

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

CURICULLUM SYLLABI 2013 FOR MASTER OF BUSINESS

ADMINISTRATION

S.No	Subject Code	Subject Name	L	T	P	C
I SEMESTER						
THEORY						
1	MA307	Statistics for Management	3	1	0	4
2	BA601	Principles of Management	3	0	0	3
3	BA602	Economic Analysis for Business	4	0	0	4
4	BA603	Organizational Behaviour	3	0	0	3
5	BA604	Accounting for Management	3	1	0	4
6	BA605	Legal Aspects for Business	3	0	0	3
PRACTICAL						
7	BA606	Business Application Software (Lab)	0	0	4	2
8	BA607	Communication Skills – I	0	0	3	1
		Total Credits				24

S.No	Subject Code	Subject Name	L	T	P	C
II SEMESTER						
THEORY						
1	MA 308	Operation Research for Management	3	1	0	4
2	BA608	Operations Management	3	0	0	3
3	BA609	Financial Management	3	0	0	3
4	BA610	Marketing Management	4	0	0	4
5	BA611	Human Resource Management	3	0	0	3
6	BA612	Management Information System	3	0	0	3
7	BA613	Business Research Methods	3	0	0	3
PRACTICAL						
7	BA614	Data Analysis for decision making (SPSS LAB)	1	0	3	2
8	BA615	Communication skill-II	0	0	3	1
		Total Credits				26

S.No	Subject Code	Subject Name	L	T	P	C
III SEMESTER						
THEORY						

1	BA701	Strategic Management	3	0	0	3
2	BA702	International Business Management	3	0	0	3
ELECTIVES						
3	E1***	ELECTIVE 1	3	0	0	3
4	E2***	ELECTIVE 2	3	0	0	3
5	E3***	ELECTIVE 3	3	0	0	3
6	E4***	ELECTIVE 4	3	0	0	3
7	E5***	ELECTIVE 5	3	0	0	3
8	E6***	ELECTIVE 6	3	0	0	3
9	BA703	Organisational Study/Internship Training	0	0	4	2
PRACTICAL						
10	BA704	Emerging Trends in Management	0	0	2	1
Total Credits						27

S.No	Subject Code	Subject Name	L	T	P	C
IV SEMESTER						
THEORY						
1	BA705	Entrepreneurship Development	3	0	0	3
2	BA706	Total Quality Management	3	0	0	3
3	BA707	Disaster Management	3	0	0	3
4	BA708	Project Work	0	0	16	8

Total Credits	17
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SEMESTER-I

MA307

STATISTICS FOR MANAGEMENT

L T P C
3 1 0 4

OBJECTIVES:

- To enhance the knowledge of statistics in business management
- To develop analytical skills in both private and public business organizations in the country.
- To build a culture of informed decision making using statistical models.

UNIT I INTRODUCTION TO STATISTICS & PROBABILITY

9+3

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. 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+3

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

9+3

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

UNIT IV NON-PARAMETRIC METHODS

9+3

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.

UNIT V CORRELATION, REGRESSION, INDEX NUMBERS AND TIME SERIES ANALYSIS

9+3

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre's, Paasche's and Fisher's Ideal index.

L : 45 T : 15 Total : 60

REFERENCES:

1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, Seventh edition, Cengage Learning India Pvt Ltd, New Delhi, 2010. (Units-I,II,III,IV&V)
2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw Hill, 2010.(Unit-I,II,III,IV& V)
3. Das N G., Das J K., Business Mathematics and Statistics, Tata McGraw Hill,2012.(Unit-V)
4. Sheldon M.Ross., Introductory Statistics., Third edition., Academic Press, An imprint of Elsevier, 2011.(Units-II,III&IV)
5. Richard A. Johnson., Miller & Freund's Probability and Statistics for Engineers, Eight edition, PHI Learning Private Limited, New Delhi, 2011.(Unit-I,II,III& IV)

COURSE OUTCOMES:

- Students shall understand the mathematical basics and foundations of probability and statistics.
- Successfully completing upper level methodological statistics courses as set forth in the statistics program requirements.
- Carrying out in these courses exercises or small projects that incorporate data presentation.

BA601**PRINCIPLES OF MANAGEMENT****L T P C****3 0 0 3****OBJECTIVES:**

- To enable the students to understand the evolution of management, its history, and the development of important concepts.
- To give an insight about the functions of management like planning, organizing, leading, and controlling.
- To expose the students to the theories of management, organizational theory, and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective.

UNIT I INTRODUCTION TO MANAGEMENT**9**

Management: Definition - Evolution of Management Studies –Nature, Functions, Levels and role of management - Basic Principles and Process of Management - Management vs. Administration – Taylor & Fayol's contribution to Management - Management styles -Qualities of good manager.

UNIT II PLANNING**9**

Planning: Basic types of planning – Characteristics of a good plan- Features - Planning process- Obstacles in planning - MBO, MBE, Policy - Policy formulation - Types of policies - Forecasting, Process, Importance – Decision making process.

White board duster

UNIT III ORGANISING

9

Organization: Need - forms of organization - features of a good organization. Departmentation – organizational charts - manuals - span of management, factors affecting span of management - authority relationship – delegation of authority and responsibility - centralization and decentralization.

UNIT IV STAFFING & DIRECTING

9

Staffing: Meaning, Nature, Need, and Process. Directing - Characteristics, Importance and Techniques of directing. Event & Time Management - Scope, Importance - Coordination - Need for coordination, Techniques for securing effective coordination.

UNIT V CONTROLLING

9

Concept of Control – Importance of control- Essentials of control system - Process of control – Communication - Process of Communication - Types - Barriers - Management Information Systems.

L: 45, T: 0 TOTAL: 45

REFERENCES:

- 1., Harold Koontz, and Weihrich, Essential of management 8th Edition,2010 (Units-I,II,III,IV&V)
2. Tripathy.P.C and Reddy.P.N., Principles of Management , 4th Edition, Tata McGraw Hill, 2011. (Units-I,II,III,IV&V)
3. Stephen.P.Robbins, Mary coulter, Neharika vohra, Pearson, Management, 10th Edition, 2010. (Units-I &II)
4. VSP Rao,V.Hari Krishna, Management , Excel books,2010. (Unit-I,II,V& Case study)
5. Dr.Kumkum Mukherjee, Principles of Management, 2nd Edition, Tata McGraw Hill, 2009. (Units-I,II&III)

COURSE OUTCOMES:

The intention is for the student to be able to

- Work as an effective team member and leader
- Use problem-solving strategies and critical thinking in real life situations
- Approach change with enthusiasm
- Demonstrate understanding of successful planning

OBJECTIVES:

- To give an insight into demand and supply analysis, forecasting and decision making.
- To provide students with a basic understanding of various Market structures.
- To provide students with a basic understanding of the Macro Economic concepts and Indian Government's Stabilization policies.

UNIT I INTRODUCTION**8**

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

UNIT II CONSUMER AND PRODUCER BEHAVIOUR**13**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behavior – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale.

UNIT III COST FUNCTION AND MARKET STRUCTURE**13**

Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function. Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition.

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

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

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

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs

Unemployment tradeoff – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

L: 60, T: 0 TOTAL: 60

REFERENCES

1. Paul A. Samuelson and William D. Nordhaus, Economics, 18th edition, Tata McGraw Hill, 2013.(Units –I,II,III,IV,&V)
2. Dr.D.M.Mithani, Managerial Economics Theory and applications, 5th Edition, Himalaya Publishing House Private Limited, 2010. (Units I,II &III)
3. Yogesh Maheshwari, Managerial Economics, 2nd Edition, PHI Learning Private Limited, 2010. (Units I,III &IV)
4. Geetika, Piyali Ghosh and Purba Roy Choudhury, Tata Mc Graw Hill Education Private Limited, 2010 (Units I,II &III)
5. Christopher R.Thomas, S.Charles Maurice and Sumit Sakar, Managerial Economics, 9th Edition, Tata Mc Graw Hill Education Private Limited, 2010. (Unit II)

COURSE OUTCOMES:

After completing this course, a student should be able to:

- Analyze the economic environment for creating a favorable impact on business entities.
- Apply the economical concepts in day to day running of business.
- Use supply and demand analysis to predict or evaluate the effects of government policies or other events on society's allocation of resources.
- Evaluate the interaction between markets, individuals, businesses, and the government.

BA603

ORGANIZATIONAL BEHAVIOUR

LT P C

3 0 0 3

OBJECTIVES:

- To enable students to describe contemporary organizational behavior theories
- To help them to demonstrate effective individual and team work behaviors
- To help them to evaluate methods of motivating and rewarding individuals and group outcomes

UNIT I FOCUS AND PURPOSE

5

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR

12

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification.

Emotions - Emotional Labour – Emotional Intelligence – Theories. Perceptions – Importance – Factors influencing perception – Interpersonal perception. Motivation – importance – Types – Effects on work behavior.

UNIT III GROUP BEHAVIOUR 10

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

UNIT IV LEADERSHIP AND POWER 8

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR 10

Organizational culture and climate – Factors affecting organizational climate – Importance. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Organizational development – Characteristics – objectives – Organizational effectiveness.

L: 45, T: 0 TOTAL: 45

REFERENCES:

1. Aswathappa, Organisational Behaviour, 8th Edition, Himalaya Publishing House, 2010. (Units-I,II,III,IV& V)
2. Khanka.S.S, Organisational Behaviour, 6th Edition, S. Chand & Co, 2010. (Units -I,II,III,IV& V)
3. Dr.Prasad.L.M, Organisational Behaviour, 4th Edition, Sultan Chand & Sons, 2008. (Units -I,II,III,IV& V)
4. Fred Luthans, Organisational Behaviour, 12th Edition, Tata McGraw Hill, 2010. (Units -I,II,III,IV& V)
5. Uma Sekaran, Organisational Behaviour, Tata McGraw Hill, 2010. (Units -I,II,III,IV& V)

COURSE OUTCOMES:

- Able to apply behavioral theories for managing employee’s behaviour.
- Able to analyze what motivates employees and adopt appropriate motivation strategies.
- Able to initiate, manage and implement changes in organization.

BA604 ACCOUNTING FOR MANAGEMENT

LT PC

3 1 0 4

OBJECTIVES:

- To acquaint the students with the fundamental principles of accounting.
- To enable the students to analyze and interpret Financial Statements.

- To enrich the knowledge of students in Costing, Budgeting and Marginal costing technique.

UNIT – I FINANCIAL ACCOUNTING 9+3

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

UNIT – II ANALYSIS OF FINANCIAL STATEMENTS 9+3

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

UNIT - III COST ACCOUNTING 9+3

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Preparation of cost sheet, Allocation and absorption of overheads, direct cost, overheads & Cost Accounting Systems. (Problems)

UNIT –IV BUDGETARY CONTROL AND STANDARD COSTING 9+3

Types of budget, techniques for budgeting - cash budget, functional budgets& flexible budget. Marginal costing including decision making- Cost volume profit analysis and Breakeven Point. (Problems)

UNIT - V ACCOUNTING IN COMPUTERISED ENVIRONMENT 9+3

Significance of Computerized Accounting System - Codification and Grouping of Accounts - Maintaining the hierarchy of ledgers - Prepackaged Accounting software. (Theory)

L: 45, T: 15, TOTAL: 60

REFERENCES:

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2004. (Units –II&IV)
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2008. (Units –I&II)
3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13th edition, Tata McGraw Hill Publishers, 2005.(Unit-I)
4. Bhagavathi.V&Pillai RSN, Cost &Management Accounting, S.Chand & company Ltd,2009. (Units –III &IV)
5. Sharma R.K.,Gupta shaghi,,"management Accounting –Principles and practices 12th edition.(Units -II,III&IV)

COURSE OUTCOMES:

On completion of this course, students will be able to:

- Explain cost management concepts, product costing techniques, and planning & control systems
- Use relevant information for making decisions
- Prepare a master budget and a flexible budget, compare the budgets with actual results, analyze and interpret variances

BA605

LEGAL ASPECTS OF BUSINESS

**LT P C
3 0 0 3**

OBJECTIVES:

- To provide Students with Basic Legal Concepts and the Indian Legal Environment in which Business is carried on.
- To develop an understanding of the regulation of registered companies and to provide thorough understanding of the various provisions of the Indian Company Law as well as Schedules and Rules.
- To impart knowledge of the basic principles underlying the substantive provisions of direct and indirect tax laws to the students.

UNIT I THE INDIAN CONTRACT ACT 1872

8

Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

UNIT-II THE SALE OF GOODS ACT 1930

8

Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

UNIT-III NEGOTIABLE INSTRUMENTS ACT 1881

8

Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT – IV COMPANY LAW

10

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.

UNIT – V INCOME & SALES TAX ACT AND CONSUMER PROTECTION ACT 11

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances Redressal, Types of consumer Redressal Machineries and Forums, Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

L: 45, T: 0 TOTAL: 45

REFERENCES

1. Kapoor.N.D, Elements of Mercantile Law, 29th Edition, Sultan Chand &Co., 2008. (Units –I,II,III&IV)
2. R.S.N. Pillai & Bagavathi, Legal Aspects of Business, S. Chand Group, Edition: 1 ,2011 (Units –I,II,III&IV)
3. P.K. Goel, Business Law for Managers, Biztantra Publishers, 2011. (Units –I, II, III& IV)
4. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, Fifth Edition, 2013. (Units –I,II,III&IV)
5. Saravanel.P & Sumathi, Legal Systems in Business, 9th Edition, Himalaya Publishing House, 2009. (Units –I,II,III&IV)

COURSE OUTCOMES:

- The areas of law applying to business organizations and the key issues around the functions and objectives of business law.
- The skills and processes necessary to act effectively as adviser to the governing body of organizations, and the distinction between legal obligations and ‘best practice’ in governance.

BA 606 BUSINESS APPLICATION SOFTWARE (Lab)

L T P C

0 0 4 2

OBJECTIVES

- To familiarize the students with basic computer concepts of Ms-word, MS-excel and MS-Powerpoint.and access
- To obtain the necessary skills to understand the accounting software in the area of accounting and finance.

UNIT – I MS-WORD

5

1. Creating and Formatting a simple document (using bulleted and Numbered list, adding Headers, Footers and Page numbers)
2. Navigating Long document with the Document Map
3. Working with Tables (create tables, editing tables, formatting tables, converting tables, sorting table contents, etc.,)
4. Mail Merge
5. Creating a Birthday Card

UNIT-II MS-EXCEL **5**

6. Formatting the worksheets (Formatting the cell, rows and columns).
7. Working with functions and formula.
8. Presenting Data with Charts.
9. Performing What-If analysis with data table.
10. Summarize the data using pivot table.

UNIT-III POWER POINT **5**

11. Presentation using Text with animation.
12. Presentation using images, media file.
13. Creating a graph in a PowerPoint slides.
14. Creating self running presentations.
15. Hiding and showing the slides.

UNIT-IV Ms-ACCESS **5**

16. Creating a database (Create a table, setting field properties and setting the key)
17. Entering and editing data using forms
18. Retrieving data from more than one related table using queries (using Query Wizard)
19. Generating Report using Report Wizards.

UNIT-V TALLY **10**

20. Creation of company, Accounts Configuration, Classification of Accounts using Tally.
21. Accounts Masters, Accounts Voucher - Voucher Entry, conversion, Interest Calculation, Printing of voucher using Tally.
22. Create a Contra Voucher, Payment and Receipt Voucher using Tally.
23. Create Sales and Purchase Voucher, Credit notes and Debit notes using Tally.
24. Create Trading Account, Profit / Loss Account, Balance Sheet using Tally.

L: 45, T: 0 TOTAL: 45

REFERENCES

1. A.K.Nadhani,K.K.Nadhani,Implementing Tally 9.0,BPB Publications,2010. (Unit-V)
2. Comdex, Computer and Functional Accounting with Tally 9.0, Dreamtech Press, Vikas Gupta 2008. (Unit-V).

3. Deborah Morley and Charles S Parker, Understanding computers today and tomorrow, 12th edition, Cengage Learning,2009. . (Units -I,II&III)
4. Vishnu P. Singh, Simplified Ms Office 2007, Computech Publications 2009. (Units -I,II,III&IV)

COURSE OUTCOMES:

- The students helps to understand the technology used in management.
- The areas of software packages used for the management are understood by the student.

BA607

COMMUNICATION SKILLS-I

LT P C

0 0 3 1

OBJECTIVE:

- To enable the students to the effectiveness of communication skills in business situations.
- To help them to present effective oral communication and to deliver the message for better understanding.
- To create an awareness about the effective public speaking in business environment.

UNIT I

6

- Importance of communication –LSRW(LISTENIG,SPEAKING,READING,WRITING)
- Types of communication
- Media - Barriers of communication
- Principles of effective communication.
- Voice and accend

UNIT II

6

- Initiation & Stage Fear,
- Self Introduction using an Adjective
- Noun – Newspaper Assessment on Nouns
- Pronouns – Passage writing by replacing noun with Pronoun
- Verbs - Newspaper Assessment on Verbs
- Articles - Mime the profession Assessment for Articles.

Home Assignment - CHART PREPARATION & PRESENTATION"

UNIT III

6

- Past Tenses, Present Tenses and Future Tense,
- Assessment 1 on Tenses,
- Assessment 2 on Tenses,

- Oral and Written Exercise on Tenses,
- Assessment 3 on Tenses,

UNIT IV

6

- Situational GD & Story Telling on Tenses,
- Simple, Compound and Complex Sentences,
- Invention / Innovation Assessment,
- Story Building Assessment

UNIT V

6

- Sentence Formation and Completion
- Skit Activity Assessment
- Self Marketing Activity Assessment,
- Invention / Innovation,
- Oral Communication
- Presentation Skills

Home Assignment - PAST INNOVATION AND FUTURE PLANNING"

L: 0, T: 0, P:3 TOTAL: 30

REFERENCES

1. Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, Basic Business Communication, 10th ed. Tata McGraw-Hill, New Delhi, 2007.(Units -I,II,III,IV&V)
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 2008. (Units -I,II,III,IV&V)
3. A.K.Jain, Pravin S.R.Bhatra, A.M.Sheikh, Professional Communication skills, S.Chand,2008. (Units -I,II,III,IV&V)
4. Dr.R.Senapathi, Communication skills, lakshmi publications, Chennai-2011. (Units -I,II,III,IV&V)
5. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi. (Units -I,II,III,IV&V)

COURSE OUTCOMES:

- Know the essentials of effective oral presentation.
- Will show better of using tenses and improve the presentation skills of the students.

SEMESTER-II

MA308 OPERATIONS RESEARCH FOR MANAGEMENT

L T P C

3 1 0 4

OBJECTIVES:

This module aims to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP)

9+3

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

UNIT II LINEAR PROGRAMMING EXTENSIONS

9+3

Transportation Models (Minimising and Maximising Cases) – Balanced and unbalanced cases – 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. Cases of degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Cases) – Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT III INTEGER LINEAR PROGRAMMING AND GAME THEORY

9+3

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

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY

9+3

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Application of simulation techniques for decision making.

UNIT V QUEUING THEORY AND REPLACEMENT MODELS

9+3

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

REFERENCES:

1. Sankara Iyer P, Operations Research, Tata Mcgraw Hill, 2008.(Units-I,II,III,IV&V)
2. Gupta C.B, Optimization Techniques in Operations Research, I.K International Publishing House Pvt Ltd, 2008.(Units- I,II,III,IV&V)
3. Kalavathy S, Operations Research with C Programs, Third Edition, Vikas Publishing House, 2011.(Units- I,II,III,IV&V)
- 4.Nita H.Shah., Ravi M. Gor and Hardik Soni, Operations Research, Prentice Hall India, 2008. (Units- I,II,III,IV&V)
5. Taha, H. A., Operations Research: An Introduction, Ninth Edition, Pearson Education, Asia, New Delhi ,2011.(Units-I,II,III,IV & V)

COURSE OUTCOMES:

- **Knowledge and understanding**
Be able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.
- **Cognitive skills (thinking and analysis)**
Be able to build and solve Transportation Models and Assignment Models.
- **Communication skills (personal and academic).**
Be able to design new simple models, like: CPM, MSPT to improve decision –making and develop critical thinking and objective analysis of decision problems.
- **Practical and subject specific skills (Transferable Skills).**
Be able to implement practical cases, by using TORA, WinQSB

BA608

OPERATIONS MANAGEMENT

LT P C

3 0 0 3

OBJECTIVES:

- To explain the role of operations, and their interaction with other functional areas of a s of a firm: finance, marketing, organization, corporate governance, etc.
- To understand how operations affect people and society.
- To appreciate the challenge, excitement and creativity associated with managing operations.
- To analyze operation processes from various perspectives such as efficiency, responsiveness, quality and productivity. To learn basic but useful analytical skills and tools in studying operations in specific and other activities (marketing, finance, etc.) in general.

UNIT – I INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT 9

Production Systems – Nature, Importance and organizational function. Characteristics of Modern Production and Operations function. Organisation of Production function. Recent Trends in Production and Operations Management. Operations strategy-strategic fit, framework.

UNIT – II FACILITY LOCATION & LAYOUT AND FORECASTING 9

Facility Location – Theories, Steps in Selection, Location Models – Simple Problems. Layout – types-Facility Layout – Principles, Planning tools and techniques.

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods.

UNIT-III CAPACITY PLANNING AND MASTER PRODUCTION SCHEDULE 9

Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule(simple problems). Overview of MRP, MRP II and ERP.

UNIT – IV PRODUCTION PROCESS, WORK STUDY AND MATERIALS MANAGEMENT 9

Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity(simple problems). Materials Management – Objectives, Planning, Budgeting and Control. Vendor rating(simple problems) and Value Analysis. Stores Management – Nature, Layout, Classification and Coding.

UNIT – V INVENTORY CONTROL & PROJECT MANAGEMENT 9

Inventory Control–types-safety stock-service level- Inventory control systems (simple problems). Overview of JIT. Project Management – Scheduling Techniques, PERT, CPM, Crashing CPM networks – Simple Problems.

L: 45, T: 0 TOTAL: 45

REFERENCES

1. Aswathappa K. and Sridhara Bhat K., Production and Operations Management, 2nd Edition, Himalaya Publishing House Pvt. Ltd., 2012 (Units - I, II, III, IV&V)
2. Norman Gaither and Gregory Frazier, Operations Management, 9th Edition, Cengage Learning, 2011 (Units - I, II, III, IV&V)
3. Lee J. Krajewski, Operations Management: Processes and Supply Chains, 9th Edition, Pearson Education, 2011 (Units - II, III&V)
4. Panneerselvam R., Production and Operations Management, 3rd Edition, Prentice Hall of India, 2012 (Units - I, II, III, IV&V)
5. [S.A.Chunawalla & D. R. Patel](#), Production and Operations Management, 8th Revised Edition, Himalaya Publishing House Pvt. Ltd., 2010 (Units- II, III, IV&V)

COURSE OUTCOMES:

- Ability to demonstrate knowledge and understanding of principles and concepts of operations management
- Ability to demonstrate knowledge and understanding of core operations techniques and approaches used
 - Ability to demonstrate knowledge and understanding of current issues and possible future directions of operations management

BA609 FINANCIAL MANAGEMENT

**LT P C
3 0 0 3**

OBJECTIVES:

- To become familiar with the various types of financing available to a firm.
- How to manage a firm's working capital efficiently?
- Demonstrate proficiency in valuation techniques, both DCF (discounted cash flow) and non-DCF

UNIT – I FOUNDATIONS OF FINANCE: 9

Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares.

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 - Project selection under capital rationing - Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT – III FINANCING AND DIVIDEND DECISION 9

Financial and operating leverage (Problems) - capital structure - Cost of capital and valuation - designing capital structure. Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

UNIT – IV WORKING CAPITAL MANAGEMENT 9

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital – Factors affecting working capital requirements-forecasting working capital requirement (problems)-working capital financing approach-Trade credit, Bank finance and Commercial paper.

UNIT – V LONG TERM SOURCES OF FINANCE 9

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

L: 45, T: 0 TOTAL: 45

REFERENCES

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011. (Unit –I, II, III, IV&V)
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2010. (Unit –I,II, III, IV&V)
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 11th edition, Cengage Learning 2012. (Unit I, II & IV)
4. Prasanna Chandra, Financial Management, 7th edition, Tata McGraw Hill, 2011. (Unit- III)
5. G.Sudarsana Reddy, Financial Management Principles & Practices, 2nd revised Edition, Himalaya Publishing House Private Limited, 2010 (Unit- II)

COURSE OUTCOMES:

At the end of this course students should be able to

- Evaluate investments in working capital and long-term assets.
- Apply time value, risk, and return concepts. Apply valuation techniques to bonds.
- Apply the concept of risk, its measurement for single assets and portfolios

BA610

MARKETING MANAGEMENT

LT P C

4 0 0 4

OBJECTIVES:

- Develop a good understanding of customer value and how marketing strategies contribute to profitability and growth
- Extend understanding of important marketing concepts and tools with meaningful applications and examples
- To enable them to understand the components and impact of marketing environment in India.
- Understand various segmentation strategies and when one might be used rather than another.

UNIT – I INTRODUCTION

12

Marketing – Definitions - Conceptual frame work – Core Concepts - Scope – Philosophies of marketing. Marketing environment - Marketing interface with other functional areas – Customer Value.

UNIT – II MARKETING STRATEGY

12

- Synthesis ideas into a marketing plan.

BA611 HUMAN RESOURCE MANAGEMENT LT P C
3 0 0 3

OBJECTIVE:

A firm knowledge and understanding of the practical dimension of human resource management, ie planning, recruitment, selection, induction, training/development, reward systems and people review/appraisal systems.

UNIT – I PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT 5

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

UNIT – II THE CONCEPT OF BEST FIT EMPLOYEE 8

Importance of Human Resource Planning – Forecasting human resource requirement – Matching Supply and demand - Internal and External sources. Recruitment - Selection – Induction - Socialization benefits.

UNIT – III TRAINING AND EXECUTIVE DEVELOPMENT 10

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

UNIT – IV SUSTAINING EMPLOYEE INTEREST 12

Compensation plan – Reward – Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT – V PERFORMANCE EVALUATION AND CONTROL PROCESS 10

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

L: 45, T: 0 TOTAL: 45

REFERENCES

1. K.Aswathappa, Human Resource and Personnel Management – Text and Cases, Tata McGraw Hill, 2010. (Units-I,II,III,IV&V)
2. Gary Dessler, Human Resource Management, Prentice Hall of India, 2010. (Units-I,II,III,IV&V)
3. VSP Rao, Human Resource Management –Text and Cases Excel Books 2010 (Units-I,II,III,IV&V)
4. P.Subbao Rao, Personnel and Human Resource Management, Himalaya Publishing House, 2010 (Units-I,II,III,IV&V)
5. Scott Snell, Human Resource Management, Cengage Learning, 2010 (Units-I,II,III,IV&V)

COURSE OUTCOMES:

- Understand the strategic role of human resources.
- Use job analysis and job descriptions as management tools.
- Hire to achieve organizational objectives.
- Evaluate employee job performance.
- Manage training and development of subordinates.

BA612

MANAGEMENT INFORMATION SYSTEMS

LT P C

3 0 0 3

OBJECTIVES

- To acquire an awareness about different types of information systems in an organization.
- To understand, how information system can be misused in the organization.
- To know about the new systems of information technology and its role to the management.

UNIT – I INTRODUCTION

9

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.

UNIT – II SYSTEMS ANALYSIS AND DESIGN

9

SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER – Object modeling, DBMS – RDBMS – OODBMS.

UNIT – III INFORMATION SYSTEM

9

Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System.

UNIT – IV SECURITY AND CONTROL

9

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

UNIT – V NEW IT INITIATIVES

9

e- business, e-governance, ERP, SCM, e-CRM, Data warehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

L: 45, T: 0 TOTAL: 45

REFERENCES

1. James O Brien, George Marakas Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2010.(Units-I&II)
2. Kenneth C. Laudon,Jane Price Laudon,Rajanish Dass ,Management Information Systems – Pearson Education, PHI, Asia, 2011.(Unit-IV)
3. Goyal D P, Management Information System Mcmillan Publications,3rd Edition,2010 (Units-III& V).
4. Effyoz, Management Information System Cengage Learning 2011.(Unit-I)
5. Waman S Jawadekar, Management Information Systems 2010.(Units-II&III)

COURSE OUTCOMES:

- Able to know about, how information system used in all specialized area of management.
- Able to identify the misuse of information system in the organization.
- Able to understand the approach of the information system used in new era of management.

BA613

BUSINESS RESEARCH METHODS

LT P C

3 0 0 3

OBJECTIVES:

- To gain insights into how scientific research is conducted.
- To learn and understand the basic statistics involved in data presentation, to identify the influencing factor or determinants of research parameters, and to test the significance, validity and reliability of the research results.
- To help in documentation of research results.

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 – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability.

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 – Sampling plan – Sample size – sampling techniques - Probability Vs Non-probability sampling methods.

UNIT – IV DATA PREPARATION AND ANALYSIS 9

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Multivariate statistical techniques – multiple regression and correlation – multidimensional scaling –Factor analysis – Discriminant analysis – cluster analysis.

UNIT – V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH 9

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

L: 45, T: 0 TOTAL: 45

REFERENCES

1. Donald R. Cooper, Pamela S. Schindler and J.K. Sharma, Business Research Methods, 11th Edition, Tata McGraw Hill, 2012 (Units - I, II, III, IV& V)
2. Uma Sekaran, Roger Bougie, Research Methods for Business: A Skill Building Approach, 5th Edition, Wiley India, 2010 (Units - I, II, III, IV&V)
3. C.R. Kothari, Research Methodology : Methods and Techniques, 2nd Edition, New Age International, 2012 (Units-I, II, III, IV&V)
4. Zikmund William G. Business Research Methods, 8th Edition, Cengage Learning, 2012 (Units - II, IV)
5. Ranjit Kumar, Research Methodology, 2nd Edition, Pearson Education, 2010 (Units- I, II, III&V)

COURSE OUTCOME:

- Ability to critically evaluate current research and propose possible alternate directions for further work

- Ability to develop hypothesis and methodology for research
- Ability to comprehend and deal with complex research issues in order to communicate their scientific results clearly for peer review.

BA614 DATA ANALYSIS FOR DECISION MAKING (SPSS LAB)

LT P C

1 0 3 2

OBJECTIVE:

SPSS is one of the most widely used programs for statistical analysis in social science. This course is designed to give a basic understanding of how to use SPSS for data analysis and interpretation for research works

EXPERIMENTS:

1. Learning the Basics of SPSS – Data Entry 24.1.14
2. Looking at Frequency Distributions and Descriptive Statistics 31.1.14
3. Cross tabulation and Chi-square 7.2.1
4. Presenting Data in Graphical Form 14.2.14
5. One-sample t-test 21.2.14
6. Independent-samples t-test
7. Paired-samples t-test 7.3.14
8. One-way ANOVA 11.4.14
9. Bivariate Correlation 23.4.14
10. Linear Regression 2.5.14
11. Non-parametric Tests 9.5.14
12. Multivariate Analysis (Overview) 12.5.14

L: 1, T: 0, P:3 TOTAL: 45

REFERENCES:

1. Carver and Nash, Data Analysis with SPSS Version 17, Cengage Learning, 6th Edition, 2011
2. Darren George, Paul Mallery, SPSS for Windows Step by Step: A Simple Study Guide and Reference, 17.0 Update, 10th Edition, Pearson Education, 2011
3. Thomas Pavkov & Kent Pierce, Ready, Set, Go! A Student Guide to SPSS 16. 0-17.0 for windows, Tata McGraw Hill, 2010

COURSE OUTCOME:

- Understand how to start SPSS;
- Define a variety of statistical variables;
- Enter basic data into SPSS;
- Carry out a statistical analysis test that can test hypotheses.

OBJECTIVE:

- The objective of the course is to provide basic knowledge about written communication and official correspondence of letter drafts.
- To familiarize the students with the application of the business correspondence and its effectiveness in corporate.

UNIT I**6**

- Public Speaking,
- Article Summarization,
- Audio Analysis & Voice Recording,
- Article Summarization Assessment 1,
- Article Summarization Assessment 2

UNIT II**6**

- Written Communication,
- Article Summarization,
- Writing Process and AIDA,
- Read a particular article in the newspaper and summarize the same to 1/3 of the original,
- Story writing exercise from a photo or image.

Home Assignment - PRESENTATION SKILLS

UNIT III**6**

- Report Writing Guidelines and Preparation,
- Letter Writing Exercise.
- Norms for Business letters
- Letter for different kinds of situations
- Personalized standard letters, Enquiries, Customers complaints, Collection letters, Sales promotion letters

UNIT -IV**6**

- Read Theory Critical Interference,
- Short Story Reading Interpretations,

- Informational Passages involving critical thinking,
- Technical Passage Inference,
- Role Play Reading - Colloquial and Idiomatic expressions

UNIT -V

6

- Dual Version – Direct Comparison Reading
- Question Response Writing
- Practical Writing
- Argumentative Writing
- Precise Language - Eliminating vague constructions and unnecessary verbiage.

Home Assignment - PUBLIC SPEAKING

L: 0, T: 0, P:3 TOTAL: 30

REFERENCES

1. Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, Basic Business Communication, 10th ed. Tata McGraw-Hill, New Delhi, 2007.(Units -I,II,III,IV&V)
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 2008. (Units -I,II,III,IV&V)
3. A.K.Jain, Pravin S.R.Bhatra, A.M.Sheikh, Professional Communication skills, S.Chand,2008. (Units -I,II,III,IV&V)
4. Dr.R.Senapathi, Communication skills, lakshmi publications, Chennai-2011. (Units -I,II,III,IV&V)
5. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi. (Units -I,II,III,IV&V)

COURSE OUTCOME:

- Prepare reports and draft intra organizational correspondence like enquires customer's letters and agenda.
- Exhibit appropriate kinesics for building effective inter-personal relationships.