

## SEMESTER – II

Code	Subjects	Credit	L	T	P
19MB201	Production & Operation Management	3	3		
19MB202	Financial Management	3	3		
19MB203	Business Law	3	3		
19MB204	Organisational Behaviour	3	3		
19MB205	Business Analytics	3	3		
19MB206	Entrepreneurship & Business Incubation	3	3		
19MB207	Business Research Methods	3	3		
19MB208	Business Analytics Lab	2			2
19MB209	SPSS Lab	2			2
19MB210	PD Lab-2	2			2
	Total Credit	27			

### **19MB201                  Production & Operations Management                  (36 Hours)**

---

#### **Course Objective:**

To get acquainted with the basic aspects of production and operations management. Study and analyze different operational issues in manufacturing and services organizations.

#### **Learning Outcomes:**

1. To understand the Production and Operations Function in an Organization.
2. To learn facility location and layout planning.
3. To understand operations planning and scheduling techniques
4. To learn project planning and control techniques.

#### **Module – I: Introduction (8 Hours)**

Production and Operations Function in an Organization, Manufacturing Vs Service Operations, Competitive priorities of a firm, Designing Products, processes and services: New product development, Production processes, Factors affecting process design decisions, Group Technology, Designing Jobs: Work study analysis, work measurement: Stopwatch Time Study, Predetermined Motion Time Standards and Work Sampling, Standard Time Estimation.

#### **Module -II: (8 Hours)**

Long-range capacity planning: Economies of scales, Facility location: Factor influencing locations decisions, Facility Location Procedure and Models: Qualitative Models, Quantitative models - Breakeven Analysis, Centroid method, median method. Layout Planning: Layout types, New trends in manufacturing layout, Assembly line balancing,

#### **Module -III: (10 Hours)**

Operations planning and scheduling: Aggregate planning, Material Requirements Planning (MRP), Master Production Scheduling (MPS), Inventory management: Inventory models, P-

system, Q-system, Economic order quantity (EOQ), Economic batch quantity, Safety Stock, Reorder Point, ABC analysis, Operations scheduling: Single Machine Sequencing, Flow shop sequencing - Johnson's Rule, Job shop Scheduling - Priority dispatching Rules.

#### **Module -IV: (10 Hours)**

Project planning and control techniques: Critical path method (CPM), Project evaluation and review techniques (PERT), Gantt chart, Crashing of project. Operations quality management: Quality dimensions, Modern quality management: Just in Time (JIT), Total Quality Management (TQM), Total Productive Maintenance (TPM), ISO 9000, Quality Circle, Kaizen, Poka Yoke, Supply Chain Management (SCM), Business process reengineering (BPR), Lean manufacturing.

#### **Text Book:**

1. Operations Management, Chase, Aquilanno, Jacob & Agarwal - TMH Publication.

#### **Reference Books:**

1. R. Paneerselvam, "Production and Operations Management, Prentice Hall of India.
2. Lee J. Krajewski et al, Operations Management, Process and Supply chains, 11th Edition Pearson India Education Services Ltd. India
3. Gaither & Frazier - Operations Management, Cengage Publication
4. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2007
5. S.N. Chary, "Production and Operations Management", Tata McGraw Hill.

**19MB202**

**FINANCIAL MANAGEMENT**

**(36 Hours)**

---

#### **Course Objective:**

This course provides students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization

#### **Learning Outcomes:**

1. To estimate capital requirements of business for sound capital structure.
2. To decide allocation of funds of company to ensure safety of investment and regular returns.
3. To impart the students the techniques of distributing the dividends to shareholders or retention of profits.

#### **Module I: Foundations of Finance: (8 Hours)**

Nature & Scope, Organization of Financial Functions. Emerging role of finance managers in India and in Global context, Financial Goal, Agency problems. Time value of money:

#### **Module II: Investment Decisions. (10 Hours)**

Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital.

**Module III: Financing & Dividend Decision: (8 Hours)**

Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. Sources of Long term finance, Dividend Theory, Dividend Policy.

**Module IV: Liquidity Decision: (10 Hours)**

Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, Management of cash : Cash budget, Management of collections and disbursement, Investment of Surplus cash ; Management of Receivables : Terms of Credit, Credit Policy decision ; Management of Inventory : Techniques of Inventory planning and control.

**Text Book:**

1. Fundamentals of Financial Management, Van Horne, Pearson

**Reference Books:**

1. Essentials of Financial Management, IM Pandey, Vikas
2. Financial Management, Khan & Jain, McGraw Hill,
3. Financial Management, Srivastav & Misra, Oxford.
4. Financial Management, G Sudarsan Reddy, HPH
5. Financial Management - Tulsian (S Chand)
6. Fundamentals of Financial Management, Brigham, Cengage
7. Financial Management by Prasanna Chandra , Tata McGraw Hill
8. Financial Managemnt, Rustogi, Galgotia Publishing.

**19MB203****Business Law****(36 Hours)**

---

**Course Objectives:**

Students will acquire the knowledge on various aspects of law applicable to business. Various statutory compliances will be addressed and students will be able to know how to implement in companies.

**Learning Outcomes:**

1. To acquire the knowledge about the contracts and its applications.
2. To implement various statutory protection to safeguard consumers.
3. To know the company formation and its legal compliances.

**Module-I: Law of contract (8 Hours)**

Contract Act, Indian Contract Act1872, Agreement, contract, Essentials of contract (Offer & Acceptance, Consideration, capacity of parties, Free Consent, Legality of Object), Performance and Discharge of contract, Remedies for breach of Contract, Quasi Contract, and Contingent Contract

**Module-II: Special Contracts (8 Hours)**

Contract of Agency, mode of creating and revocation of agency, Rights and duties of Agents and principals, Contract of Bailment (Rights and duties of Bailor and Bailee),Sale of goods Act,

Sale and agreement to Sale, Condition and warranty, transfer of properties, finder of goods, Performance of contract of sale, Unpaid Seller and his rights,

**Module III: Consumer Protection Law (8 Hours)**

Consumer Protection Act, Consumer, Rights of consumers, Redressal Machinery under this Act, Procedure of complaint, Relief available to consumers, Procedure of filing appeal, Powers of Redressal agencies. Negotiable instruments Act 1881, Arbitration and Conciliation Act 1996

**Module-IV: Company Law (12 Hours)**

Company Laws: Indian Companies Act 2013, Salient features and classes of companies, Lifting of corporate veil, Procedure of Incorporation and Certificate of Commencement of Business, Memorandum and Articles of Association, Doctrine of Ultra Vires and Indoor Management, Management of Company: Qualification, Appointment of directors, Company meetings and resolutions, winding-up of companies and their mode.

**Text Book:**

1. Business Law – Saravanel, Mohapatra, HPH

**Reference Books:**

1. Business Law – N D Kapoor, S Chand
2. Business Law – Pathak, Tata McGraw Hill

**19MB204**

**ORGANISATIONAL BEHAVIOUR**

**(36 Hours)**

---

**Course Objectives:**

Developing an understanding of the behaviour of individuals and groups inside organizations by enhancing the skills in appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations is the goal of any organisation. Through this course students will develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

**Learning Outcomes:**

1. Students will understand the essential of maintaining the inter-personal relationships in organisations.
2. Personality factors will be effectively used to understand the communication among groups.
3. The reasons for conflict will be known and prescriptive methods can be devised to enhance higher productivity in organisations.
4. Being an employee in an organisation the importance of organisational change and culture can be known to all.

**Module-I : Fundamentals of OB (6 Hours)**

Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB. Learning; Theories and their applications

## **Module II : Foundations of Individual Behavior (12 Hours)**

Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job - fit theory), Personality Tests and their practical applications. Attitude; ABC Model. Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Perceptual errors.

Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories - Equity Theory of Work Motivation.

## **Module- III: Foundations of Group Behavior (8 Hours)**

Group Dynamics, Types of Groups, The Five - Stage Model of Group Development. Developing Work Teams, Team Effectiveness & Team Building.

Leadership: Concept, Types & Styles of Leadership, Traditional & Contemporary theories of leadership Success stories of today's Global and Indian leaders.

## **Module- IV: Foundations of Organisational Behavior (10 Hours)**

Organisational Culture; creating and maintenance. Organisational Change; concept and technique and theories of change. Organisational Development; concept and methods of doing development.

### **Text Book:**

1. Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.

### **Reference Books:**

1. Organizational Behaviour, K. Awathappa, HPH.
2. Organizational Behaviour, VSP Rao, Excel
3. Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
4. Organizational Behaviour, Hitt, Miller, Colella, Wiley
5. Organizational Behaviour, Suba Rao, Mishra, Himalaya
6. Organisational Behaviour - Uma Sekharan
7. Understanding Organizational Behaviour, Parek, Oxford

**19MB205**

**BUSINESS ANALYTICS**

**(36 Hours)**

---

### **Course Objective:**

The objective of the course is to provide an understanding of Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R Language.

**Learning Outcomes:**

1. To learn the complexity of data in business domain.
2. To understand various data modeling and their usage in business.
3. To choose best decision based on various decision support system techniques.

**Module I: Introduction to Business Analytics (6 Hours)**

Decision Making Process, Definition of Business Analytics, Categories of Business Analytical Methods and Models, Business Analytics in Practice and Case Studies in - Finance, Human Resource, Marketing, Health Care, Supply Chain, Sports, and Web, Big Data-Overview of using Data, Types of Data.

**Module II: Descriptive Analytics and Data Visualization (8 Hours)**

Overview of Description Statistics Central Tendency, Variability, Data Distributions, Association, Data Visualization- Definition, Visualization Techniques -Tables, Cross Tabulations, Charts, Data Dashboards Design.

**Module III: Predictive Analytics (10 Hours)**

Regression Models -Linear, Least Squares & Multiple, Time Series Analysis and Forecasting Techniques, Data Mining -Definition, Approaches in Data Mining- Data Sampling, Data Preparation, Data Exploration & Reduction, Unsupervised Learning (Classification, Association), Supervised Learning (Data Partitioning, Accuracy, k-Nearest Neighbors, Classification Tree, Regression Tree).

**Module IV: Prescriptive Analytics (12 Hours)**

Overview of Linear Optimization, Applications of Linear Optimization, Overview of Integer Optimization, Overview of Decision Analysis.

Programming Using R in Lab.

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

**Text Book:**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams-Essentials of Business Analytics, Cengage Learning.

**Reference Books:**

1. James Evans, Business Analytics, Pearson, Second Edition, 2017.
2. Albright Winston, Business Analytics-Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
3. Sahil Raj, Business Analytics, Cengage Learning

## **19MB206    ENTREPRENEURSHIP & BUSINESS INCUBATION    (36 Hours)**

---

### **Course Objective:**

To sensitize the students towards Entrepreneurship as a career. To make students learn the basic things to start their own business

### **Learning Outcomes:**

1. To appraise the students about Entrepreneurial skills & practices.
2. To differentiate skill sets required both by entrepreneur and business managers.
3. To equip students with techniques to face challenges while starting the business.

### **Module I: Entrepreneurship and Business Environment; (8 Hours)**

Entrepreneurship concept, Evolution of entrepreneurship, Entrepreneurship as a Career, Importance & Characteristics of Successful Entrepreneur, Entrepreneurship and Intra-preneurship-similarities and variance, Entrepreneurial Personality, Entrepreneurial motivation, Skills of Entrepreneur

Business Environment -Role of Family and Society-Entrepreneurship Development Training and Other Support Organizational Services

### **Module II: Start Up; (10 Hours)**

Identifying a project-Start-up- problem & challenges- business plan-- Issues relating to location- Startups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Startup development phases: Ideating, concepting, committing, validating, scaling, establishing, Startup business partnering, Startup culture, Co-founders, Preparing to Launch: Essential Components, Intellectual Property, Branding, Strategy, Making the Entrepreneurial System Work for you, Financing startups: Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Acquisition/ mergers, Strategic alliances; IPO, Factors of success and failures, Restarters, Trends and obstacles. Startup India, Make in India as a Case study

### **Module III: Business Incubation; (10 Hours)**

Business incubation definition & principles- objective- function- role -stages-business incubators in India- Incubator Models and Success Factors, Incubator Operation, Planning an Incubator, Business Incubation Marketing and Stakeholder Management, Financing a Business Incubator, Managing the Business Incubator, Monitoring, Evaluation and Benchmarking, Implementing a Mentoring Program, Deals and Financing for Incubator Clients, Technology Commercialization, Virtual Business Incubation.

### **Module 4: Industry Sickness; (8 Hours)**

Monitoring and Evaluation of Business -causes and symptoms of sickness- preventing Sickness and Rehabilitation of Business - Effective Management of small Business.

### **Text Book:**

1. Entrepreneurship Development and Management, Vasant Desai, HPH

**Reference Books:**

1. Entrepreneurship, Hisrich, Tata McGraw Hill, New Delhi, 2001.
2. Entrepreneurial Development, S.S.Khanka, S.Chand and Company Limited, New Delhi, 2001.
3. Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Mathew Manimala, Biztrantra, 2nd Edition, 2005.
4. Projects Planning, Analysis, Selection, Implementation and Reviews, Prasanna Chandra, Tata McGraw-Hill, 1996.
5. Entrepreneurial Development, P. Saravanavel, Ess Pee kay, Publishing House, Chennai - 1997. Arya Kumar. Entrepreneurship. Pearson. 2012.
6. Entrepreneurship: A South Asian perspective. Donald F Kuratko, T.V Rao. Cengage Learning. 2012.

**19MB207****BUSINESS RESEARCH METHODS****(36 Hours)**

---

**Course Objectives:**

Students are going to get a hands on experience on various modalities of doing business research and a knowledge of parametric and non-parametric tools will be used for hypothesis testing.

**Learning Outcomes:**

1. To understand research and its important dimensions.
2. Design and collect data for planning to conduct research.
3. Analysis and compilation of data.
4. To know effective way of report writing and presentation of research output.

**Module I: Introduction to BRM (6 Hours)**

Meaning and significance of research. Importance of scientific research in decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs. Review of Literature.

**Module II: Measurement and Data Collection (10 Hours)**

Primary data, Secondary data, Design of questionnaire ; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

**Module III: Data Analysis – I (10 Hours)**

Hypothesis testing; Z-test, t-test, F-test, Chi-square test. Analysis of variance. Non-parametric Test – Sign Test, Run test, Krushall – Wallis test

**Module IV: Data Analysis – II (10 Hours)**

Factor analysis, Multiple Regressions Analysis. Discriminant Analysis, Report Writing and Presentation: Research Report, Types and significance, Structure of research report, Ethical issues in research, Presentation of report.

**Text Book:**

1. Research Methodology, Chawla and Sondhi, Vikas

**Reference Books:**

1. Research Methodology, Paneersevam, PHI.
2. Business Research Methods – Uma Sekaran.
3. Business Research Methods – Zikmund.
4. Management Research – RN Subudhi, Sumita Mishra- 2019-Emerald.

**19MB208****BUSINESS ANALYTICS LAB****(24 Hours)**

---

**Hands-on session details:**

1. Installation, R Environment, R Packages, Reading and Writing Data in R.
2. R Functions, Control Statements, Frames and Subsets.
3. Managing and Manipulating Data in R.
4. Statistics with R (Central Tendency, Variability, Data Distributions, Association).
5. Data Visualization using R and Tableau (Students Edition).
6. Regression Models –Linear, Least Squares & Multiple using R.
7. Time Series Analysis and Forecasting Techniques using R.
8. Unsupervised Learning: Classification, Association using R.
9. Supervised Learning: Data Partitioning, Accuracy, k-Nearest Neighbors, Classification Tree, Regression Tree using R.
10. Applications of Linear Optimization using R.
11. Implementation of Integer Optimization using R.
12. Implementation of Decision Analysis using R.

**19MB209****SPSS LAB****(24 Hours)**

---

**Practical Aspect (of BRM):**

Students are expected to use the 30 days trial version of relevant software package to learn the following:

**Sessions:**

1. Introduction
2. Descriptive Statistics
3. Data entry using data and variable editor.
4. Draw frequencies, bar charts, histogram, percentile
5. Creating and editing graphs and charts.
6. Bi variate correlation.
7. t-test procedure.
8. Non-parametric Tests: Chi-square Test.
9. One way ANOVA procedure.
10. Simple Regression, Multiple regressions, Reliability analysis, Factor Analysis cluster analysis.

**Emphasis to be laid on the following aspects in the lab activities:**

1. Basics of personality development: Physical appearance, confidence, voice; Communication style; Dressing and Grooming for success.
2. Introductions, Greetings, and the Art of Conversation.
3. Web Page Communication, Voice and Wireless Communication
4. Office Etiquette and Travel Etiquette.
5. Time Management Skills: Assessment of the present level of time use; Awareness of major time-wasters; Practice of better time management techniques.
6. Self-concept; Self-awareness through SWOT analysis; Impression Management.
7. Taking an On-line Aptitude Test in English
8. Preparing for Job Interviews.
9. Group Discussion
10. Business presentation

**Reference Book:**

1. Carol M. Lehman, Debbie D. Dufrene and Mala Sinha. Business Communication (2nd ed). Cengage Learning. 2016.