

**MASTER OF BUSINESS ADMINISTRATION
UNDER
CHOICE BASED CREDIT SYSTEM (CBCS)**

(2014 - 2015 ONWARDS)

COURSE CONTENT OF FIRST SEMESTER

CANARA BANK SCHOOL OF MANAGEMENT STUDIES,

BANGALORE UNIVERSITY, BANGALORE

COURSE MATRIX

FIRST SEMESTER

PAPER	SUBJECT
1.1	Economics for Managers
1.2	Organizational Behavior
1.3	Accounting for Managers
1.4	Statistics for Management
1.5	Marketing for Customer Value
1.6	Business and Industry
1.7	Communication Skills

1.1 ECONOMICS FOR MANAGERS

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

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

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

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

OUTCOMES

- The student must have micro and macro-economic perspective to understand the under pinning of management.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE: INTRODUCTION TO MANAGERIAL ECONOMICS

8 HOURS

Introduction to Economics, Kinds of Economic Decisions, Significance and applicability of Managerial Economics in decision making, Role and responsibilities of Managerial Economics, Economic principles relevant to managerial decision making, Opportunity

cost, Production possibility curve, Concept of increments and Margin, Discounting principle, Theory of firm.

2

MODULE TWO: DEMAND ANALYSIS AND CONSUMER BEHAVIOR

10 HOURS

Demand theory and analysis, Elasticity of Demand and its role in Managerial decision making, Demand forecasting, Techniques of Demand forecasting, Consumers Equilibrium, Cardinal utility approach, Indifference curve approach, Theory of revealed preference, Consumer surplus

3

MODULE THREE: THEORY OF PRODUCTION AND ANALYSIS OF COST

10 HOURS

Laws of variable proportions and Return to scale, Economies of scale, Isoquants and Isocost, Optimum combination of inputs, Elasticity of substitutions; Cost concepts: Kind of costs, Short run and long run cost functions, Interrelationship of cost, Cost reduction and cost control.

4

MODULE FOUR: DETERMINATION OF PRICE AND OUTPUT

10 HOURS

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, International price discrimination and dumping, Pricing methods

5

MODULE FIVE: FACTOR MARKET AND FACTOR PRICING

8 HOURS

Theories of factor pricing: wages and rent, Theories of interest and investment decisions, Profit and profit functions.

6

MODULE SIX: MACROECONOMIC ANALYSIS AND POLICY

10 HOURS

National Income: Concept and measurement, Circular flow of economic activities, Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics in underdeveloped countries, Business cycle, Money supply and Inflation.

5. PEDAGOGY

Case studies to testify the complexity of economic theory as applicable to real life and to provide enhanced insight to comprehend the economics concepts illustrated in each chapter.

6. TEACHING AND LEARNING RESOURCES

- a) www.bibilomania.com/nonfiction/smith/wealth/index.html
- b) www.planningcommission.gov.in/
- c) www.wsj.com
- d) www.netec.wustl.edu/WebEc/WebEc.html
- e) www.nber.org
- f) www.economist.com
- g) www.slate.com
- h) Economic and Political weekly, **Mumbai, Economic & Political Weekly Research Foundation**
- i) Indian Economic review, Delhi school of Economics
- j) **Indian Economic Journal, Indian Economic Association.**

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Dwivedi D.N, "Managerial Economics", Vikas Publication
2. PindyckRubinfeld& Mehta, "Micro Economics", Pearson

REFERENCES

1. RitikaSinha : Managerial Economics, SBPD Publishing House
2. Damodaran Suma: Managerial Economics, Oxford University Press
3. Petersen Lewis & Jain: Managerial Economics, Pearson
4. Paul A Samuelson and William D Nordhaus : Economics, McGraw Hill
5. Geethika, Ghosh&Choudary : Managerial Economics, McGraw Hill

1.2 ORGANIZATIONAL BEHAVIOUR

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

Management deals with individuals in the organizational context. People have diversified personalities, attitudes, perceptions and behaviours. After their entry, they cannot remain as individuals. But, organizations have their own culture, leadership and conflicts. It is this subject which blends incompatible ones into a whole. Understanding the individual and organizational behaviours would go a long way in bringing about this perspective.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To enhance the understanding of the dynamics of interactions between individual and the organization.
- To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
- To develop greater insight into their own behavior in interpersonal and group, team, situations.

OUTCOMES

- The degree to which one can make an individual to think beyond self is the real outcome of the course.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE

6 HOURS

The meaning of OB, Why study organizational behaviour, Organizationalbehaviour models, Benefits of studying OB, Inter- disciplinary subject.

2

MODULE TWO

12 HOURS

Personality, Shaping of personality, Determinants of personality, Types of personalities, Personality and work,Self-concept, self-esteem and self-efficiency, Perception, perceptual process, Managing the perceptual process;
Learning process, Reward systems and behavioral management, Theoretical process of learning, Principles of learning, Reward and punishment, Organizational reward system
Attitude formation, Functions, Change of attitude, Types of attitudes, Values

3

MODULE THREE

19 HOURS

Management of motivation: Motivation in work settings, Managerial issues and challenges. Theories, Maslow's need theory, McGregor theory XY, Herzberg's Motivation Hygiene theory,Vroom's Valence and Instrumentality
Team building and group dynamics,Working teams and team effectiveness, Intra team dynamics, Influence of the group on individual, Group decision making, Inter group relations, Collaboration and conflict, Conflict management
Dynamics of managerial leadership, What is leadership, Transition in leadership theories, Leadership theories, Power and politics, Leadership and managerial change

4

MODULE FOUR

8 HOURS

Conflict, Intra,interpersonal, intergroup conflicts and their resolution, Transactional analysis, Johari window

5

MODULE FIVE

5 HOURS

Culture, Types of culture in the organization, Culture, Discipline, Organizational effectiveness

6

MODULE SIX

6 HOURS

Change and organizational development, Meaning of change, Stages of change, Why do people resist change, Overcoming resistance to change, Meaning of OD and methods of OD

5. PEDAGOGY

The course is expected to use a combination of approaches such as lecture, case discussion, role plays, experiences, exercises, instruments, videos and films

6. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition
2. Stephen P. Robbins, "Organizational Behaviour", 12th Edition, Prentice Hall
3. Aswathappa K, "Organizational Behaviour (Text, Cases and Games)", Himalaya Publication

REFERENCES

1. Gregory Moorhead & Ricky W. Griffin, "Organizational Behaviour, Managing people and organizations", 3rd edition, Jaico
2. Jerald Greenberg, "Behavior in Organizations", Tenth edition, Prentice Hall
3. Robert Krietner & Angelo Kinicki, "Organizational Behaviour", Eighth edition, Tata McGraw Hill
4. John M Ivancevich, Robert Konopaske, Michael T Matteson, "Organizational Behaviour and Management", 7th edition, Tata McGraw Hill
5. PG Aquinas, "Organizational Behaviour: concepts, realities, application and challenges", First edition, Excel
6. Jason A. Colquitt, Jeffery A. LePine & Michael J Wesson, "Organizational Behavior", McGraw Hill
7. Udai Pareek, "Organizational Behavior", Oxford University Press

1.3 ACCOUNTING FOR MANAGERS

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2 PERSPECTIVE OF THE COURSE

Decision making is the core function of a manager. A potential manager must be exposed to the skill of sourcing information and make timely and apt decisions. One document that provides ample information for many decisions is 'Annual Report'. The Annual report, a report prepared by the Management of the company to its owners (the shareholders) informing them about the performance of the company over the preceding financial year, the reasons and analysis for performance, gives adequate information for both insiders of the company and outside stakeholders. However, the big challenge is how to read and understand the report and how to elicit information for making decisions. This course captures the fundamental aspects of financial statements, its analysis and interpretation and techniques for managing cost.

3 COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To enable the students gain knowledge about concepts, principles and techniques of accounting
- To enable the students use financial and cost data in planning, decision making and control

OUTCOMES

- Financial statements – concepts, conventions and standards that influence preparation of financial statements
- Identifying problem areas in business through various techniques of financial statement analysis
- Managing cost – that is, controlling and reducing cost
- Recent developments in Accounting and its relevance

4 COURSE CONTENT AND STRUCTURE

- | | | |
|----------|---|-----------------|
| 1 | MODULE ONE: CONCEPTUAL BASIS FOR ACCOUNTS | 6 HOURS |
| | Introduction, Meaning and definition, understanding forms of Business Organizations, Basic framework of Accounting, objectives and purpose of Accounting information, users of Accounting information, Branches of Accounting, Basic terminology, Fraud and Ethical Issues in accounting. | |
| 2 | MODULE TWO: ORIENTATION TO FINANCIAL STATEMENTS | 8 HOURS |
| | Income statement, Balance sheet and notes to accounts – Terms and Jargons in financial statements, Accounting concepts and conventions and GAAP. | |
| 3 | MODULE THREE: MEASURING AND REPORTING ASSETS, LIABILITIES AND EQUITY | 8 HOURS |
| | Current Assets, Inventory valuation, Cost formulas (AS-2) Fixed Assets Cost of Acquisition (AS-10), Depreciation methods (AS-6), Liabilities and its classification. | |
| 4 | MODULEFOUR: ANALYZING AND INTERPRETING FINANCIAL STATEMENTS | 14 HOURS |
| | Objectives of financial statements analysis, sources of information, standards of comparison, Quality of earnings, window dressing, Beating window dressing, Techniques of financial statement analysis, Analyzing financial statements using Ratio Analysis and Du-Pont Model and Cash flow statement, understanding annual reports and earnings releases. | |
| 5 | MODULE FIVE: ORIENTATION TO COST ACCOUNTING | 12 HOURS |
| | Meaning of Costs, Classification of Costs- mainly based on elements, functions and behavior. Cost Management – Techniques for controlling and reducing cost – Marginal Costing, Cost-volume-profit analysis, Budgetary Control. | |

6

MODULE SIX: CONTEMPORARY ISSUES IN ACCOUNTING

8 HOURS

IFRS, Human Resource Accounting, Forensic Accounting, Environmental Reporting, Corporate Social Reporting, Target Costing, Life Cycle Costing.

5 PEDAGOGY

- a) Lectures.
- b) Demonstrations.
- c) Practical Exercises – Individual and Group
- d) Case Studies.

6 TEACHING AND LEARNING RESOURCES

- a. www.icai.org/students/Bos-knowledge-portal.
- b. www.icmai.in
- c. Journal of Accounting
- d. Indian Journal of Accounting
- e. The Chartered Accountant.

7 RECOMMENDED READINGS

ESSENTIAL READINGS

1. Narayanaswamy R, Financial Accounting- A managerial perspective, PHI Learning Pvt Ltd 2014.
2. Gupta, Ambrish, "Financial Accounting for Management – An Analytical Perspective"; Pearson Publications
3. Ramachandran and Kakani- Financial Accounting for Management, Tata McGraw Hill.
4. Vijaykumar M P., "First Lessons in Financial Reporting", Snow White Publications
5. Chandra, Prasanna, "Finance Sense – Finance for Non-finance Executives", Tata McGraw Hill
6. Agarwal, V. Rakesh, "Systematic Approach to Cost Accounting", Bharat Publications

REFERENCES

1. Tulsian and Tulsian, " Financial Reporting", S.Chand
2. Kishore, M. Ravi, "Advanced Cost Accounting and Cost systems", Taxmann Publications
3. Ramachandran, and Kakani, "How to Analyze Financial Statements", Tata McGraw Hill
4. Palat, Raghu, "How to Read Annual Reports and Balance Sheets", JAICO Publishing House
5. Dash A.P., "Financial Wisdom – Finance for Non-Finance Executives", Biztantra

1.4 STATISTICS FOR MANAGEMENT

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

Statistics education research over the last decade has pointed out the development of statistical literacy and interpretive skills as a universally recognized goal of instruction (Rumsey, 2002; delMas, 2002). Chance (1997) argued that as instructional goals in statistics courses change emphasizing statistical literacy skills over procedural calculations, there is need for instructors to accompany these new goals with more authentic assessment techniques to evaluate progress towards these goals. This course is designed to adopt Gal’s conception of adult statistical literacy as “the ability to interpret, critically evaluate, and communicate about statistical information and messages” (Gal, 2002).

Gal’s statistical literacy model comprises two broad interrelated components; namely: (1) knowledge component which consists of five cognitive elements: literacy skills, statistical knowledge, mathematical knowledge, context knowledge, and critical questions; and (2) dispositional component which consists of three related but distinct concepts; namely: critical stance, beliefs and attitudes.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To elevate students’ awareness of data in everyday life and prepare them for a career in today’s age of information.
- To impart to students, an assured level of competence, or understanding, of the basic ideas, terms, and language of statistics.
- To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at many different levels.

- To promote the practice of the scientific method in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.

OUTCOMES

- At the end of this course, students will achieve statistical literacy and will be able to find ways to move beyond the-what of statistics to the how and why of statistics.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE

8 HOURS

Role of statistics: Applications of statistics in managerial decision-making; Phases of a statistical study, Presentation of data to convey meaning - Tables, Graphs and Frequency Distribution

Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis

2

MODULE TWO

12 HOURS

Time series analysis: Concept, Additive and Multiplicative models, Components of time series. Trend analysis: Least Square method, Linear and Non- Linear equations, Exponential shooting method, Applications in business decision-making.

Index Numbers: Meaning, Types of index numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods

Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression: Meaning, Regression equations and their application

3

MODULE THREE

10 HOURS

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

4

MODULE FOUR

8 HOURS

Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques

Estimation: Point and Interval estimates for population parameters of large sample and small samples, Determining the sample size.

5

MODULE FIVE

8 HOURS

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test

Techniques of association of Attributes & Testing

ANOVA one and two way, Design of experiments

6

MODULE SIX

10 HOURS

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, rank correlation

Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty.

5. PEDAGOGY

Irrespective of where an individual is involved in the chain of statistical information, there is a necessity for a rudimentary understanding of the concepts and language, a level of reasoning- the abilities to question, compare, and explain and a level of statistical thinking- applying the ideas to new problems and identifying new questions. Towards this end, case studies will be extracted from Newspapers and Magazines regarding daily life and explored. These case studies will be in addition to the actual teaching hours expended in imparting statistical methods.

6. TEACHING AND LEARNING RESOURCES

- a) www.socr.ucla.edu/
- b) www.ats.ucla.edu/stat/seminars/statteach/sites.htm
- c) www.statsci.org/teaching.html
- d) www.onlinestatbook.com/2/chi_square/Chi_Square.html
- e) Any Online Newspapers, Journals and Magazines.

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. T N Srivastava, Shailaja Rego, Statistics for Management, Tata McGrawhill, Latest edition.
2. S P Gupta, Statistical Methods, Sultan Chand & Sons, Latest edn.
3. Glynn Davis and Branko Pecar, Business Statistics using Excel. Oxford University press, 2010
4. J. K. Sharma, Fundamentals of Business Statistics, 2nd Edition, Vikas Publication, 2014.

REFERENCE

1. SC Gupta, Fundamentals of Statistics, Himalaya Publications. 2013.
2. N.D. Vohra, Business Statistics, Tata McGrawHill, 2013

1.5 MARKETING FOR CUSTOMER VALUE

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

This paper introduces students to the crucial role that marketing plays in business development. Marketing is an important function that brings companies and clients closer together. It is the application, tracking and review of a Company's marketing resources and activities. Establishing a marketing orientated organization with the emphasis on the customer is a core component in an organization's success. Students will obtain good knowledge and understanding of the key principles of marketing and will be able to relate what they learn in this paper to situations in their workplace.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To elevate students' awareness of an organization's resources required for Marketing in today's age of information
- To develop marketing skills
- To understand the requirements of a career in marketing

OUTCOMES

- The scope of a business' marketing management depends on the size of the business and the industry in which the business operates. Students will be able to use a company's resources to increase its customer base, improve customer opinions of the company's products and services, and increase the company's perceived value.

4. COURSE CONTENT AND STRUCTURE

1	MODULE ONE: ESSENTIALS OF MARKETING	8 HOURS
	Importance of marketing, Core marketing concepts, Company orientation towards market place, Marketing management tasks, Marketing strategies and plans, SWOT analysis, Marketing environment, Competitive dynamics	
2	MODULE TWO: CREATING/CHOOSING CUSTOMER VALUE	8 HOURS
	Customer value, satisfaction and loyalty, Customer relationships, Life time value of customers, Customer databases, Buying decision process, Market segments and targets, Product life cycle strategies, Brand positioning, Brand equity	
3	MODULE THREE: DESIGNING CUSTOMER VALUE	10 HOURS
	Characteristics and classifications of products, Product and service differentiation, Product mix, hierarchy, line etc, Nature and characteristics of services, Excellence in services Pricing strategies: Pricing environment, Steps in price setting, Methods of pricing, Initiating and responding to price changes.	
4	MODULE FOUR: DELIVERING CUSTOMER VALUE	10 HOURS
	Marketing channels and value networks, Decisions on design and management of channels, Channel conflict and competition, Channel integration, E-Commerce marketing practices, New retail environment, Market logistics, Supply chain management	
5	MODULE FIVE: COMMUNICATING CUSTOMER VALUE	12 HOURS
	Role of Integrated marketing communications, Steps in designing effective communications, Communication mix, Managing mass communications like advertizing,	

sales promotion, events and experiences, public relations etc; Managing personal communications like direct marketing, interactive marketing, Email, SMS, Social media, sales force etc

6

MODULE SIX: SUSTAINING GROWTH AND CUSTOMER VALUE

8 HOURS

New product development strategy, Steps in new product development

Managing holistic marketing organization: Internal marketing, CSR, Cause related and socially responsible marketing, Marketing control

5. PEDAGOGY

Irrespective of where an individual is involved in the course of business, there is a necessity for a rudimentary comprehension of the concepts and language of marketing. Students need to understand marketing situations and strategize towards these states. Towards this end, case studies will be extracted from Newspapers and Magazines regarding daily life and explored. These case studies will be in addition to the actual teaching hours expended in imparting Marketing Management theory.

6. TEACHING AND LEARNING RESOURCES

- a. www.mplans.com
- b. www.marketingtoday.com
- c. www.indianjournalofmarketing.com
- d. www.indianjournalofmanagement.com
- e. Journal of Marketing
- f. Marketing Education Review
- g. Journal of Consumer Marketing
- h. Journal of Marketing Education
- i. Journal of the Academy of Marketing Science

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha, Marketing Management. Pearson Education, Latest edition.
2. Etzel, Walker, Stanton & Pandit, Marketing, Tata McGrawhill, Latest edition.

REFERENCES

1. Ramaswamy and Namakumari, “ Marketing Management, Global Perspective, Indian context”, McGraw Hill, Fifth edition, 2013
2. Paul Baines, Chris Hill and Kelly Page, Marketing Management, Adapted by PiyushSinha, Asian Edition, Oxford University Press.
3. Lambhair Sharma, McDaniel, Marketing Management. Cengage Learning Pvt. Ltd., 2012.
4. William D Perreault and Jerome McCarthy, “ Basic Marketing: A Global Managerial Approach”, Tata McGraw Hill, 2006
5. Adrian Palmer, Introduction to Marketing, Oxford

1.6 BUSINESS AND INDUSTRY

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE

Students are pursuing the management courses in the context of the world of business and industry. Such perspective during the course itself gives them an edge over others who grasp subsequent to their becoming insiders of organizations. Hence, this understanding must cover not only the Indian economy but Indian business/industry also. An overview of the context in which one is operating is essential. An attempt is made to give a feel and insight into the world of business and industry in India in particular and Indian economy in general.

3. OBJECTIVES AND OUTCOMES

This course aims at

- To enumerate the fundamentals of Indian economy, business and industry
- To study the present status of Business & Industry in India
- To get a glimpse of future challenges

The outcome of this course is the level of understanding of the dynamics of business and industry by students.

4. COURSE CONTENT AND STRUCTURE

The course has been divided into six modules to cover the several dimensions of Business and Industry and various aspects of environment in which they operate.

1

MODULE ONE: AN OVERVIEW OF INDIAN ECONOMY

6 HOURS

The structure of Indian Economy, Pillars of Economic Development, Role and contribution of Agriculture, Industry and Services; Performance, recent trends and future scenario of these sectors in Indian Economy. *(Relevant and latest data have to be used extensively wherever necessary)*

2

MODULE TWO: ESSENTIALS OF BUSINESS & INDUSTRY

10 HOURS

Meaning, nature, role and importance of business and industry, Functions and processes, Internal and external influences, Different forms of enterprises, Interaction and linkages with Government and civil society, Macro environment.

Types of Productive Systems, The Manorial or Feudal system, The Guild system, Characteristics of The domestic/putting-out/outsourcing systems, and the Factory system, Causes and Consequences of industrialization, The IT system of industrialisation-services, enabled services, linkage with Manufacturing & Agriculture

3

MODULE THREE: EVOLUTION OF BUSINESS & INDUSTRY IN INDIA

8 HOURS

Structure of Indian society, Glimpse of economic activity in ancient times, British Raj, Swadeshi movement, Post-Independence scenario, Licence-Permit Raj, LPG era, Economic reforms since 1991, Entrepreneurship Culture in India, Industrial Policy, 2014 & Changing economic policy era.

4

MODULE FOUR: STRUCTURE AND STATUS OF BUSINESS & INDUSTRY IN INDIA

15 HOURS

Unregistered firms/Bagedari sector, Start-ups and MSME sector, Large Scale enterprises, Export oriented companies, MNCs in India, Family Business, Industry associations and bodies, Profile of eminent industry persons and houses.

Present status and performance of Agriculture and allied fields like horticulture, food

processing, animal husbandry, fishing, contract farming etc; Industry sectors like textiles, chemicals, sugar, paper, machine tools, auto components, engineering products, pharmaceutical, biotechnology, semiconductor, hardware products, coal, mining, consumer durables, FMCG etc.;Service sectors like information technology, hospitality, tourism,health care, banking, financial services, insurance, tourism, retail etc.

5

MODULE FIVE: GROWTH OF BUSINESS & INDUSTRY

8 HOURS

Nature and types of crisis, Physical damage crisis, non-physical damage crisis, Stages of crisis like pre crisis stage, acute crisis, post crisis, consequences of and strategies for managing crisis; Management of human and other resources, changing manpower requirements, Growth dimensions and phases, growth barriers, succession and exit strategies.

6

MODULE SIX: INTERFACE WITH VOLUNTARY ORGANIZATIONS

8 HOURS

Provisions of Companies Act 2013, CSR Rules, 2013; Meaning, characteristics and role of non-governmental organizations (NGOs), Voluntary Organisations (VOs), Non-profit organizations (NPOs), Civil society organizations (CSOs), Types of NGOs by orientation, level of co-operation, scope and coverage, Present status of third sector in India

5. PEDAGOGY AND CASE STUDIES:

- Lectures
- Case Discussions and Practical Visits to Industry and NGOs
- Assignments and Presentations
- Workshops by Rural and NGO Promoters / Managers / Experts.

1.7 COMMUNICATION SKILLS

1. GENERAL INFORMATION

Credits	2
Hours per week	2

2. PERSPECTIVE OF THE COURSE

A fundamental part of a Manager’s job is Decision making and Implementation. Initially, he assists in making decision by collecting information, analyzing and preparing a frame work for Decision Making. At a later stage when he reaches positions of higher responsibility, he takes decision and involves in implementation. A sound decision requires critical analysis of the problem, collection of relevant data; develop clear objectives and later workout an action plan. A logical approach and systematic analytical thinking, Reasoning, use of evidences are essential components of sound decisions. Apart from this, he must also have the required skills to present and communicate. One more dimension is inter-personal and group communication including negotiations. Hence, need of the hour is to develop all such skills hands on.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To sharpen the Analytical, Written, non-verbal, Spoken Communication and inter-personal Skills essential in organizations involving Decision making and implementation.
- To demonstrate good team work and negotiation skills

OUTCOMES

- At the end of this course, students will have the clarity about communication skills to be used in organizations.

4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE ONE: COMMUNICATION IN BUSINESS** **4 HOURS**

Importance of Communication, Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference between Oral and Written Communication
- 2** **MODULE TWO: ORAL COMMUNICATION SKILLS** **6 HOURS**

Fundamentals, Barriers and Gateways, Public Speaking, Effective Power point presentation, body language, non-verbal, facial expressions, voice modulation, eye contact, audience research, questions from the audience, communication and emotional intelligence, creativity in oral communication, Communication through Telephonic, video and Skype, Group Discussion.
- 3** **MODULE THREE: WRITTEN COMMUNICATION SKILLS** **8 HOURS**

Writing an Effective Report: Stages of Writing, Style and Tone; Five Ws and one H of Report Writing, Divisions, Numbering and use of Visual Aids, creativity in written communication, use of picture, diagram in written communication, Writing Commercial Letters, E- Mail Messages, Maintaining a Diary, Job applications & resume writing
- 4** **MODULE FOUR: LISTENING SKILLS** **4 HOURS**

Importance and need, types, active and empathic listening, listening and judgment, developing skills, listening and understanding, Anatomy of poor Listening, Features of a good Listener
- 5** **MODULE FIVE: INTERPERSONAL COMMUNICATIONSKILLS** **8 HOURS**

Advantages and disadvantages of utilizing the team work; characteristic features of successful teams; stages of the development of a team; team roles; challenges in team

working, forms of non-team behaviour.

Conditions of negotiating; strategies of negotiating (win-win, win-loss); participative negotiations; negotiating tactics; cognition and emotions in negotiating; negotiating and ethics

Types and sources of conflicts; the influence of various cultures on the solving of conflicts

5. TEACHING AND LEARNING RESOURCES

- a. http://eff.cls.utk.edu/fundamentals/eff_standards.htm
- b. <http://www.ndted.org/TeachingResources/ClassroomTips/Communication.htm>

6. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Monipally MM, Business communication strategies, McGraw Hill
2. Bovee, Till and Schatzman, Business Communication today, Pearson

REFERENCES

1. Scot Ober, Contemporary Business Communication, Biztantra
2. ParagDiwan, Business Communication, Excel Book
3. Lesikar, R.V. & Flatley, M.E, Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd
4. Ludlow, R. & Panton, F, The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd
5. Chaturvedi P. D, & Mukesh Chaturvedi, Business Communication : Concepts, Cases And Applications –2/e, Pearson Education
6. Murphy, *Effective Business Communication*, McGraw-hill

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COURSE CONTENTS OF SECOND SEMESTER

CANARA BANK SCHOOL OF MANAGEMENT STUDIES,

BANGALORE UNIVERSITY, BANGALORE

COURSE MATRIX

SECOND SEMESTER

PAPER	SUBJECT
2.1	Technology for Management
2.2	Management Research Methods
2.3	Entrepreneurship and Ethics
2.4	Human Capital Management
2.5	Financial Management
2.6	Quantitative Techniques and Operations Research
2.7	Innovation Management

2.1 TECHNOLOGY FOR MANAGEMENT

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

Today's organizations rely heavily on computer systems. As day-to-day business goals are increasingly affected by these systems, qualified professionals, who can successfully manage, will be required in the business field. This paper is mandatory for aspiring managers who understand and embrace the role of technology within a business and who are ready to make the leap into management within an IT environment. Students are expected to gain skills in strategic information technology and management that they can apply immediately in the workplace.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To elevate students' awareness of information technology and develop an in-depth and systematic understanding of key aspects of IT Management
- To help students gain a strategic perspective on business
- To evaluate the value of emerging technologies and their competitive advantage

OUTCOMES

- By the end of the course, students will gain the skills required to navigate through the complexities of managing data and also become the appreciators of technological environment.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE

4 HOURS

Introduction and definition of computer, Brief history (Analog, Digital, Binary language), Major components of a computer system, Interfacing with a computer, Hardware and Software with examples, Introduction to languages, compiler, interpreter and assembler. Operating Systems: Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, tools and commands of windows operating system, Linux and free and open software; Computer Networks: Overview and Types (LAN, WAN and MAN), Network topologies, Internet; Data representation and computer security

2

MODULE TWO

4 HOURS

Data and Information, MIS, Decision Making and role of MIS, Planning for MIS; System Development Methodologies; Conceptual and detailed designs of MIS

3

MODULE THREE

10 HOURS

Information systems for strategic advantage, Strategic role for information system, Breaking business barriers, Business process reengineering, Improving business qualities.

Information system analysis and design, Information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods

Decision Support System: Overview, components and classification, Steps in constructing a DSS, Role in business, Group decision support systems, Expert systems.

4

MODULE FOUR

10 HOURS

System implementation Strategies and process; System Evaluation and Maintenance, Applications – cross –functional MIWS; ERP; CRM; SCM; Transaction Processing; Artificial Intelligence technologies in business: neural networks, fuzzy logic, virtual reality; Executive information systems

5

MODULE FIVE

12 HOURS

E-commerce: Introduction, Comparison between Traditional commerce and E-commerce, Advantages & disadvantages of E-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce. Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

Introduction to ERP Systems: Review of DBMS and Transaction processing concepts, Business Processes and integration across functions, Salient features of ERP systems offered by leading vendors, prerequisites and process of implementation.

6

MODULE SIX

16 HOURS

Introduction to OS and Office Software: Use of MS-Office, Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these software for documentation and making reports, Preparation of questionnaires, Presentations, Tables and reports (Practical)

Database Management Systems: Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access

Internet Basics, Basic ways of connecting to the internet, Internet Protocol, IP Address, Working with Google Services: Docs, Spreadsheet, presenter, sites etc; Introduction to Oracle or MySQL

5. PEDAGOGY

Irrespective of where an individual is involved in the chain of statistical information, there is a necessity for a

6. TEACHING AND LEARNING RESOURCES

- a) www.socr.ucla.edu/
- b) www.ats.ucla.edu/stat/seminars/statteach/sites.htm
- c) www.onlinestatbook.com/2/chi_square/Chi_Square.html
- d) www.statsci.org/teaching.html

rudimentary understanding of the concepts of information technology. Towards this end, case studies will be extracted from Newspapers and Magazines regarding daily life and explored. These case studies will be in addition to the actual teaching hours expended in imparting technology for Management theory.

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Kenneth C. Laudon and Jane P. Laudon, "Information Systems", Pearson Publication.2013. Dorling Kindersley (India) Pvt. Ltd.
2. O'Brien, Management, Info Systems, Tata McGrawhill, Latest
3. Giridhar Joshi, Management Information Systems, Oxford University Press, 2013.

REFERENCES

1. Sudalaimuthu & Hariharan, Information Technology for Managers, Himalaya publications.
2. D.Monley & CS Parker, Understanding Computers Today & Tomorrow, Cengage/Thomson
3. ITL Education Solutions Ltd, Introduction to Computer Science, Pearson
4. D.P. Nagpal, Computer Fundamentals. S. Chand Publishers. 2013
5. Jaiswal & Mital, MIS, Oxford University Press, Latest edition.
6. Raju Chopra, Database Management Systems, S.Chand.

2.2 MANAGERIAL RESEARCH METHODS

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

This course is designed to help students undertake a research project and guide students through the entire research process. Business and management research involves undertaking systematic research to find out decision outcomes. It is trans-disciplinary, and engages with both theory and practice. The present paper intends to provide comprehensive knowledge & skills about the research methods that are employed to investigate problems in business. The paper discusses various steps in business research and introduces the concepts, tools and techniques that are used at each of these steps thereby, honing the research skills of future managers.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To instill a comprehensive and step-wise understanding of the research process with a balanced blend of theory and applicative technique.
- To familiarize students with the types of management problems of organizations.
- To facilitate them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

OUTCOMES

- Students can be an asset to the organization by transforming into well equipped and scientifically skilled research professionals and managers by conducting research in every aspect of decision making in the organization.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE: INTRODUCTION TO MANAGEMENT RESEARCH

6 HOURS

Definition, Nature and role of Management Research, Types of Research based on Purpose, Process, Outcome, Nature, Action and Logic, Research concepts, constructs, propositions and hypotheses, Features of a good Research Study, Research Process, and Ethical issues.

2

MODULE TWO: RESEARCH PROBLEM, RESEARCH HYPOTHESIS AND RESEARCH DESIGN

12 HOURS

Identification and Selection of the Problem, Definition and Statement of the Problem, Evaluation of the Problem, Criteria and sources for identifying the problem, process of defining the problem.

Nature, Definition and Characteristics of Good Hypothesis, types of hypothesis. Formulation and testing of hypothesis

The Design of Research, Meaning, Need, dimensions and process, types of research design

3

MODULE THREE: DATA COLLECTION AND MEASUREMENT CONCEPTS

10 HOURS

Scales of Measurement, Classification of Scales - Single Item v/s Multi Item Scales, Comparative v/s Non-Comparative scales, Continuous Rating Scales; Criteria for Good Measurement

Criteria for Questionnaire Designing; Types of Questionnaire; Questionnaire Design Procedure, Pilot test, validity and reliability of Questionnaire, Cronbachs alpha, interview schedule

Primary Data Collection, Classification of Survey methods, Evaluation Criteria for

Survey Methods; Observation Techniques, Classification of Observation Methods, Advantages and Limitations of Observation Techniques

Secondary Data Collection, Classification of Secondary Data Sources, Evaluation of Secondary Data, Roadmap to use Secondary Data, Benefits and Drawbacks of Secondary data

Qualitative methods, Methods, Focus Group Method, Personal Interview Method and Projective Techniques

MODULE FOUR: SAMPLING AND DATA PREPARATION

10 HOURS

4

Sampling, Concept of Sample and Target Population, Sample frame, Sample unit and sample size, Characteristics of a Good Sample, Sampling Design Process; Probability and Non Probability Sampling Design, Sampling v/s Non-Sampling Error; Determination of Sample Size.

Data Preparation, Field Validation, Data editing, Coding, Content Analysis, Classification and Tabulation of Data.

MODULE FIVE : DATA ANALYSIS

10 HOURS

5

Basic data analysis: Descriptive Statistics, Univariate and Bivariate Statistical Analysis (concepts), Parametric & Non-Parametric Tests; Null & Alternative Hypothesis, Error in Testing of Hypothesis, Critical Region, Degrees of Freedom, One Tailed & Two Tailed Tests, Standard Error; Procedure for Testing of Hypothesis.

Parametric test, Non parametric test and Factor Analysis: Conditions for applicability, practical applicability, Implementation and statistical Inference of the above test .

6

MODULE SIX: RESEARCH REPORT WRITING

8 HOURS

Types of Research Report, Report Structure, Report Writing: Report Formulation, Guidelines for effective Documentation and visual representation (Graphs) and Research Briefing –Oral Presentation.

5. PEDAGOGY

Extensive exercises and activities, role playing, field work, Live Research, Use of statistical software and Case studies to see the linkages between the chapters and to provide enhanced insight to comprehend the research methodologies illustrated in each chapter.

6. TEACHING AND LEARNING RESOURCES

- a) www.cmie.com/database
- b) www.indiastat.com
- c) www.hindu.com
- d) www.economictimes.com
- e) www.indianresearchjournals.com
- f) Journal of Business Research
- g) International Business & Economics Research Journal

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Deepak Chawla, NeenaSondhi, “Research Methodology concepts and Cases”, Vikas Publishing House Pvt Ltd
2. William Zikmund, Barry Babin, Jon Carr, Mitch Griffin, “Business Research Methods”, Cengage Learning.
3. Naval Bajpai, “Business Research Methods”, Pearson Education

REFERENCES

- 1 Donald R Cooper, Pamela S Schindler, JK Sharma, “ Business Research Methods”, McGraw Hill
- 2 R. Panneerselvam, “Research Methodology”, Prentice hall
- 3 SL Gupta, “Research Methodology”, International Book House Pvt Ltd
- 4 Alan Bryman, Emma Bell, “Business Research Methods”, Oxford University Press.
- 5 Naresh K Malhotra and Satyabhushan Dash, “Marketing Research”, Pearson Education

2.3 ENTREPRENEURSHIP AND ETHICS

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

The entrepreneur who implements 'new combinations of means of production' plays a crucial role in disturbing the status quo through innovation — or 'creative destruction' — and thereby becomes an agent of change. As such, the 'dynamic equilibrium' achieved by a constantly innovating entrepreneur could generate the conditions for increasing opportunities for employment among other things. It is in the creation of more wealth, and in the constant innovation from prevailing to the next best practices, that the significance and importance of Entrepreneurship lies.

Entrepreneurship has been 'embedded in the Indian genius and is a part of its tradition'. Renowned economist, T.N. Srinivasan says, 'India has been an entrepreneurial society...we had the entrepreneurial skill but suppressed it for too long a time... and now it is thriving.'

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To inculcate the spirit and perspective of entrepreneurship among students
- To make the students job creators instead of job seekers.
- To enable the students to critically examine ethical dilemmas in entrepreneurship

OUTCOMES

- At the end of the course, the students would be aware of alternative to jobs and employment which will make them job providers in an ethical manner.

4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE ONE: ENTREPRENEURSHIP IN THE NEW MILLENNIUM** **8 HOURS**

Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development
- 2** **MODULE TWO: OPPORTUNITY ASSESSMENT** **10 HOURS**

Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, Why new ventures fail, Sources of Finance for New Venture.
- 3** **MODULE THREE: FEASIBILITY ANALYSIS AND CRAFTING BUSINESS PLAN** **12 HOURS**

Feasibility analysis of Industry, Market , Product or service and Finance ; Business plan – Meaning, Significance, contents, formulation and presentation of Business Plan, Common errors in Business Plan formulation.
- 4** **MODULE FOUR: LEGAL FORMS OF ENTREPRENEURIAL ORGANIZATIONS** **6 HOURS**

Identifying legal structures, Selection of an appropriate legal structure, Sole proprietorships, Partnerships, Companies, Companies under section 25, Franchising, Legal environment – patents, copyrights, trademarks.
- 5** **MODULE FIVE: SOCIAL ENTREPRENEURSHIP** **8 HOURS**

Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of Social entrepreneurship, Few experiments.

6

MODULE SIX: ETHICS AND ENTREPRENEURSHIP

12 HOURS

Meaning and Need for business ethics, Arguments for and against Business ethics, Ethics and laws, Establishing strategy for ethical responsibility, Approaches to managerial ethics, Ethics and Business decisions, Frame work for ethical decision making, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.

5. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
2. Robert D. Hisrich and Michael P. Peters, 'Entrepreneurship '. McGraw – Hill
3. Poornima.M.Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education
4. Hartman, Laura.P, Perspectives in Business Ethics, McGraw Hill.

REFERENCES

1. Thomas .W.Zimmerer&Norman.M.Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI
2. Jeffry .A.Timmons& Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill.
3. Dr.ArunaKaulgud, Entrepreneurship Management, Thomson.
4. Mandal.S.K, Ethics in Business and Corporate Governance, Tata McGraw Hill.
5. Vasant Desai , 'Dynamics of Entrepreneurial Development and Management' Himalaya Publishers
6. RashmiBansal, Take me Home, Westland Ltd, 2014

2.4 HUMAN CAPITAL MANAGEMENT

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

Personnel of yester years have become human resources in the recent years. This will emerge as human capital in the coming years. Organizations need to address these paradigm shifts. The managers in these organizations would be change agents in this regard. Hence, students pursuing management courses have to facilitate this. Their understanding of not only basics but the shifts in philosophy and focus would go a long way in leveraging the changes occurring in the wider environment. This course addresses such felt needs.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To enlighten the students on the principles and practices of HR as a capital factor
- To introduce the entire gamut of scope of HR
- To capture the changing landscape of HR

OUTCOMES

- The students must be in a position to address the challenges of organizational management through and with human resources. Thereby, the manager would become harbinger of change management.

4. COURSE CONTENT AND STRUCTURE

1

MODULE ONE: ESSENTIALS OF HCM

8 HOURS

Nature of HRM, Scope, functions and importance of HRM, Evolution of HRM, Difference with HRD, Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.

2

MODULE TWO: HUMAN CAPITAL PLANNING AND EMPLOYEE HIRING

8 HOURS

Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection, New recruitment practices Job portals, employee reference, campus recruitment etc.

3

MODULE THREE: HR DEVELOPMENT

10 HOURS

Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training, Contemporary HRD practices

4

MODULE FOUR: PERFORMANCE MANAGEMENT SYSTEM

8 HOURS

Nature and Importance of performance appraisal and PMS, Methods and models, Difference with Performance Appraisal, Future of performance management system.

5

MODULE FIVE: COMPENSATION MANAGEMENT AND EMPLOYEE RELATIONS

12 HOURS

Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive

schemes, and Recent trends in compensations management.

Nature of employee relation, Industrial relations, Resolution of industrial disputes, Employee grievance, Trade union and their relevance.

6

MODULE SIX: STRATEGIC HRM

10 HOURS

Introduction, characteristics and scope of SHRM, SHRM Vs Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance.

5. PEDAGOGY

The syllabus, which builds upon theory and concepts, takes the students through examples from corporate in various countries. This will give students an insight in to a more logical and pragmatic manner. The students can apply these concepts at appropriate situations.

6. TEACHING AND LEARNING RESOURCES

- a) www.hreonline.com
- b) www.successinhr.com
- c) www.managementhelp.org/humanresources/
- d) www.hr.com
- e) www.human-resources.org
- f) www.hrmguide.net
- g) www.hronline.com
- h) www.humancapitalonline.com
- i) www.humanresources.about.com
- j) www.iaeme.com/ijmhrm.asp
- k) www.sagepub.in/journals
- l) www.iupindia.in/Human_Resource_Management_Review.asp
- m) The Human Resource Management Review
- n) The International Journal of Human Resource Management
- o) Human resource development quarterly
- p) International Journal of Human Resource Development and Management (IJHRDM)

- q) International Journal of Marketing & Human Resource Management (IJMHRM)
- r) Journal of Strategic Human Resource Management
- s) South Asian Journal of Human Resources Management
- t) Human Resource Management Journal
- u) Asia Pacific Journal of Human Resources

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Gary Dessler and BijuVarkkey (2013), Human Resource Management, Person Publication, 12th Edition.
2. P. Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition.
3. BiswajeetPattanayak (2014), "Human Resource Management", PHI Publications, 4th Edition.
4. V.S.P.Rao and C.B. Mamoria (2012), "Personal Management (Text and Cases)", Himalaya Publications, Thirtieth Edition.

REFERENCES

1. A.M Sheikh, Human Resource development and Management, 3rd Revised edition, S Chand publication
2. Snell and Bohlander, Human Resource Management, South-Western Cengage Learning. Indian Edition.
3. Uday Kumar Haldar and JuthikaSankar, Human Resource Management. Oxford Higher Education, 2012
4. SeemaSanghi, Human Resource Management, VikasPubllications, 2014
5. SharouPande and SwapnalekaBasak, Human Resource Management, Pearson Education, 2012
6. K. Aswathappa, Human Resource Management, McGraw Hill Education 7th edition, 2013)
7. D Gopalakrishna, Case incidents in Human resource Management, IK International Publishers, 2014

2.5 FINANCIAL MANAGEMENT

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

Getting a business idea, making a product or designing a service, marketing the same and managing people are some of the important functions or activities of a business undertaking. A business may be successful in all these, yet could fail on account of improper financial management. Knowing how to fund the business enterprise, how to employ the funds mobilized effectively and productively, how to allocate resources among various opportunities, managing the day-to-day needs of the business etc., must not be experimented with. This course aims at equipping a potential manager the tools and techniques which help in making financial decisions of the business and thereby lead to achieving the goal of business – ‘wealth maximization’.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

- To provide the concepts and foundations of managing finance in business enterprises.
- To equip students with tools and techniques for managing finance.
- To orient the students regarding financial management practices in Indian companies and Global enterprises.

OUTCOMES

- By the end of this course, a student would learn to identify financial challenges, tools and techniques for decisions and would get a glimpse of practices.

4. COURSE CONTENT AND STRUCTURE

1	MODULE ONE: INTRODUCTION TO FINANCIAL MANAGEMENT	6 HOURS
	Concept of Financial management - Meaning and definitions, Scope of Financial Management, finance functions, Financial Goals of a firm, Agency problem, Emerging role of finance manager in India.	
2	MODULE TWO: TIME VALUE OF MONEY	6 HOURS
	Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single Cash Flows & Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity – Present Value, Growing Perpetuity – Present value, Equated Annual Installments	
3	MODULE THREE: LONG-TERM FINANCING DECISIONS	12 HOURS
	(CAPITAL STRUCTURE DECISIONS)	
	Sources of Funds: Short term sources, Long term sources, Venture Capital: features, stages and types of venture capital. Factors influencing capital structure,	
	Benefit to Owners – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point	
	Cost of Capital- Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital, Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems)	
	Leverages- Types and Measurement	

4

MODULE FOUR: LONG-TERM INVESTMENT DECISIONS

12 HOURS

(CAPITAL BUDGETING DECISIONS)

Meaning of Capital Budgeting, Significance, Principles, Capital budgeting proposals, Methods of appraising proposals; Payback period, ARR, IRR, MIRR, NPV, Profitability Index, Utility Method, EVA Method, APV Method, Capital Rationing.

5

MODULE FIVE: SHORT-TERM FINANCING AND INVESTMENT DECISIONS 14 HOURS

(WORKING CAPITAL MANAGEMENT)

Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs, Managing cash, marketable securities, debtors and inventory.

6

MODULE SIX: DIVIDEND DECISIONS

6 HOURS

Meaning, Theory of relevance and Theory of Irrelevance, Walter's Model, Gordon's Model (Theory and Problems) Types of dividends, Bonus Shares, Stock Splits.

5. PEDAGOGY

- a) Lectures.
- b) Demonstrations using Excel
- c) Practical Exercises – Individual and Group
- d) Case Studies.

6. TEACHING AND LEARNING RESOURCES

- a) www.bseindia.com
- b) www.capitalmarket.com
- c) www.cmie.com

- d) www.financeprofessor.com
- e) www.moneycontrol.com
- f) www.rbi.gov.in
- g) www.sebi.gov.in

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. Van Horne, James, "Financial Management and Policy", Prentice Hall.
2. Brealy, Richards; and Myers, Stewart, "Principles of Corporate Finance", Tata McGraw-Hill
3. Ross, Stephen; Westerfeild, Randolph, Jaffe, Jeffrey and Kakani, Ram Kumar, "Corporate Finance", Eighth Edition, McGraw Hill.
4. Gitman, J. Lawrence, "Principles of Managerial Finance", Pearson Education.
5. Damodaran, Aswath, "Corporate Finance", John Wiley & Sons Inc.
6. DamodaranAswath, "Applied Corporate Finance", John Wiley & Sons Inc.
7. Chandra, Prasanna, "Financial Management – Theory and Practice", Tata McGraw-Hill Publishing Company Limited.
8. Pandey, IM, "Financial Management", Vikas Publications.
9. Khan, M.Y., and Jain, P.K., "Financial Management – Text, Problems and Cases", Tata McGraw-Hill Publishing Company Limited.

REFERENCES

1. Kishore, M. Ravi, "Financial Management – with Problems and Solutions", Taxmann Allied Services (P) Ltd.
2. Rajiv Srivastava, Anil Misra- Financial Management, Oxford Higher Education 2013.
3. Shashi K Gupta, R K Sharma Financial Management- Theory and practice, Kalyani publishers 8th edition.
4. Bodhanwala, J. Ruzbeh, "Financial Management using Excel Spreadsheet", Taxmann Allied Services (P) Ltd.

5. Bahal, Mohit, "Practical Aspects of Financial Management", SuchitaPrakashan (P) Ltd.
6. Sharma, Dhiraj, "Working Capital Management – A conceptual Approach", Himalaya Publishing House.
7. Bhalla, V.K., "Financial Markets and Institutions", S.Chand and Co.
8. Hampton, John, "Financial Decision Making – Concepts, Problems and Cases", Prentice Hall of India.
9. Hawawini, Gabriel and Viallet, Claude; "Finance for Non-finance Managers", South-Western CENGAGE Learning.
10. Khan, M.Y; "Indian Financial System", TheMcGraw Hill Companies.
11. Sharma, Meera; "Management of Financial Institutions", Eastern Economy Edition.
12. Bhole and Mahakud, "Financial Institutions and Markets – Structure, Growth and Innovations", TheMcGraw Hill Companies.
13. Guruswamy, S., "Financial Services and System", McGraw Hill Companies.

2.6 QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH

1. GENERAL INFORMATION

Credits	4
Hours per week	4

2. PERSPECTIVE OF THE COURSE

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

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

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

OUTCOMES

- The students must develop confidence and clarity in application of tools

4. COURSE CONTENT AND STRUCTURE

1	MODULE ONE	10 HOURS
	Origin and development: Importance, scope, techniques and characteristics, Optimization concept, Different types of models, Linear programming problem, Formulation, Product allocation, Blending and diet problems, Graphical solution, Simplex method (standard maximization) problems, Formulation of duality.	
2	MODULE TWO	10 HOURS
	Transportation: Importance, terminologies used, different methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced, degeneracy in transportation, test for optimality (MODI method only), maximization problems.	
3	MODULE THREE	10 HOURS
	Assignment: Importance and characteristics of assignment problem, methods- minimization, maximization, balanced, unbalanced, prohibited and travelling salesman and crew assignment problems. Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines.	
4	MODULE FOUR	10 HOURS
	Network analysis: Phases, objectives, basic rules, PERT and CPM techniques, critical path and float analysis, probabilities in PERT analysis, project crashing problems.	
5	MODULE FIVE	6 HOURS
	Theory of games: Types, pure and mixed strategies with two people zero sum game, principle of dominance.	

Queuing Theory(waiting line): Single server/single queue, essential features of queuing system, single queue, operating characteristics of queuing system, probability distribution in queuing system, multi server, description of other queuing models (only description).

6

MODULE SIX

10 HOURS

Simulation: Basic concepts, procedures and application, Monte Carlo simulation using Random numbers.

Replacement Models: Failure mechanism of items, assumptions of replacement theory, types of replacement problems, replacement of items which deteriorates with time, replacement of items that fail completely including group replacement.

5. PEDAGOGY

OR is a discipline that deals with the application of advanced analytical methods to help make better decisions. Operations research arrives at optimal or near-optimal solutions to complex decision-making problems. Because of its emphasis on human-technology interaction and because of its focus on practical applications, operations research has overlap with other disciplines, notably industrial engineering and operations management.

6. TEACHING AND LEARNING RESOURCES

- a) <http://www.igi-global.com/journal/...journal-operations-research>
- b) <http://www.ifors.org/web/India/>
- c) <http://www.inderscience.com/ijmor>
- d) <http://www.ijorlu.ir/>
- e) Institute of operation research and management sciences (INFORMS) – interface journal
- f) International federation of operational research societies (INFORS)
- g) International conference proceedings/publications and international journals

- h) Operation research society of India- publications
- i) International Journal of Operations Research (IJOR)
- j) International federation of operation research societies (IFORS)
- k) International Journal of Mathematics in Operational Research
- l) Operational Research Society of India (ORSI)
- m) International Journal of Applied Operational Research

7. RECOMMENDED READINGS

ESSENTIAL READINGS

1. K.K.Chawla and Vijay Guptha, Operation research, quantitative techniques for management, Kalyani, 7th edition, 2014
2. N.D. Vohra (2012), "Quantitative techniques in management", Tata McGraw-Hill Publications, 4th Edition.
3. P.C Tulsian and Vishal Pandey (2012), quantitative techniques. Pearson Practice series. Low price Edition.
4. J.K.Sharma, Quantitative methods and operation research, Excel publication, 2012

REFERENCES

1. David M. Lenine (2012), quantitative techniques for management. Pearson publication.
2. Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation research. 8th edition.
3. Er. Prem Kumar Guptha and Dr. D.S. Hira (2014), operation research. S.Chand publications.
4. Veerabadrappa Harinal (2012), An introduction to operation research. New Age international publishing.

5. Anand Sharma (2014), quantitative techniques for decision making. Himalaya Publishing House.
6. S. Kalavathi (2013), operation Research. Vikas Publications. 4th edition.
7. HamdyATaha (2013), operation research. Pearson publication. 9th edition.
8. G.V Shenoy and V.K. Srivathsava (2013), operation research for managerial decision. New Age international publishing.
9. PradeepprakashkarPai (2013), operation research principle and practices. Oxford Higher Education.
10. P.Rama Murthy (2014), operation Research. New Age international publishing. 2nd Edition.
11. C.K. Mustafi (2009), operation Research methods and practices. New Age international publishing. 3rd Edition

2.7 INNOVATION MANAGEMENT

1. GENERAL INFORMATION

Credits	2
Hours per week	2

2. PERSPECTIVE OF THE COURSE

India is increasingly becoming a top global innovator for high-tech products and services. Still, the country is underperforming, relative to its innovation potential—with direct implications for long-term industrial competitiveness and economic growth. About 90 percent of Indian workers are employed in the informal sector, and this sector is often characterized by underemployment, as well as low-productivity and low-skill activities. Although India has the benefit of a dynamic young population—with more than half of the country's population under 25 years old—only 17 percent of people in their mid-20s and older have a secondary education. To sustain rapid growth and help alleviate poverty, India needs to aggressively harness its innovation potential, relying on innovation-led, rapid, and inclusive growth to achieve economic and social transformation.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES:

- To apprise on value of innovation
- To impart skills of innovation
- To enable students think and act on innovation

OUTCOMES:

- Conceptual and application clarity on innovation.

4. COURSE CONTENT AND STRUCTURE

- 1** **MODULE ONE: EXPLORING INNOVATIONS** **8 HOURS**

Concept of innovation, historic retrospective, typology of innovations, innovation process, Macroeconomic view of innovation approaches to innovations, Assumptions and barriers to innovations, Innovation sources, i.e. science and R&D, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market
- 2** **MODULE TWO: APPLICATION OF INNOVATION** **8 HOURS**

Organizational aspects of innovation, Soft methods and techniques of innovation management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Economic aspects of innovations encompassing sources of innovation financing
- 3** **MODULE THREE: MARKETING INNOVATION PRODUCTS** **5 HOURS**

Strategic considerations on innovations, innovation platforms that incorporate new product development, process innovations, service innovation, service design innovation, multiple product options, portfolios and standards
- 4** **MODULE FOUR: EVALUATION OF INNOVATION** **5 HOURS**

Effectiveness evaluation, integration of risks, factors influencing economic effectiveness, Post implementation analysis of innovation projects, Intellectual property of innovations, legal aspects of innovations
- 5** **MODULE FIVE : INNOVATION IN REALITY** **4 HOURS**

Mindset, lateral thinking, out of box approach, creativity, innovation for problem solving

5. TEACHING AND LEARNING RESOURCES

- a) www.iciindia.com
- b) www.johnstark.com
- c) www.shell.com/Innovation
- d) www.jugaadtoinnovation.com
- e) www.super30.org
- f) Harvard Business Review
- g) Journal of Product Innovation & Management
- h) Journal of Business Strategies
- i) Journal of Business Venturing

6. RECOMMENDED READINGS

ESSENTIAL READINGS

1. CK Prahalad and MK Krishnan : The new age of innovation, McGraw Hill
2. Paul Traut: Innovation Management and New product Development ,Pearson
3. Khandwalla: Corporate Creativity, McGraw hill

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1. Mauborgne, René, Blue Ocean Strategy, Boston, Harvard Business School Press, 2005.
2. Snyder, Duarte, Unleashing Innovation, How Whirlpool Transformed an Industry, Jossey-Bass, 2008
3. Mass, Harvard Business School Press, 2006
4. Fraser, Heather, Design Works; Toronto: University of Toronto Press, 2012
5. Govindarajan, Vijay & Trimble, Chris, 10 Rules for Strategic Innovators; Boston: Harvard Business School Press, 2005
6. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press, 2012
7. Hamel, Gary, The Future of Management; Boston: Harvard Business School Press, 2007