis, Interpretation of ratio for financial decisions - Dupont Ratios – Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.

UNIT III COST ACCOUNTING**9**

Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.

UNIT IV MARGINAL COSTING**9**

Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.

UNIT V BUDGETING AND VARIANCE ANALYSIS**9**

Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.

TOTAL : 45 PERIODS**COURSE OUTCOMES:**

1. A thorough grounding of financial accounting concepts
2. Preparation of financial statement analysis
3. Understand the management and cost accounting techniques
4. Apply the management and cost accounting techniques for decision making
5. Assess the accountancy standards of practices in India

REFERENCES:

1. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
2. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edtion, 2018.
3. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014
4. Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2017
5. Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.
6. Earl K. Stice& James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.
7. N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases,3 rd edition PHI Learning, 2018
8. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2012.

COURSE OBJECTIVE:

- The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.

UNIT I COMMERCIAL LAW 9**THE INDIAN CONTRACT ACT 1872**

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

THE SALE OF GOODS ACT 1930 Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller -

NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Che que and drafts, discharge of negotiable instruments.

UNIT II COMPANY LAW AND COMPETITION ACT 9

COMPANY ACT 1956&2013 Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

UNIT III INDUSTRIAL LAW 9

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT IV CORPORATE TAX & GST 9

Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS 9

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machinerics and Forums-- Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.– Copy rights, Trade marks, Patent Act. Introduction, Right to Information Act, 2005.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Understand the fundamental legal principles in developing various contracts and commercial laws in the business world
2. Identify the common forms of business associations and elements of Corporate Governance
3. Develop insights regarding the laws related to industrial environment
4. Ability to understand the fundamentals of corporate tax and GST
5. Understand the role of consumer rights and cyber laws in the modern business environment

REFERENCES :

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.
3. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018.
4. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 th edition, 2016.
5. Sinha P.K, Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, NewDelhi
6. Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019
7. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015.
8. Dr. Vinod K. Singhania, Direct Taxes Planning and Management, 11 th, 2007.
9. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 15 th edition 2017.
10. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2 nd edition, 2017
11. Ravinder Kumar– Legal Aspect of Business.– Cengage Learning, 4 th Edition-2016.
12. V.S. Datey, GST Ready Reckoner, 9 th edition, 2019

BA4106

INFORMATION MANAGEMENT

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

COURSE OBJECTIVES:

- To understand the importance of information in business
- To know about the recent information systems and technologies.

UNIT I INTRODUCTION

9

Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.

UNIT II SYSTEM ANALYSIS AND DESIGN

10

System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

UNIT III DATABASE MANAGEMENT SYSTEMS

8

DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.

UNIT IV INTEGRATED SYSTEMS, SECURITY AND CONTROL

9

Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.

UNIT V NEW IT INITIATIVES

9

Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing

TOTAL : 45 PERIODS

COURSE OUTCOMES:

1. Learn the basics of data and information system.
2. Understand the system development methodologies.
3. Understand database management system and its types.
4. Learn the various technologies in information system and its security.
5. Gains knowledge on effective applications of information systems in business.

REFERENCES:

1. Robert Schultheis and Mary Sumner, Management Information Systems – The Manager's View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 th edition, 2018.
3. Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.

BA4201**QUANTITATIVE TECHNIQUES FOR DECISION MAKING****L T P C
3 0 0 3****COURSE OBJECTIVE:**

- To apply quantitative techniques in modeling and solving business related problems.

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

Relevance of quantitative techniques in management decision making. Linear Programming -formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. 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 DECISION AND GAME THEORIES**9**

Decision making under risk – Decision trees – Decision making under uncertainty.

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 AND REPLACEMENT MODELS**9**

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models.

Replacement Models-Individual replacement Models (With and without time value of money) – Group Replacement Models.

UNIT V QUEUING THEORY AND SIMULATION**9**

Queuing Theory - single and multi-channel models – infinite number of customers and infinite calling source.

Monte Carlo simulation – use of random numbers, application of simulation techniques

TOTAL: 45 PERIODS

COURSE OUTCOMES:

To understand the applications of

1. Linear programming in product mix decisions
2. Transportation and assignment in logistics and job allocation scenarios
3. Game theory and heuristics of decision making in real time decisions
4. Inventory management and replacement models in manufacturing context
5. Queuing and simulation in real time scenario optimisation

REFERENCES:

1. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
2. G. Srinivasan, Operations Research – Principles and Applications, 2nd edition, PHI, 2011.
3. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
4. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019.
5. Bernard W. Taylor III, Introduction to Management Science, 9th Edition, Pearson Ed.
6. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2010.
7. Nagraj B, Barry R and Ralph M. S Jr., Managerial Decision Modelling with Spreadsheets, Second Edition, 2007, Pearson Education.

BA4202

FINANCIAL MANAGEMENT

L T P C
3 0 0 3

COURSE OBJECTIVES:

Facilitate student

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

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 - Receivables Management - Inventory management – Cash management - Working capital finance : Commercial paper, Company deposit, Trade credit, Bank finance.

UNIT V LONG TERM SOURCES OF FINANCE

9

Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

TOTAL :45 PERIODS

COURSE OUTCOMES:

1. Identify the concepts of financial decision of an organisation
2. Recognize the time value of money
3. Learn the capital budgeting and cost of capital techniques
4. Understand how to decide the decision of capital structure and distribution of dividend
5. Assess the short-term and long-term sources of finance

REFERENCES :

1. I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2017.
1. AswathDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 13th Edition, 2014.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning 2015.
4. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2012.

BA4203**HUMAN RESOURCE MANAGEMENT****L T P C
3 0 0 3****COURSE 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 9**
Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.
- UNIT II HUMAN RESOURCE PLANNING AND RECRUITMENT 9**
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.
- UNIT III TRAINING AND DEVELOPMENT 9**
Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self development – Knowledge management.
- UNIT IV EMPLOYEE ENGAGEMENT 9**
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.
- UNIT V PERFORMANCE EVALUATION AND CONTROL 9**
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**COURSE OUTCOMES:**

1. Students would have gained knowledge on the various aspects of HRM
2. Students will gain knowledge needed for success as a human resources professional.
3. Students will develop the skills needed for a successful HR manager
4. Students would be prepared to implement the concepts learned in the workplace.
5. Students would be aware of the emerging concepts in the field of HRM

REFERENCES :

1. Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson Education Limited, 2015.
2. David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11th Edition, 2014.
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 ,8th edition 2012.
5. Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.
6. Ivancevich, Human Resource Management, McGraw Hill 2012.
7. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

BA4204

OPERATIONS MANAGEMENT

L T
P C 3 0 0
3

COURSE 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. Productivity; World-class manufacturing practices

UNIT II OPERATIONS AND THE VALUE CHAIN

9

Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.

UNIT III DESIGNING OPERATIONS

9

Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT IV PLANNING AND CONTROL OF OPERATIONS

9

Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing

UNIT V QUALITY MANAGEMENT

9

Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

1. Understanding of the evolution of operations management practices and world class manufacturing processes
2. Knowledge about capacity planning, strategic sourcing and procurement in organizations
3. Enhances the understanding of product development and design process
4. Ability to forecast demand and overcome bottlenecks
5. Provides insight to Quality management tools and practices.

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014.
2. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
4. Russel and Taylor, Operations Management, Wiley, 5th Edition, 2006.
5. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 9th edition, 2015.
6. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 4th Edition, 2016.
7. Panneerselvam. R, Production and Operations Management, 3rd Edition, PHI Learning, 2012.

BA4205

BUSINESS RESEARCH METHODS

L T P C
3 0 0 3

COURSE OBJECTIVE:

- To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.

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 – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS

9

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of 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 –Types – Contents of report – need for 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 – Ethics in research – Subjectivity and Objectivity in research.

TOTAL : 45 PERIODS

COURSE OUTCOMES :

1. Students will understand and appreciate scientific inquiry
2. Students would know to write research proposals
3. The students would be able to undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry to solve organizational problems
4. Students would be able to analyze data and find solutions to the problems.
5. Students could prepare research reports

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
5. Panneerselvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.

BA4206

BUSINESS ANALYTICS

**LT P C
3 0 0 3**

COURSE OBJECTIVES:

Learn to

1. Use business analytics for decision making
2. To apply the appropriate analytics and generate solutions
3. Model and analyse the business situation using analytics.

UNIT I INTRODUCTION TO BUSINESS ANALYTICS (BA) 9

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

UNIT II MANAGING RESOURCES FOR BUSINESS ANALYTICS 9

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNIT III DESCRIPTIVE ANALYTICS 9

Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics

UNIT IV PREDICTIVE ANALYTICS 9

Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics

UNIT V PRESCRIPTIVE ANALYTICS 9

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

1. Ability to understand the role of Business Analytics in decision making
2. Ability to identify the appropriate tool for the analytics scenario
3. Ability to apply the descriptive analytics tools and generate solutions
4. Understanding of Predictive Analytics and applications
5. Knowledge of Prescriptive Analytics and demonstrating business process improvement

REFERENCES

1. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014
2. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making" , Fifth edition, Cengage Learning, 2015.
3. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

COURSE OBJECTIVES:

- To understand the changing business environment and the fundamental premise underlying market driven strategies.
- To identify the indicators of management thoughts and practices.

UNIT I INTRODUCTION**9**

Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System – Marketing in global environment – International Marketing – Rural Marketing – Prospects and Challenges.

UNIT II MARKETING STRATEGY**9**

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS**9**

Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods

UNIT IV BUYER BEHAVIOUR**9**

Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behaviour Models – Online buyer behaviour – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING**9**

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

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Applied knowledge of contemporary marketing theories to the demands of business and management practice.
2. Enhanced knowledge of marketing strategies for consumer and industrial marketing
3. Deep understanding of choice of marketing mix elements and managing integrated marketing channels
4. Ability to analyze the nature of consumer buying behaviour
5. Understanding of the marketing research and new trends in the arena of marketing

REFERENCES:

1. Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th Edition, 2017.
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill Education, 2012
3. Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning, 2012.
4. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5th edition, 2019.
5. Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6th edition, 2018.

6. A. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
7. Micheal R. Czinkota, Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2nd edition 2006.
8. Philip Kotler , Gay Armstrong, Prafulla Agnihotri, Principles of marketing, 7 th edition, 2018.

**BA4212 DATA ANALYSIS AND BUSINESS MODELING
(LABORATORY)**

**L T P C
0 0 4 2**

OBJECTIVE :

- To have hands-on experience on data analysis for business modeling.

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Parametric Tests	4
3	3	Non-parametric Tests	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- Spreadsheet Software and Data Analysis Tools

TOTAL: 60 PERIODS

COURSE OUTCOMES:



1. Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques
2. Facilitates to identify the relationship between variables using data analytical tools
3. Provides understanding about forecasting in real time business world using analytical tools
4. Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data
5. Enhances knowledge about networking, inventory models and queuing theory using data analytical tools

REFERENCES:

1. David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to Decision Making", (13th edition) South-Western College Pub, 2011.
2. William J. Stevenson, CeyhunOzgur, "Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
3. Hansa Lysander Manohar, "Data Analysis and Business Modelling using Microsoft Excel" PHI, 2017.
4. David M. Levine et al, "Statistics for Managers using MS Excel" (6th Edition) Pearson,2010.
5. Minnick, C. WebKit for Dummies. John Wiley & Sons, (2012).

BA4301

STRATEGIC MANAGEMENT

L T P C3

COURSE OBJECTIVE:

- To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, and to equip with skills required to manage business and non-business organizations at senior levels. The course adopts a functional approach to management developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS

9

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE

9

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES

9

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment- Corporate Strategy- Vertical Integration- Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Managing Growth - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION

9

The implementation process, Resource allocation, Designing organisational structure - Designing Strategic Control Systems- Matching structure and control to strategy- Implementing Strategic change- Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES

9

Managing Technology and Innovation - Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study Challenges in Strategic Management: Introduction, Strategic Management as an Organisational Force, Dealing with Strategic Management in Various Situations, Strategic Management Implications and Challenges

Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Strategic management in a new globalised economy

**TOTAL:
45
PERIOD
S**

COURSE OUTCOMES:

1. Ability to understand the Strategic management process and social responsibility of business organizations
2. In-depth understanding about the need for developing competitive advantage for organizations
3. Provides insights into various corporate and business level strategies
4. Facilitates to identify the various control systems required for organizational strategy implementation process
5. Enhances the cognitive knowledge about various strategic issues and development of new business models

REFERENCES:

1. Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008
4. AdriaanH Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2 nd edition, 2013.
6. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
- 7 Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning

- Solutions Inc., Wiley, 2012.
8. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012
 9. Lafley AG and Roger L Martin, Playing to Win : Strategy really works, Harvard Business Review Press

BA4302

INTERNATIONAL BUSINESS

L T P C
3 0 0 3

COURSE OBJECTIVE:

- To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.

UNIT I AN OVERVIEW OF INTERNATIONAL BUSINESS

9

Definition and drivers of International Business- Changing Environment of International Business- Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.

UNIT II THEORIES OF INTERNATIONAL TRADE AND INVESTMENT

9

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalisation-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.

UNIT III GLOBAL ENTRY

9

Strategic compulsions— Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS

9

Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.

UNIT V HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS

9

Selection of expatriate managers- Managing across cultures -Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.

TOTAL: 45 PERIODS

COURSE OUTCOMES:

1. In Depth knowledge of driving factors of international Business
2. Understanding of theories of trade and investment practiced in the global world
3. Deep Insights in to various market entry strategies followed by Global Organizations
4. Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system
5. Enhance the cognitive knowledge of managing business across the cultures

REFERENCES:

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 12th edition.
5. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.
6. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.