

PART B
SESSION PLAN

MODULE 1: ENTREPRENEURSHIP IN THE NEW MILLENIUM

Session	Coverage of the Key Concept	Pedagogy/Activity (Discussion Points)	Reading material to be Referred
1	The Icebreaker	<p style="text-align: center;">Activity and Discussion</p> The Name Dissection Activity What is my Avatar Activity	None
2	Introduction to Entrepreneurship	<p style="text-align: center;">Lecture Activity Video and Discussion</p> Quiz on Entrepreneurs Visualize your future activity Video 1: The Lego Story : Video Group	None
3	Entrepreneurship in the New Millennium	<p style="text-align: center;">Lecture, Activity, Video and Discussion</p> Video 2: 11 stories of Indian Entrepreneurs: Video on Characteristics of Entrepreneur Character Bingo: Game	None
4	Types of Entrepreneurs	<p style="text-align: center;">Lecture, Cases, and Discussion</p> Types of Entrepreneurs: Ppt, Case 1: Examples of 50 inspiration entrepreneurs of 2017 : Activity	Article 1: Tata Ratan "His Legacy"

5	Benefits and Challenges of Entrepreneurship	<p>Case, Video and Discussion</p> <p>Case 2: Risks and Benefits of Entrepreneurship: Patricia Narayan Case</p> <p>Video 3 : Entrepreneur Roller Coaster Ride</p>	<p>Article 2: What make entrepreneurs entrepreneurial</p> <p>By</p> <p>Saras D Sarasvathy</p>
6	Myths in Entrepreneurship Intrapreneurship	<p>Activity, Video, Cases and Discussion</p> <p>Activity: Balloon Bursting Exercise</p> <p>Video 4: on the Popular myths of entrepreneurship</p> <p>Case 3: Post It Notes of 3M</p>	<p>Case 4: Kim Kurtagi (Sony Playstation)</p>
7	Factors affecting growth of entrepreneurship in India Role of Entrepreneurship in Economic Development of the Country	<p>Discussion & Practical</p> <p>Discussion: What would you do if you did not have any job in the market and why?</p> <p>Digital Lab: Identify any data pertaining to the contribution from MSMEs to Indian economy from 2012 to 2018 and present the data collected</p>	<p>Article 3: Role of SSIs in Economy of India</p>

MODULE 2: OPPORTUNITY ASSESSMENT

Session	Coverage of	Pedagogy/Activity	Reading material to
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	the Key Concept	(Discussion Points)	be Referred
8	<p>Opportunity Identification and Selection</p> <p>Entrepreneurship Life Cycle</p> <p>Entrepreneurship Method</p> <p>Problem Mapping</p>	<p>Lecture, Practical, Article</p> <p>Opportunity Identification and Selection Process</p> <p>Digital Lab: Identify 20 innovative business ideas for discussion</p> <p>Case 5: The case of Truecaller</p>	<p>Article 4: The Entrepreneurial Revolution</p>
9	<p>Business Ideation, Innovation and design thinking</p>	<p>Lecture, Video, Case</p> <p>Case 6: Follow the bright spots</p> <p>Video 5: Design Thinking</p>	<p>Infographic # 1: Business Ideas</p> <p>Infographic #2: Design Thinking</p>
10	<p>Environmental Dynamics and changes</p> <p>Business opportunities in the emerging environment</p>	<p>Lecture, video case, Discussion, Infographics</p> <p>Video 6: Goli Vada Pav, Sukam inverters, Vivam Agrotech</p>	<p>Infographic # 3: How startups are powering India Inc</p>
11	<p>Challenges for new startups</p> <p>Pitfalls in selecting new ventures</p> <p>Critical factors in new venture creation</p> <p>Failure of ventures</p>	<p>Lecture, Video , Discussion</p> <p>Video 7 : Failed but not fallen</p>	<p>Article 5: Subhiksha's Story</p>
12	<p>Sources of funds for ventures</p>	<p>Lecture, Video, Discussion, Survey</p> <p>Video 8: Max Education on various sources of funds</p>	<p>Article 6: 12 best sources of funds by Dileep Rao, Forbes</p>

MODULE 3: FEASIBILITY ANALYSIS AND CRAFTING BUSINESS PLAN

Session	Coverage of the Key Concept	Pedagogy/Activity (Discussion Points)	Reading material to be Referred
13	Business Model Development	Lecture and Discussion Business model canvas	Article 7: “What is a Business Model” by Andrea Ovans
14	Feasibility Analysis (Industry, Market, Product or Service)	Lecture, Video, Worksheet, Discussion Fitness Drink example for feasibility analysis Worksheet #1: Product and Service Feasibility Analysis	Business Planning , “Entrepreneurship”, Madhurima Lall Article 8: Full Feasibility Analysis By Pearsons
15	Feasibility Analysis (Industry, Market, Product or Service)	Lecture, Video, Worksheet, Discussion Fitness Drink example for feasibility analysis Worksheet #2: Industry or Market Feasibility Analysis	Article 8: Full Feasibility Analysis By Pearsons
16	Feasibility Analysis (Industry, Market, Product or Service)	Lecture, Video, Worksheet, Discussion Fitness Drink example for feasibility analysis Worksheet # 3: Organisational Feasibility Analysis	Article 8: Full Feasibility Analysis By Pearsons
17	Feasibility Analysis (Industry, Market, Product or Service)	Lecture, Video, Worksheet, Discussion Fitness Drink example for feasibility analysis Worksheet # 4: Financial Feasibility Analysis	Article 8: Full Feasibility Analysis By Pearson’s Article 9: The cash Flow Conundrum, The Entrepreneur Magazine

18	Types of Business Plans	Lecture & Discussion Explanation and examples of various business Plans and Business Model	Business Model Canvas
19	Business Plan Formulation Common Errors in Business Plan	Lecture, Worksheets, Discussion Marketing Plan Production and Operation Plan Organisational Plan	Business Planning , “Entrepreneurship”, Madhurima Lall Article 10 : Dilight Business Plan Sample
20	Business Plan Formulation Common Errors in Business Plan	Human Resource Planning Finance Plan	Business Planning , “Entrepreneurship”, Madhurima Lall Article 10 : Dilight Business Plan Sample
21	Business Plan Formulation Common Errors in Business Plan	Business Plan Synopsis 2 Day Venture Fest	Business Planning , “Entrepreneurship”, Madhurima Lall
22	Business Plan Formulation Common Errors in Business Plan	Lecture, video, examples Video 8: Various types of elevator pitches	None

MODULE 4: LEGAL FORMS OF ENTREPRENEURIAL ORGANIZATIONS

Session	Coverage of the Key Concept	Pedagogy/Activity (Discussion Points)	Reading material to be Referred
23	Legal Forms Of Entrepreneurial Organizations	1. Introduction on different forms of Business (Video, Discussion). 2. Sole Proprietorship in India,	Article 11: Ease of Doing Business Report by Niti Ayog

		<p>essential for starting, Advantages and Disadvantages. (Examples, Discussion).</p> <p>3. Partnership in India, essential formalities, advantages and disadvantages (Examples, Discussion).</p> <p>4. Cooperatives, Essentials, advantages and disadvantages (Examples, Discussion).</p>	
24	Legal Forms Of Entrepreneurial Organizations	<p>5. Company, types of Companies in India, Essential formalities, advantages and disadvantages. (Examples, Discussion)</p> <p>6. Joint Hindu Family, formalities, advantages and disadvantages (Examples, Discussion)</p> <p>7. Limited Liability Partnership, Meaning, essential formalities, advantages and disadvantages. (Examples , Discussion)</p> <p>8. Franchising, Meaning, essential formalities, advantages and disadvantages (Examples, Discussion)</p> <p>(Video , Discussion)</p>	Article 11: Ease of Doing Business Report by Niti Ayog

25	Patents and Trademarks	<p>9. Patents meaning, essentials, procedure, benefits, exclusions) (Case, Discussion)</p> <p>10. Trademarks meaning, essentials, procedure, benefits, exclusions) (Case, Discussion)</p> <p>11. Copyrights meaning, essentials, procedure, benefits, exclusion)</p>	None
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MODULE 5: SOCIAL ENTREPRENEURSHIP

Session	Coverage of the Key Concept	Pedagogy/Activity (Discussion Points)	Reading material to be Referred
26	Social Entrepreneurs stories	<p>Lecture/Video/Case</p> <p>Video 9: Sayamantha Achom Kalinga Institute of Social Sciences</p> <p>Case 6: The Husk Power</p>	Article 12: New Model of Social Entrepreneur Changes and the Landscape
27	Social Entrepreneurship in Practice	<p>Lecture/Video/Case</p> <p>Video 10: Arunachalam Muruganathan</p>	Article 13: Top 10 social enterprises in India
28	Limitations for social entrepreneurs	<p>Lecture/Video/Discussion</p> <p>Video 11: Mohammed Younus “ Microfinance</p>	None
29	Social Entrepreneurship in Practice	<p>Visit</p> <p>Visit to a Social Enterprise</p>	None

MODULE 6: ETHICS AND ENTREPRENEURSHIP

Session	Coverage of the Key Concept	Pedagogy/Activity (Discussion Points)	Reading material to be Referred
30	Meaning of Ethics	Video/Lecture Discussion Video 12: Tom and Jerry Life of a Pencil	None
31	Ethical Dilemmas	Introduction to ethics (Video, Ethical Dilemmas, Lecture, Discussion) Scenario Discussion	None
32	Arguments for and against Ethics	Video/Debate/Discussion Video 13: Prisoners Dilemma Debate on for and against Ethics	Chapter 7 from text book
33	Approaches towards managerial Ethics	Caselets on :Unethical practices in business Unethical practices in Business	Chapter 7 from the text book
34	Framework for ethical decision making	Lecture/Discussion/Activity Lecture and Discussion with examples Activity: ethical situations in different organizations	Chapter 7 from the text book
35	Ethical leadership of entrepreneurs	Lecture /Discussion Examples of Ethical Leadership Ethical Leadership Matrix	Article 13: Johnson and Johnson's Tylenol crisis
36	Corporate Citizen Ship	Lecture/ Video/ Discussion Examples of Corporate Citizenships	Article 14: Corporate Citizenship in the global context By Jane Nelson

37	Corporate Citizen Ship	Lecture/ Video/ Discussion Assignment: Movie Buffs	None
38	Book review	Book review on Business plan	Article 15: Book Review on Business Plan
39	Wrapping up and covering the theoretical concepts		
40	Student Presentations and tests		

Course Docket for II Semester



**R V Institute of
Management,
Bangalore**

ENTREPRENEURSHIP AND ETHICS (2.3)

Course Facilitators

Dr. Purushottam Bung, Professor, Director, R V Institute of Management

Prof. Rashmi Shetty, Assistant Professor, R V Institute of Management

The articles and the reading materials contained in this docket are for classroom discussions only



Rashtreeya Sikshana Samithi Trust
R. V. Institute of Management

ENTREPRENEURSHIP AND ETHICS
Course Outline

Programme:	MBA
Batch:	2017-2019
Term:	2
Subject Name:	Entrepreneurship and Ethics
Subject Code:	2.3
Credits:	4 (40 sessions)
Course Instructors:	Dr. Purushottam Bung , (II semester Sec C) Ms. Rashmi Shetty, (II semester Sec A, B, C)

PART A

INTRODUCTION:

This course provides an overview of the entrepreneurial process that will teach to identify, assess, shape, and act on opportunities in a variety of contexts, settings and organizations. The students will learn and implement the method - Entrepreneurial Thought & Action, which will give them a proven and repeatable process to enable them to create new and added value for stakeholders and society. Through this course the students will be exposed to the word entrepreneurship and they will also be enabled to convert an idea into a reality at the same time will also be capable of writing business plans to create startups and get the required support.

This course is a tactical, results oriented process that may be applied to new venture creation as well as to promote innovation within existing organizations – large, small or family owned – and across profit, not for profit and social ventures.

The abilities to ‘think like an entrepreneur’ and ‘act like an innovator’ are critical skills for success across industries and are proven tools to help distinguish the students in the workplace and accelerate careers.

Entrepreneurship education benefits students from all socioeconomic backgrounds because it teaches them to think outside the box and nurtures unconventional talents and skills. Furthermore, it creates opportunity, ensures social justice, instills confidence and stimulates the economy. Entrepreneurship is focused on developing knowledge, skills, and understanding of how an

innovative and creative idea, product, or process can be used to form a new and successful business or to help an existing firm to grow and expand. For this purpose Government also welcomes entrepreneurs to start their business. The days of regularized employment are numbered. We are standing on the brink of a revolution brought force by technological advancement. We no longer have to work long hours for bureaucratically obtuse multi-nationals instead we have a choice; we are in the age of agility and entrepreneurialism and we control our own destiny in relation to our careers. The new normal in this world is entrepreneurialism and exploitation of a globally connected world.

Students also need to be exposed to the basic principles of ethical behavior. Managing a business takes a lot of knowledge and experience. Obviously you need knowledge about accounting, finance and marketing, as well as at least a working knowledge of the industry the business is in. However, it is equally important to have a real understanding that how you operate your business reflects not just on you, but impacts your neighbors and the larger community as well. That is why ethics is also very important in conducting business. The students of this era have to acquaint themselves with the dynamics of ethics in business to become better managers and entrepreneurs.

COURSE OUTCOMES (CO):

At the successful completion of this course the students will have demonstrated the ability to:

CO 1: Understand the nuances of entrepreneurship

CO 2: Understand the dynamics for startups and success of new ventures.

CO 3: Critically analyze, how the fundamental concepts and tools may be applied to real world business situations and opportunities

CO 4: Gain an understanding of how entrepreneurial thought and action may be applied to opportunities of all kinds including new ventures as well as innovation within existing organizations, in both for profit and not for profit sectors.

CO 5: Use a methodology to develop and assess new opportunities to convert an idea into reality and to be able to create B Plans in addition to the ability of raising funds.

CO 6: Inculcate the ethical framework of leadership as an entrepreneur.

KEY CONCEPTS:

- **MODULE 1: ENTREPRENEURSHIP IN THE NEW MILLENIUM**
 - Entrepreneur and Entrepreneurship
 - Different schools of thought defining entrepreneurship
 - Characteristics of Entrepreneurs
 - Types of Entrepreneurs
 - Benefits and challenges of Entrepreneurship
 - Myths in Entrepreneurship
 - Intrapreneurship
 - Factors affecting growth of entrepreneurship in India
 - Role of Entrepreneurship in Economic Development of the Country

- **MODULE 2: OPPORTUNITY ASSESSMENT**
 - Opportunity Identification and Selection
 - Entrepreneurship Life Cycle
 - Entrepreneurship Method
 - Problem Mapping
 - Business Ideation, Innovation and design thinking
 - Environmental Dynamics and changes
 - Business opportunities in the emerging environment
 - Challenges for new startups
 - Pitfalls in selecting new ventures
 - Critical factors in new venture creation
 - Failure of ventures
 - Sources of funds for ventures
- **MODULE 3: FEASIBILITY ANALYSIS AND CRAFTING BUSINESS PLAN**
 - Business Model Development
 - Feasibility Analysis (Industry, Market, Product or Service)
 - Types of Business Plans
 - Business Plan Formulation
 - Common Errors in Business Plan
 - Elevator Pitching
- **MODULE 4: LEGAL FORMS OF ENTREPRENEURIAL ORGANIZATIONS**
 - Legal Structure and its selection
 - Forms of Business Ownership
 - Government support and nodal agencies to support entrepreneurship
 - Business Environment
- **MODULE 5: SOCIAL ENTREPRENEURSHIP**
 - Social Entrepreneurs stories
 - Social Entrepreneurship in Practice
 - Limitations for social entrepreneurs
- **MODULE 6: ETHICS AND ENTREPRENEURSHIP**
 - Need of Ethics
 - Ethical Dilemmas
 - Arguments for and against Ethics
 - Approaches towards managerial Ethics
 - Framework for ethical decision making
 - CSR
 - Ethical leadership of entrepreneurs
 - Corporate Citizenship

MODULE WISE OUTCOMES:

- **MODULE 1: ENTREPRENEURSHIP IN THE NEW MILLENIUM**
 - MO 1: Understand who can be termed as an Entrepreneur in the present world.
 - MO 2: Understand the contribution of entrepreneurship towards economic development of India
- **MODULE 2: OPPORTUNITY ASSESSMENT**
 - MO 3: Understand the process of identifying an opportunity converting it into an idea and implementing the idea.

MO 4: Verify the uses and abuses of various sources of funds available for startups.

- **MODULE 3: FEASIBILITY ANALYSIS AND CRAFTING BUSINESS PLAN**

MO 5: Conduct Feasibility Analysis for (Industry, Market, Product or Service)

MO 6: Develop and Create a Business Plan and create a business model.

- **MODULE 4: LEGAL FORMS OF ENTREPRENEURIAL ORGANIZATIONS**

MO 7: Analyse the various Legal Structures and Forms of Business Ownership

MO 8: Evaluate the Business Environment

- **MODULE 5: SOCIAL ENTREPRENEURSHIP**

MO 9: Understand why social entrepreneurship is different from the other forms of entrepreneurship

MO 10: Realize the need for more social enterprises

- **MODULE 6: ETHICS AND ENTREPRENEURSHIP**

MO 11: Understand what is an Ethical Dilemma

MO 12: Realize the importance of ethics in business

INSTRUCTIONAL METHODS/PEDAGOGY/TOOLS USED:

Dimensions of Learning are a comprehensive model that uses what researchers and theorists know about learning to define the learning process. Its premise is that five types of thinking – what we call the five dimensions of learning- are essential to successful learning. The

Dimensions Framework will help you to

- Maintain a focus on learning;
- Study the learning process; and
- Plan curriculum, instruction, and assessment that take into account the five critical aspects of learning.

Entrepreneurial Education should focus on inspiring the entrepreneurial potential. The need is to prepare the mindset of the students along with enhancing skills and knowledge to generate creative ideas. Moreover the education for entrepreneurship is not only about generating the ideas but also extending the support to the students for transforming those ideas into action. The dimensions that need to be used for an effective and breakthrough training in the entrepreneurship at present times are:

- **Dimension 1: Positive Attitude towards learning**

- Tools Used

- **Avatars:** This concept has its origin from Hinduism. It is some iconic representation of the type of person, an idea, or a quality. Avatars can range from any incarnation, mythological personalities or characters. Lot of thought and research has to be put in selecting the kind of avatars used for an interactive learning process. Usage of Avatars is more easy in terms of entrepreneurship training as one can source Avatars from the Business world. Examples: Dhirubhai Ambani Steve Jobs.....
- **Ice Breaker Activities:** Studies have shown that there a lot of inhibitions and reservations among the students for taking entrepreneurship as a career. These fears have to be catered to in the beginning itself so that the mind of the students is cleared for further training interventions. Any pedagogy will fail if the hesitations among the students are not answered and taken care of. A set of ice breaking activities like myth bursting exercises, PeP talks,

interactions with the entrepreneurs can actually help the students validate and relieve their assumptions.

- **Dimension 2: Acquiring and Integrating the knowledge**

- Tools Used

- **Video Case Studies:** “A case is a descriptive research document based on a real-life situation or event” (Merseth, 1996, p.726). One important characteristic of a case is its potential to provide data and information for discussion. Therefore, cases provide important practical information for pre-service and in-service teachers and stimulate discussions, which may encourage reflective thinking about different frameworks, paradigms, and methods of teaching and learning. There are four major gains of using cases in teacher education. Printed cases that students read have been used for many years. Over the past decade “video cases” have also become popular, and, recently, online cases have emerged as a way of sharing cases across the Internet. A growing number of multimedia-supported cases on the Internet offer great sources for teacher educators all over the world. They can be played directly from the Internet if the connection speed allows, or downloaded and played from a local hard drive.
 - **Worksheets:** Worksheets are an effective tool in ongoing efforts encouraging our students to engage their brains during class. Worksheets used in class can also help direct students' learning out-of-class. The following list, with links to discussion and illustrative examples, gives examples of goals that can be addressed by using worksheets.
 - Helping students focus on an underlying big picture
 - Bridging the gap between watching and doing
 - Focusing students' attention in class
 - Delivering and/or summarizing content efficiently
 - Encouraging students to communicate their mathematical ideas
 - Teaching students how to learn from their textbooks
 - Connecting new material to previously-covered material
 - **Info graphics:** Info graphics have already established themselves as engaging news and marketing tools, but they are also entering the education space in new and exciting ways. Teachers can find info graphics useful classroom tools in a number of ways. Most prominently, a good graphic makes information easily accessible, as it feeds into many students' natural tendency to learn by seeing and interacting. A good graphic can fit these standards by reinforcing to students that their conclusions should be grounded in evidence and by challenging their ability to organize a hierarchy of systems, a.k.a. the ability to tell what pieces of information are the most important. Infographics can also offer a rare chance for crossover between math and language arts, something that many teachers find difficult to do.

- **Dimension 3: Extending and Refining the Knowledge & Skills**

- Tools

- **Practicals:** There are many academic disciplines where practical and laboratory-based sessions are an essential part of the learning experience. There is a wealth of evidence to support the value of creating opportunities for students to experience what they are taught, not only in subjects such as

science and engineering, but also in a range of other areas that include computing, health, sport science, languages, design or business. Practical and laboratory-based sessions normally include a strong demonstration element, for example important techniques or how to use specific equipment, and they encourage students to have a go themselves. Practical and laboratory based sessions are good for:

- Applying knowledge
 - Developing autonomy and depth of learning
 - Providing real-life opportunities
 - **Conducting Shark Tanks:** The session features a panel of potential investors, called "sharks," who consider offers from aspiring entrepreneurs seeking investments for their business or product. The entrepreneur can make a deal on the session if a panel member is interested.
 - **Quiz:** Quizzes are standard in many college classrooms, and determining how to best use this learning format generates a variety of discussion and suggestions. I, too, continue to search for ways to inspire the often dull quiz routine. When the time comes to evaluate the amount of learning taking place in your class, don't forget the quiz. Short by definition, a quiz is a quick way of gathering information on how well your students are meeting their learning objectives. A well designed quiz will help motivate your students, highlighting the subject areas and skill-sets in which they are particularly strong, while pointing out those in which they would benefit by spending more time.
- **Dimension 4: Productive Habits of Mind**
 - Tools Used
 - **Simulation games:** Computer games and simulations can be defined as interactive multimedia with dynamic elements that are under user control. They range from games that require simple, repetitive actions. Video games are highly engaging, and there is great interest in how to harness their power to support learning. Employing the powerful complement of gamification to traditional business school teaching results in lessons that are productive, meaningful, engaging, and fun. Unlike in real life where there are real world consequences to decisions, computer simulation games allow students to create and run a business, be tested by challenges and setbacks, take leaps and reap rewards, all in a dynamic, rapidly changing environment that is completely risk-free.
 - **Research orientation:** Encouraging critical thinking as a key measure of research. Research is about students understanding what a research argument is, and the need to base arguments on evidence. This makes the students more receptive and improves their practical experience. The get more grounded and think sensibly.

COURSE EVALUATION PLAN:

(a) END - TERM

Evaluation	Weightage (%)	Duration (in Minutes)	Open / Close Book	CLO Tested
End Term Exam	70	180	Close book	All

(b) OTHER ASSESSMENT:

Sl. No.	Evaluation Item*	Unit of Evaluation	Marks Allotted	TIME	CO
1.	Internals (Best of Two)	Individual	10	Twice in the semester	All
1	Attendance	Individual	5	Every session	None
2	Video Profile*	Individual	5	During one of the sessions	CO1
3	Presentation & Assignments ** Venture Fest	Group	10	Presentations during 20 th , 22 nd , 24 th & 26 th session	CO 1, CO 2 CO 3

*Video Profile

- The students have to visit an entrepreneur of their choice and interview them about the venture. The interview can be videographed and a video case study can be made out of it. Students will be instructed on the type of questions and the approach of selecting and interviewing the entrepreneurs.

**Presentations

- Venture Fest:** It is a two day fest organized for the students of IInd semester. The students will be divided into groups and each working group will undergo 4 rounds in 3 days which will include Idea presentation, BP presentation, Forming and running the venture for two days, Total profit earned out from the venture.

**** Assignments**

1. Types of Business ownership and Legal formalities (Survey or research)

- A survey or research by way of developing a questionnaire on various types of business ownerships existing in the local business firms in Bangalore. The best assignment will be selected to be converted into future projects.

2. Ethical Dilemmas (Focused Group Discussion)

- Firstly, the students would be explained about what are ethical dilemmas with examples. The student will then make a list of the ethical dilemmas they would come across in their student life.

3. Movie Buffs

- The students need to identify the movie in any language which talks about some ethical issue and write a movie review for the same.

PRESCRIBED TEXT BOOK:

Robert D. Hisrich and Michael P. Peters, 'Entrepreneurship '. McGraw – Hill

OTHER READINGS AND REFERENCES:

Students can also refer to other books to supplement their study:

- a. Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
- b. Poornima.M.Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education.
- a. Hartman, Laura.P, Perspectives in Business Ethics, McGraw Hill.
- b. Dr.ArunaKaulgud, Entrepreneurship Management, Thomson.
- c. Mandal.S.K, Ethics in Business and Corporate Governance, Tata McGraw Hill.
- d. Vasant Desai , 'Dynamics of Entrepreneurial Development and Management' Himalaya Publishers.
- e. " Entrepreneurship" by M Lall.
- f. " Stay Hungry Stay Foolish" by Rashmi Bansal
- g. " Connect the Dots" by Rashmi Bansal
- h. " Arise Awake" by Rashmi Bansal

COURSE FACILITATORS:

1. Dr. Purushottam Bung, Professor and Director, R V Institute of Management, Bangalore

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Course Docket for II Semester

FINANCIAL MANAGEMENT (2.5)

Term - II Semester

Batch - 2017-19

February '18 – June '18

Course Instructors

Prof. Manjunath S Menedhal

Prof. Gowrisha



R V INSTITUTE OF MANAGEMENT BANGALORE

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COURSE OUTLINE

Programme	MBA
Batch	2017-19
Semester	II Semester
Course Title	Financial Management
Course Code	2.5
Credits	4
Sessions	1 ½ Hours (40 Sessions - 60 Hours)
Course Instructors	Prof. Manjunath S Menedhal (Section B, C & D) Prof. Gowrisha (Section A)

PART A -

Introduction:

In 1920, the scope of financial management was confined to raising of funds and little significance was attached to analytical thinking in financial decision-making and problem solving. In the mid-fifties, the emphasis shifted to the judicious utilisation of funds. Modern thinking in financial management accords a far greater importance to management decision making and policy. Today, financial managers do not perform the passive role of scorekeepers of financial data and information, and arranging funds, whenever directed to do so. Rather, they occupy key positions in top management areas and play a dynamic role in solving complex management problems. They are now responsible for shaping the fortunes of the enterprise and are involved in the most vital management decision of allocation of capital. It is their duty to ensure that the funds are raised most economically and used in the most efficient and effective manner. Because of this change in emphasis, the descriptive treatment of the subject of financial management is being replaced by growing analytical content and sound theoretical underpinning.

This course aims at equipping a potential manager with the tools and techniques which help in making financial decisions of the business and thereby lead to achieving the goal of business – ‘wealth maximization’.

Course Outcomes:

On successful completion of this course, the learner will be able to:

- CO1 - Describe the financial environment within which organisations must operate.
- CO2 - Understand the concept of time value of money and application of the same in various financial decisions.
- CO3 - Review the various long-term sources of funds for a firm and apply measures of cost of capital and financial leverage to form long-term financial policies for business.
- CO4 - Apply techniques for estimating the cost of each component of the cost of capital and understand how to assemble this information into a cost of capital.
- CO5 - Identify and judge relevant cash flows for capital budgeting projects and apply various methods to analyse projects.
- CO6 – Understand working capital management which includes strategies and techniques used to manage cash, accounts receivable, inventory and payables.
- CO7 – Enable the students with required knowledge and skill sets to apply business finance theories and concepts to practical problems.

Key Concepts:

Module 1: Introduction to the world of Finance and Financial Management

1. Business, Finance, Financial Management – Scope, Objectives, AIMS and functional areas of Financial management.
2. Functions of Financial Management – Investment, Financing, Dividend and Working Capital.
3. Role of Finance manager in India.
4. Relationship between financial management and other disciplines.
5. Agency problem.

Module 2: Time Value of Money

6. Time value of money and introduction to techniques of time value of money.
7. Compounding: Compounding, continuous compounding, Effective rate of interest.
8. Discounting: Single Cash Flows and Series of cash flows.
9. Annuity: Future Value and Present Value, Present value of Growing Annuity.
10. Perpetuity: Present value, Present value of growing perpetuity, Equated Annual Instalments.

Module 3: Long Term Financing Decisions

11. Sources of funds, Types of Sources – Long term and Short term, Long term sources like – Equity shares, Deferred ordinary shares, new issue, Preference shares, Debentures, warrants.
12. Venture capital, stages and types of venture capital.
13. Factors influencing capital structure
14. EBIT-EPS Analysis, Point of Indifference, Financial Break Even Point
15. Cost of capital, computation of cost of each sources of funds i.e. Debt, Preference Shares, Equity and CAPM and computation of WACC.
16. Leverages: Introduction and types of leverages.

Module 4: Long Term Investment Decisions

17. Capital Budgeting: Significance of Capital budgeting, process, factors affecting and types of investment decisions.
18. Basic principles of estimating costs and benefits of investments.
19. Methods of appraising proposals: PBP, ARR, NPV, IRR, PI, Utility method, APV method and EVA methods.

Module 5: Short-Term Financing Decisions

20. Working Capital, determinants of Working Capital, Operating cycle.
21. Managing various components of working capital viz: Cash, Inventory, Receivables and Payables.

Module 6: Dividend Decisions

22. Dividend, Dividend Policy, factors influencing dividend decisions, forms of dividends, determinants of dividend policy.
23. Dividend theories: relevance and irrelevance.
24. Bonus issue, stock split, buy back of share.

Module Wise Outcomes:

On successful completion of each module, the students will be able to:

Module 1:

MO1 - Describe the financial environment within which organisations must operate with special focus on shareholders wealth maximisation.

MO2 - Outline the role of Chief Finance Officer in light of growing needs of a modern organisation.

Module 2

MO3 - Identify various types of cash flow patterns and apply the Time Value of Money concept to compute Future Value and present value of different cash flow streams.

MO4 – Calculate rates of return and know their use in making financial decisions.

Module 3

MO5 - Analyse the impact of change in EBIT on EPS under different capital structures.

MO6 - Understand the concept of cost of capital that impacts the capital investment decisions of a business.

MO7 - Appreciate the importance of leverage analysis in capital structure decisions.

Module 4

MO8 - Appreciate the importance of cash & cash flows in project appraisal and Understand what all is involved in the evaluation of capital budgeting.

MO9 - Analyse various techniques of project evaluation and evaluate the impact of income tax and working capital on capital budgeting decisions.

Module 5

MO10 - Evaluate the role of short-term financial management in financial decision making.

MO11 - Analyse the key strategies and techniques used to manage cash, receivables, inventory and payables.

Module 6: Dividend Decisions

MO12 - Understand the concept of Dividend Decision.

MO13 - Appreciate the Theories of Relevance and Irrelevance of Dividend and also understand the Dividend Policies in Practice in India.

Instructional / Pedagogical Methods/ Tools used:

- Lectures using Chalk and Talk, PPTs and Class room discussions.
- Problems and Case Study Discussions.
- Demonstrations using Excel.
- Practical Exercises - Individual and Group.
- Work shop from practitioners.

Course Evaluation Plan:

Each paper will carry 100 marks of which 30 marks for Internal Assessment and remaining 70 marks for written examination to be held at the end of each semester. The details of the Evaluation Components are as follows:

a. End Term

Evaluation	Marks	Weightage (%)	Duration (Minutes)	Open / Close Book
End Term Exam	70	70%	180	Close Book

b. Other Evaluation Components:

Details of Evaluation components other than end term

Sl No.	Type of Assessment	Marks	Weightage (%)	Unit of Evaluation	Time
1	Attendance	05	5%	Individual	
2	Two Internal Tests One Surprise One Announced (Preparatory)	10	10%	Individual Individual	
3	Assignments	05	5%	Individual / Group	
4	Presentations / Home works / Class Participation	05	5%	Group/ Individual / Individual	
5	Books / Journal articles review/ Live Projects	05	5%	Individual/ Group	

Text Books / Reference Books/ Articles to be referred:

Text Books to be referred:

1. Chandra, Prasanna, “Financial Management – Theory and Practice”, Tata McGraw-Hill Publishing Company Limited.
2. Pandey I M, “Financial Management – Theory and Practice” Vikas Publications.
3. Shashi K Gupta, Neeti Gupta, Financial Management, Kalyani Publishers.

Reference Books

- a. Damodaran, Aswath, “Corporate Finance”, John Wiley & Sons Inc.
- b. Van Horne, James, “Financial Management and Policy”, Prentice Hall.
- c. Kishore, M. Ravi, “Financial Management – with Problems and Solutions”, Taxmann Allied Services (P) Ltd.
- d. Sharma, Dhiraj, “Working Capital Management – A conceptual Approach”, Himalaya Publishing House.
- e. Khan, M.Y., and Jain, P.K., “Financial Management – Text, Problems and Cases”, Tata McGraw-Hill Publishing Company Limited.

Reference Material

- a. The time value of money: Calculating the Real Value of your Investment – Finance for Managers, Harvard Business School Press.
- b. Capital Structure Practices in India – Jain P K and Surendra S Yadav, “Financial Management Practices in India, Singapore and Thailand – A Comparison” Management & Accounting Research.
- c. A Note on Theory of Optimal Capital Structure, Harvard Business School.
- d. Cost of Capital Practices in India – Anand, Manoj, “Corporate Finance Practices in India: A Survey Vikalp.
- e. Capital Budgeting Practices in Indian Corporate Sector.
- f. Capital Budgeting Practices of the Fortune 1000: How Have Things Changed? Patricia A.Ryan and Glenn P Ryan, Journal of Business and Management .
- g. Are there differences in Capital Budgeting industries? An Empirical Study, Stanley Block, M.J. Neeley School of Business, Texas Christian University, Fort Worth, Texas, USA.
- h. How do CFOs make capital budgeting structure decisions? John Graham and Campbell, Duke University.

Cases

- a. A Case on Bharath Heavy Electrical Limited (BHEL) – I M Pandey, Financial Management, page 16.
- b. A mini case on Time value of Money – Prasanna Chandra, Financial Management page 169.
- c. A mini case on PTR Restaurant – Prasanna Chandra, Financial Management page 460.
- d. A mini case on Divya Electronics – Prasanna Chandra, Financial Management page 520.
- e. A mini case on Omega Textiles – Prasanna Chandra, Financial Management page 389.
- f. A mini case on Aman Limited – Prasanna Chandra, Financial Management page 304.
- g. A mini case on Caltron Limited – Prasanna Chandra, Financial Management page 605.
- h. A mini case on Multi Tech Limited – Prasanna Chandra, Financial Management page 628.
- i. A mini case on Kapil Sugars Limited – Prasanna Chandra, Financial Management page 559.

Websites:

- www.bseindia.com
- www.capitalmarket.com
- www.cmie.com
- www.financeprofessor.com
- www.moneycontrol.com
- www.rbi.gov.in
- www.sebi.gov.in

Course Facilitators:

- Prof. Manjunath S Menedhal, Assistant Professor, RVIM, Bangalore.
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- Prof. Gowrisha, Assistant Professor, RVIM, Bangalore.
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Mob: 9900246239

PART B

Session Plan:

Session No.	Coverage of Key Components	Pedagogy/ Activity	Reading Material to be referred
Module 1			
01	Introduction to the world of Finance and Financial Management - Concept of Business, Finance, Financial Management – Scope, AIMS and functional areas of Financial Management	a. Lecture b. Class room discussion	- Chapter 1 of Book 1 - Chapter 1 of Book 2 - PPT – Module 1
02	Objectives of Financial Management, Functions of Financial Management – Investment, Financing, Dividend and Working Capital.	a. Lecture b. Class room discussion	- Chapter 1 of Book 1 - Chapter 1 of Book 2 - PPT – Module 1
03	Changing role of Finance manager in India.	a. Lecture b. Class room discussion c. Case –BHEL	- Chapter 1 of Book 1 - Chapter 1 of Book 2 - PPT – Module 1
04	Relationship between financial management and other functional areas. Agency problem.	a. Lecture b. Class room discussion	- Chapter 1 of Book 1 - Chapter 1 of Book 2 - PPT – Module 1
Module 2			
05	Basic Concept of Time value of money and introduction to techniques of time value of money. Compounding: Compounding, continuous compounding, Effective rate of interest.	a. Lecture b. Class room discussion. c. Problems	- Chapter 6 of Book 1 - Chapter 2 of Book 2 - PPT – Module 2 - The time value of money: Calculating the Real Value of your Investment – Finance for Managers, Harvard Business School Press.
06	Discounting: Single Cash Flows and Series of cash flows. Annuity: Future Value and Present Value, Present Value of Growing Annuity.	a. Lecture b. Class room discussion. c. Problems d. Excel Application	- Chapter 6 of Book 1 - Chapter 2 of Book 2 - PPT – Module 2
07	Perpetuity: Present Value, Present Value of Growing Perpetuity, Equated Annual Instalments.	a. Lecture b. Class room discussion. c. Problems d. Excel Application	- Chapter 6 of Book 1 - Chapter 2 of Book 2 - PPT – Module 2
08	Additional Problems on Time Value of Money	a. Problems	- Chapter 6 of Book 1 - Chapter 8 of Book 3
09	Additional Problems on Time Value of Money	a. Problems b. Mini - Case on TVM c. Excel Application	- Chapter 6 of Book 1 - Chapter 8 of Book 3

Module 3			
10	Capital Structure – Concept, Factors influencing Capital Structure, Long Term Financing - Shares, Debentures.	a. Lecture b. Class room discussion c. Mini Case on IPO	- Chapter 17 of Book 1 - Chapter 14 of Book 3 - PPT – Module 3
11	Venture Capital: Features, Stages and types of Venture Capital.	a. Lecture b. Class room discussion	- Chapter 18 of Book 1 - Chapter 23 of Book 2 - PPT – Module 3
12	EBIT – EPS Analysis – Theory and problems	a. Lecture b. Class room discussion c. Problems d. Mini case on EBIT – EPS analysis.	- Chapter 20 of Book 1 - Chapter 18 of Book 3 - PPT – Module 3
13	Point of Indifference and Financial Break Even Point – Theory and Problems Cost of Capital - Introduction, Importance and Types, Factors affecting,	a. Lecture b. Class room discussion c. Problems d. Capital structure practices in India.	- Chapter 18 of Book 3 - PPT – Module 3
14	Cost of Debt – Theory and Problems	a. Lecture b. Class room discussion c. Problems	- Chapter 14 of Book 1 - Chapter 9 of Book 2 - PPT – Module 3
15	Cost of Equity and Reserves – Concepts, Equations, Approaches to calculate Cost of Equity and Problems on the same. CAPM – Concept, equation and problems on the same.	a. Lecture b. Class room discussion c. Problems	- Chapter 14 of Book 1 - Chapter 9 of Book 2 - PPT – Module 3 - Note on Theory of Optimal Capital Structure.
16	Cost of Preferred Stock – Concept, Equations and types and Problems on same. Weighted Average Cost of Capital – concepts, Computation of WACC, and Problems on the same.	a. Lecture b. Class room discussion c. Paper on Cost of Capital Practices in India d. Problems	- Chapter 14 of Book 1 - Chapter 9 of Book 2 - PPT – Module 3
17	Leverages – Introduction, types and problems on the same	a. Lecture b. Class room discussion	- Chapter 19 of Book 3 - PPT – Module 3
18	Problems on WACC and Problems on Leverages.	a. Lecture b. Problems c. Mini Case on cost of capital.	- Chapter 13 & 19 of Book 3 - PPT – Module 3
Module 4			
19	Capital Budgeting Decisions: Introduction, Features, significance, Types of Investment decisions, Capital Budgeting Process, factors affecting capital budgeting decisions.	a. Lecture b. Class room discussion c. Problems	- Chapter 11 of Book 1 - Chapter 8 of Book 2 - PPT – Module 4
20	Basic Principles in estimating costs and benefits of investments with examples. Pay Back Period – Theory and Problems	a. Lecture b. Class room discussion c. Problems	- Chapter 12 of Book 1 - Chapter 10 of Book 2 - PPT – Module 4

21	Accounting Rate of Return – Concept Equation and Problems	a. Lecture b. Class room discussion c. Problems	- Chapter 11 of Book 1 - Chapter 8 of Book 2 - PPT – Module 4
22	Net Present Value and Profitability Index - Concept Equation and Problems	a. Lecture b. Class room discussion c. Problems	- Chapter 11 of Book 1 - Chapter 8 of Book 2 - PPT – Module 4
23	Internal Rate of Return and MIRR - Concept Equation and Problems, Comparison of NPV with IRR.	a. Lecture b. Class room discussion c. Problems	- Chapter 11 of Book 1 - Chapter 8 of Book 2 - PPT – Module 4
24	Utility Method, APV method and Capital rationing - Concept Equation and Problems.	a. Lecture b. Class room discussion c. Problems	- Chapter 11 of Book 1 - Chapter 8 of Book 2 - PPT – Module 4
25	EVA Method - Concept Equation and Problems, Problems on Capital Budgeting.	a. Lecture b. Class room discussion c. Problems	- Chapter 11 of Book 1 - Chapter 8 of Book 2 - PPT – Module 4
26	Problems on Capital Budgeting.	a. Lecture b. Problems c. Case on Amon Limited.	- Chapter 11 of Book 3
27	Case study on Capital Budgeting.	a. Paper on capital budgeting practices in Indian corporate sector. b. Paper on Capital budgeting practices of Fortune 1000: How have things changed? c. Are there differences in capital budgeting procedures between industries? - An empirical study.	How do CFOs make capital budgeting and capital structure decisions?

Module 5

28	Working Capital - Concepts, Importance, types, Determinants of Working Capital, Operating Cycle, Managing various components of Working Capital.	a. Lecture b. Class room discussion	- Chapter 23 of Book 1 - Chapter 27 of Book 2 - PPT – Module 5
29	Cash Management – Introduction, benefits and costs associated with holding cash, Cash Management models and problems on the same.	a. Lecture b. Class room discussion c. Problems	- Chapter 24 of Book 1 - Chapter 30 of Book 2 - PPT – Module 5
30	Cash budget - concepts, formats and problems. Marketable Securities - concepts, formats and problems.	a. Lecture b. Class room discussion c. Problems d. A mini case on cash budget.	- Chapter 24 of Book 1 - Chapter 30 of Book 2 - PPT – Module 5
31	Inventory Management - Introduction, Benefits of holding Inventory, Risks and Costs associated with Inventories, Management of Inventory, Techniques of Inventory Management and Problems on the same.	a. Lecture d. Class room discussion e. Problems	- Chapter 26 of Book 1 - Chapter 29 of Book 2 - PPT – Module 5

32	Receivables Management - Introduction, Costs of Maintaining Receivables, Optimum size of Receivables, Policies for Managing Receivables and Problems.	a. Lecture b. Class room discussion c. Problems	- Chapter 25 of Book 1 - Chapter 28 of Book 2 - PPT – Module 4
33	Problems on debtors / Receivables.	a. Problems	- Chapter 23 of Book 3
34	Problems on debtors / Receivables. Credit Management – Concepts and Problems.	a. Lecture b. Class room discussion c. Problems	- Chapter 25 of Book 1 - Chapter 28 of Book 2 - PPT – Module 4
35	Problems on Working Capital.	a. Problems	- Chapter 21 to 24 of Book 3
36	Problems on Working Capital.	a. Class room discussion b. Mini case on credit management.	
Module 6			
37	Module 6 - Dividend Policy – Introduction, concepts, Nature of Dividend Decision, Factors influencing the Dividend Decisions, Stability of Dividends, Forms of Dividends, Determinants of Dividend Policy.	a. Lecture b. Class room discussion c. Problems	- Chapter 22 of Book 1 - Chapter 18 of Book 2 - PPT – Module 6
38	Dividend Theories – Relevance and Irrelevance: Walter Model, Garden Model – Concept and Problems on the same.	a. Lecture b. Class room discussion c. Problems	- Chapter 22 of Book 1 - Chapter 17 of Book 2 - PPT – Module 6
39	Dividend Irrelevance Theories - M M Hypothesis, Bonus Issues, Stock Split, Buy Back of shares, Tax issues.	a. Lecture b. Class room discussion c. Problems	- Chapter 22 of Book 1 - Chapter 17 7 18 of Book 2 - PPT – Module 6
40	Problems on Dividend Theories.	a. Problems b. Min case on dividend policy	- Chapter 20 of Book 3 - PPT – Module 6

Text Books to be referred:

1. Chandra, Prasanna, “Financial Management – Theory and Practice”, Tata McGraw-Hill Publishing Company Limited.
2. Pandey I M, “Financial Management – Theory and Practice” Vikas Publications.
3. Shashi K Gupta, Neeti Gupta, Financial Management, Kalyani Publishers.



Rashtrveeya Sikshana Samithi Trust
R. V. Institute of Management

II SEMESTER MBA

COURSE DOCKET

HUMAN CAPITAL MANAGEMENT

Course Instructors

Dr. A Narasima Venkatesh
Associate Professor, RVIM

Prof. Sowmya D S
Assistant Professor, RVIM

Prof. Ramya S
Assistant Professor, RVIM



Rashtreeya Sikshana Samithi Trust
R.V. Institute of Management

COURSE OUTLINE

Course Title	Human Capital Management
Batch	2017-2019
Term	2
Course ID	2.4
Credits	4 (40 sessions - 60 hours)

PART A

I] Introduction:

With the advent of globalization, organisations today are seen to be increasingly operating in the global village. Managing business organisations requires an integrated approach among its several functional areas - Marketing, Finance and Human Resources. In spite of increased dependence on technology, human resources can surely make a significant difference in the way organisations work. Therefore, it is evident that among all the disciplines, Human Resource Management (HRM) will be the most critical functions in the organisations of today & tomorrow.

This course will enable the students to appreciate the importance of critical role played by human resources in various departments of the organisations, acquire skills in effectively managing human resources in different functional areas of management they would be engaged in and utilise the opportunities to improve organisational performance.

II] Course Outcomes:

On successful completion of the course, the student will be able to

- CO 1: Design & perform various activities related to Human Resource Planning in the workplace
- CO 2: Formulate job description and job specification details related to various positions in the workplace
- CO 3: Choose right candidate by conducting relevant selection tests and interviews
- CO 4: Evaluate employees performance in the workplace as per the organisation policies and procedures
- CO 5: Align various functional goals by practicing Strategic Human Resource Management in the workplace
- CO 6: Understand the changing environment and its implication for managing the Human Resources to achieve the competitive advantage and organisational excellence.

III] KEY CONCEPTS

MODULE ONE: ESSENTIALS OF HCM

1. Human Resource Management - Scope, functions and importance,
2. Evolution of HRM - Personnel Administration - Welfare Stage - HRM - SHRM,
3. Difference with HRD, Contemporary issues and practices in HRM
4. HRM in India & Global Perspective, Strategic HRM

MODULE TWO: HUMAN CAPITAL PLANNING AND EMPLOYEE HIRING

1. Job Analysis - Job Description - Job Specification,
2. Job design - Job Enlargement - Job Enrichment - Job Rotation, Job evaluation,
3. Human resource planning - HRP Process, Demand forecasting - Techniques - Quantitative - Qualitative,
4. HR supply forecasting - Techniques, Need for and factors influencing HRP - External & Internal,
5. Career planning - Process, Promotion - Types, Transfer, Demotion and Separation;
6. Employee hiring - Nature - Importance - Sources of recruitment - Internal and External, HR Apps & Software Tracking,
7. Recruiting Diverse Workforce - Challenges & Benefits - Case of a company
8. New recruitment practices Job portals, employee reference, campus recruitment etc.
9. Employee Selection - Process - Employee Testing & Selection Methods

MODULE THREE: HR DEVELOPMENT

1. Training - Nature and Importance, Training Need Analysis,
2. Methods of training - On-the-Job & Off-the-Job Training, Training Evaluation Methods
3. HRD program - Methods of management development and Executive development programs,
4. Development beyond training, Contemporary HRD Practices - Management by Objectives,
5. Latest Trends of Management Development Programme

MODULE FOUR: PERFORMANCE MANAGEMENT SYSTEM

1. Performance appraisal - Nature and Importance
2. PMS, Methods and models, Difference with Performance Appraisal,
3. Future of performance management system - Tools & Techniques

MODULE FIVE: COMPENSATION MANAGEMENT AND EMPLOYEE RELATIONS

1. Compensation management - Introduction, Components of employee and executive compensation
2. Factors affecting employee compensation,
3. Employee incentive schemes
4. Recent trends in compensations management.
5. Industrial relations - Resolution of industrial disputes, Employee grievance
6. Trade union and their relevance

MODULE SIX: STRATEGIC HRM

1. SHRM - Introduction, characteristics and scope
2. SHRM Vs Conventional HRM, Barriers to strategic HRM
3. Linking HR strategy with business strategy
4. SHRM and business performance

IV] MODULE-WISE OUTCOMES

Module 1: Essentials of HCM

- MO 1: Understanding the scope & importance of HRM in an organisation
- MO 2: Outline the stages & development of HRM
- MO 3: Distinguishing between traditional and strategic HRM

Module 2: Human Capital Planning and Employee Hiring

- MO 4: Identifying the importance, process & techniques of Human resource planning
- MO 5: Understanding job analysis, its importance, process & components
- MO 6: Outline the sources & methods of recruitment & selection

Module 3: HR Development

- MO 7: Appreciate the need for designing training programme to achieve organizational goals
- MO 8: Plan the areas and types of training & development

Module 4: Performance Management System

- MO 9: Identifying different stakeholders in the performance management system
- MO 10: Summarize the basics of performance appraisal, needs & benefits

MO 11: Analyse the methods of performance appraisal and its implications on employees

Module 5: Compensation Management and Employee Relations

MO 12: Describe the determinants of executive compensation

MO 13: Understand the role of reward systems in improving performance of employees

MO 14: Evaluate the methods for prevention of industrial disputes

Module 6: Strategic HRM

MO 17: Analyse the importance of Strategic HRM and its role in achieving organisational excellence

MO 18: Draw the distinction between traditional HR and strategic HR

V] INSTRUCTIONAL / PEDAGOGICAL METHODS / TOOLS USED:

- 1] Lecturing using PPT and Classroom discussions
- 2] Case studies and discussion (Caselets - written and video)
- 3] Live projects and assignments (Individual and group)
- 4] Role plays
- 5] Virtual Seminars

VI] COURSE EVALUATION PLAN

Details of Evaluation components

	Weightage (%)	Duration (Minutes)	Open / Close Book
Internal Assessment	30%	-	-
End Term Exam	70%	180	Close Book

A] Details of Evaluation Components

Details of Evaluation components of Internal Assessment

Sl No.	Type of Assessment	Weightage	Schedule in the session plan
1	Internal Test	10%	There will be 2 Internal Test; First test [Surprise test] will be in the mid of the semester & Second test [Announced test - Preparatory Exam] will be in the end of the semester
2	Summary of an article	5%	At the end of 20th session
3	Assignment	5%	There will be two Assignments; One will be in the mid-semester & Second will be in the end of the semester
4	Presentation	5%	At the end of the semester
5	Attendance & Class Participation	5%	At the end of the semester

VII] REFERENCE BOOKS / ARTICLES / TEACHING RESOURCES TO BE REFERRED

REFERENCE BOOK:

- ✦ Gary Dessler and Biju Varkkey (2013), Human Resource Management, Person Publication, 12th Edition.
- ✦ Uday Kumar Haldar & Juthika Sarkar, *Human Resource Management*, Oxford University Press 2012
- ✦ V.S.P.Rao & C.B. Mamoria (2012), "Personnel Management (Text & Cases)", Himalaya Publications, Thirtieth Edition
- ✦ P.Jyothi & D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition
- ✦ Biswajeet Pattanayak (2014), "Human Resource Management", PHI Publications, 4th Edition.

TEACHING AND LEARNING RESOURCES

- ◆ www.hreonline.com
- ◆ www.managementhelp.org/humanresources/
- ◆ www.human-resources.org
- ◆ www.humancapitalonline.com
- ◆ www.humanresources.about.com
- ◆ www.iaeme.com/ijmhrm.asp
- ◆ www.sagepub.in/journals
- ◆ www.iupindia.in/Human_Resource_Management_Review.asp

JOURNALS

- ◆ The Human Resource Management Review
- ◆ The International Journal of Human Resource Management
- ◆ Human resource development quarterly
- ◆ International Journal of Human Resource Development and Management (IJHRDM)
- ◆ International Journal of Marketing & Human Resource Management (IJMHRM)
- ◆ Journal of Strategic Human Resource Management
- ◆ South Asian Journal of Human Resources Management
- ◆ Human Resource Management Journal
- ◆ Asia Pacific Journal of Human Resources

REFERENCES

1. Jeffrey A Mello, Strategic Human Resource Management, Indian Edition, Cengage Learning
2. A.M Sheikh, Human Resource development and Management, 3rd Revised edition, S Chand publication
3. Snell and Bohlander, Human Resource Management, South-Western Cengage Learning. Indian Edition.
4. Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford Higher Education, 2012
5. Seema Sanghi, Human Resource Management, Vikas Publications, 2014
6. Sharou Pande and Swapnaleka Basak, Human Resource Management, Pearson Education, 2012
7. K. Aswathappa, Human Resource Management, McGraw Hill Education 7th edition, 2013)
8. D Gopalakrishna, Case incidents in Human resource Management, IK International Publishers, 2014

COURSE FACILITATOR

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PART B

Session plan (HCM-2018)

Session No	Coverage of the Key Concepts	Pedagogy / Activity	Reading Material to be Referred
Module 1: Essentials of HCM			
1	Introduction to the subject. Introduction to Human Resource Management	Lecturing using PPT and Classroom discussions	-----
2	Scope, Functions and Importance of HRM	Lecture & Classroom discussions	Dr. Ruth Tubey, Phd1; Kipkemboi Jacob Rotich (M.Phil) 2; Dr. Alice Kurgat, Phd3 <i>History, Evolution and Development of Human Resource Management: A Contemporary Perspective</i>
3	Evolution of HRM & Difference with HRD	Lecturing using PPT and Classroom discussions Video: Evolution of HR	Udai Pareek and T V Rao From a Sapling to a Forest
4	Changing concept of HRM in India and in the globe	Lecturing using PPT and Classroom discussions Article Discussion	Chapter 1 Pg 8-12 Book 1 Dr. Vijetha Mukkelli <i>The Changing Role of Human Resource Management in Twenty First Century Challenges and Opportunities</i>
5	Contemporary issues and practices in HRM	Lecture and discussion Case Study: Best Practices at the FedEx Corporation Case Study Mercadona - Innovative HR practices for better store performance	
Module 2: Human Capital Planning and Employee Hiring			
6	Job Analysis - Meaning, Uses, Stages of JA	Lecturing using PPT and Classroom discussions	Chapter 4 Book 2 PPT Reference Material

			Parbudyal Singh Job analysis for a changing workplace
7	Job Description & Job Specification [Practical Exercise] Components of JD & JS	Lecture and discussion. Job Analysis Activity I	
8	Job Design and Job Evaluation - Process of Job design, Job evaluation	PPT, Case Discussion	Hayagreeva Rao <i>What 17th-Century Pirates Can Teach Us About Job Design</i> Ron Carucci <i>How to Tell Your Boss to Stop Doing Your Job</i>
9	Human Resource Planning - HRP - Meaning & Definition Factors & Process	Lecturing using PPT and Classroom discussions	Chapter 5
10	Techniques of HRP	PPT & Discussion	References from Book 2 Pg
11	Career planning, Promotion, Transfer, Demotion and Separation	PPT & Article Discussion	Stew Friedman <i>When You Realize You'll Never Get Your Dream Job</i>
12	Succession Planning	PPT & Discussion	Eben Harrell Succession Planning: What the Research Says
13	Employee Hiring and Sources of Recruitment	Lecturing using PPT and Classroom discussions	
14	New Recruitment Practices	Case Discussion	Case Study Which is more important- Recruiting or Retaining
15	Employee Selection - Selection - meaning & process	PPT & Discussion	
16	Selection Process and selection tests	Lecturing using PPT and Classroom discussions Case Discussion	Case study You call this Selection Interview Ram Charan The Secrets of Great CEO Selection - An Insider's guide

Module 3: HR Development

17	Training and Development - Meaning & Definition, Differences b/n T & D	Lecturing using PPT and Classroom discussions	Chapter 9 Book 2
18	Training Process and Methods of Training - Process & Methods	Lecture and discussion.	
19	Preparation of Training Programmes	Video Case Discussion	
20	Human Resource Development and Methods	PPT & discussion	Development Plan Guidebook
21	Contemporary HRD Practices	PPT & discussion	Case Study Is Sudhir in need of Remedial Training?

Module 4: Performance Management System

22	Performance Management System and Performance Appraisal	Lecturing using PPT and Classroom discussions	Chapter 15 Pg 397 - 434
23	Difference with Performance Appraisal and PMS	Lecture, PPT and discussion	Book 2
24	PA Methods and Models*	Lecture, PPT and discussion	
25	Future of Performance Management System	Lecture and case discussion Case Discussion: Policies and Performance Appraisal	Performance Management System: Poison or Nectar TV Rao Learning System

Module 5: Compensation Management and Employee Relations

26	Introduction to Compensation Management	Lecture and discussion	Chapter 16
27	Compensation Management - Factors Affecting CM	Case Study Discussion Compensation Crises	
28	Employee Incentive Schemes and Recent trends in CM	Lecture, PPT and discussion	
29	Industrial Relations	Lecture, PPT and discussion	Chapter 26
30	Industrial Disputes - Resolution	Lecture, PPT and discussion	

31	Employee Grievance and Trade Union	Lecture, PPT and discussion	
32	Trade Union	Lecture and discussion	
Module 6: Strategic HRM			
33	Strategic HRM	Lecture and discussion	
34	SHRM Vs Conventional HRM	Case Study Discussion	Southwest Airlines: Wall Street's Cinderella Story (Unbelievable yet true) *B2
35	Barriers to SHRM	Lecture, PPT and discussion	
36	Linking HR Strategy with Business Strategy	Case Discussion HR Practices - Google	Gary Dessler Pg - 706 - 709
37	SHRM and Business Performance	Lecture and discussion	
38	SHRM - Success stories	Lecture and discussion	Walmart - Strategic Perspective of the company
39	Revision	Lecture and discussion	
40	Previous Years Question paper Discussion	Lecture and discussion	



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Course Docket

MANAGEMENT RESEARCH METHODS

II Semester

2017-2019

February 2017 - June 2017

Course Instructors

Dr. Noor Firdoos Jahan

Dr. D R Rajashekhara Swamy

Prof. Pavithra S T

* The articles and other materials used in this docket is for classroom discussions only

COURSE OUTLINE

Programme	Master of Business Administration
Batch	2017 - 2019
Semester	II
Course Title	Management Research Methods
Course Code	2.2
Credits	4
Sessions	1.5 Hours per session (40 Sessions - 60 Hours)
Course Instructors	1. Dr. Noor Firdoos Jahan (Section D) 2. Dr. Rajashekar Swamy (Section C) 3. Prof. Pavithra S T (Section A & B)

PART A

Introduction

Quite frequently these days people talk of research, both in academic institutions and outside. Several research studies are undertaken and accomplished year after year. But in most cases very little attention is paid to an important dimension relating to research, namely, that of research methodology. The result is that much of research, particularly in social sciences, contains endless word-spinning and too many quotations. Thus, a great deal of research tends to be futile. It may be noted, in the context of planning and development, that the significance of research lies in its quality and not in quantity. 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 methodology may differ from problem to problem, yet the basic approach towards research remains the same.

This course helps students to undertake the research project with the knowledge of entire research process thereby transform them into research professionals and helps them in every aspect of decision making process in the organisation.

Course Outcome

- CO 1. Attaining comprehensive knowledge and skills about research process with a balanced blend of theory and Application Technique.
- CO 2. Acquainting students with the types of management problems of organizations.
- CO 3. Enabling them to develop insights about basic concepts, designs, tools and methodology that are used at each step of Research Process thereby, honing the research skills of future managers.
- CO 4. Transforming students into well-equipped and scientifically skilled research professionals and managers by conducting research in every aspect of decision making in the organization.

Key Concepts

Module 1 : Introduction to Management Research

1. Definition, Nature and role of Management Research
2. Types of Research

3. Research concepts, constructs, propositions and hypotheses
4. Features of a good Research Study
5. Research Process
6. Ethical issues.

Module 2 : Research Problem, Research Hypothesis and Research Design

1. Identification, Selection and Evaluation of the Problem
2. Criteria and sources for identifying the problem
3. Nature, Definition and Characteristics of Good Hypothesis
4. Types of hypothesis
5. Formulation and testing of hypothesis
6. The Design of Research
7. Types of research design
8. Contents of research design

Module 3 : Data Collection And Measurement Concepts

1. Scales of Measurement
2. Classification of Scales - Comparative v/s Non-Comparative scales
3. Criteria for Good Measurement
4. Criteria for Questionnaire Designing, Types of Questionnaire
5. Questionnaire Design Procedure
6. Cronbach alpha
7. Primary Data Collection - Classification of Survey methods - Observation, Interview
8. Secondary Data Collection - Classification of Secondary Data Sources

Module 4 : Sampling and Data Preparation

1. Sampling - Concept of Sample and Target Population
2. Sample frame, Sample unit and sample size
3. Characteristics of a Good Sample
4. Sampling Design Process
5. Probability and Non-Probability Sampling - Design & Error
6. Determination of Sample Size
7. Data editing, Coding, Content Analysis, Classification and Tabulation of Data

Module 5 : Data Analysis

1. Basic data analysis - Descriptive Statistics, Univariate and Bivariate Statistical Analysis (concepts)
2. Parametric & Non-Parametric Tests
3. Error in Testing of Hypothesis - Critical Region, Degrees of Freedom, One Tailed & Two Tailed Tests
4. Practical applicability, Implementation and statistical Inference of the test

Module 6 : Research Report Writing

1. Types of Research Report
2. Report Structure
3. Report Writing : Report Contents & Formulation
4. Guidelines for effective Documentation and visual representation (Graphs)
5. Research Briefing - Oral Presentation

Module Outcomes

Module 1 : Introduction to Management Research

- MO 1. Understanding the relevance & role of research in Management of Business and Identifying the ethical issues involved in research
- MO 2. Distinguishing between the different types of research available based on purpose and nature of the management decision and Apprehending the research process

Module 2 : Research Problem, Research Hypothesis and Research Design

- MO 3. Applying both deductive and inductive method to formulate the problem
- MO 4. Formulating the research design and research proposal for a research endeavour

Module 3 : Data Collection And Measurement Concepts

- MO 5. Understanding Measurement, types of Measurement scales, measurement errors
- MO 6. Apprehending the scaling techniques, questionnaire flow and sequencing
- MO 7. Distinguishing between various types and sources of data and applying the suitable type for data collection

Module 4 : Sampling and Data Preparation

MO 8. Distinguishing between sample and census

MO 9. Understanding various methods of sampling techniques, errors in sampling

Module 5 : Data Analysis

MO 10. Understanding the concepts used in testing hypothesis

MO 11. Application of the tests for the data collected by solving the problems

Module 6 : Research Report Writing

MO 12. Understanding the basic objective of writing a research report, types of research reports

MO 13. Identifying the Key features in terms of research report format

MO 14. Understanding oral presentations of research report

Instructional / Pedagogical Methods/ Tools used

- ✓ Lectures using Chalk and Talk, PPTs and Class room discussions
- ✓ Research Stories
- ✓ Case Study Discussions
- ✓ Field Work
- ✓ Live Projects
- ✓ Practical Exercises Individual and Group

Evaluation Plan

The Course is evaluated for 100 marks of which 30 marks is for Internal Assessment and remaining 70 marks for written examination to be held at the end of each semester. The details of the Evaluation Components are as follows:

a. End Term

Evaluation	Marks	Weightage (%)	Duration (Minutes)	Open / Close Book
End Term Exam	70	70 %	180	Close Book

b. Other Evaluation Components

Details of Evaluation components other than (Other than End Term)

Sl.	Type of Assessment	Marks	Weightage (%)	Unit of Evaluation
1	Attendance	05	5 %	Individual
2	Two Internal Tests One Announced (Preparatory) One Surprise	10	10 %	Individual Individual
3	Assignments	05	5 %	Individual / Group
4	Presentations	05	5 %	Individual / Group
5	Books/Journal articles review	05	5 %	Individual

Text Books to be referred

1. Deepak Chawla, Neena Sondhi, "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

Title of Other Books / Reference Material

1. Donald R Cooper, Pamela S Schindler, JK Sharma, "Business Research Methods", McGraw Hill
2. R. Panneerselvam, "Research Methodology", Prentice hall
3. O R Krishnaswamy "Business Research Methods"
4. C R Kothari "Research Methodology - Methods and Techniques", New Age International Publishers
5. S P Gupta, "Statistical Methods", Sultan Chand & Sons, New Delhi

Articles

- ✓ Impact of Motivation on Employees Performance: A Case Study of Creditwest Bank Cyprus, Journal of Economics and International Finance, Vol. 5(5), Pp. 199-211, August, 2013.
- ✓ An Empirical Investigation of The Impact of Employee Motivation and Productivity of Executive
- ✓ Employees with Special Reference to The Apparel Industry in Sri Lanka, S. M. D. Y Jayarathna, International Journal of Science and Research (IJSR), ISSN (Online): 2319-7064
- ✓ Understanding Consumers' Purchasing Behaviour of Ethnically Disparate Products, Jonghan Hyun, Ann Fairhurst, Copyright © 2017 John Wiley & Sons, Ltd. Wileyonlinelibrary.Com/Journal/Cb
- ✓ An Empirical Study on Effectiveness of Total Quality Management (Tqm) Practices at Bahir Dar Textile – Ethiopia, Dr. D. R. Rajashekhara Swamy, Debanu Bonaya Garmo
- ✓ Changing Role of Advisors in Insurance, Capegemini

Cases

- ✓ Online booking - has the time come?
- ✓ Danish International (A)
- ✓ Keep your City Clean : Environmental Concerns
- ✓ Danish International (B)
- ✓ The Pink Dilemma
- ✓ What's in a car?
- ✓ Tupperware India Pvt. Ltd.
- ✓ Malls for All
- ✓ Mehta Garment Company
- ✓ Herbal Tooth Powder
- ✓ Max New York Life Insurance

Course Facilitators

- ✓ **Dr. Noor Firdoos Jahan**, Professor, R V Institute of Management, Bangalore
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Email ID : pavithrast.rvim@rvei.edu.in

PART B

Session Plan

Module 1

Session No.	Coverage of the Key Concept	Pedagogy/ Activity	Reading material to be referred
01	Introduction, Meaning, Definition, Significance, Objectives, Nature & Role of Management Research, Different Approaches to Research – Scientific Method and Non-Scientific Methods	Lecture Classroom discussion	✓ Chapter 1 of Book 1 pg. 4-5 ✓ PPT - Module 1
02	Types of Research, Case Studies, Survey, Field Studies, Criteria for good research, Qualities / Features of good research study	Lecture Classroom discussion	✓ Chapter 1 of Book 1 pg. 6-8, 17 ✓ PPT - Module 1
03	Concepts, Constructs, Propositions & Hypothesis, Definitions, Variables, Research Process	Lecture Classroom discussion	✓ Chapter 1 of Book 1, pg. 9-12, ✓ Chapter 5 of Reference book 1, pg. 35-45 ✓ PPT - Module 1
04	Research Process and Ethical issues	Lecture Classroom discussion	✓ Chapter 1 of Book 1, pg. 9-12, ✓ Chapter 5 of Reference book 1, pg. 114-133 ✓ PPT - Module 1

Module 2

Session No.	Coverage of the Key Concept	Pedagogy/ Activity	Reading material to be referred
05	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	Lecture Classroom discussion Case Study - Danish International	✓ Chapter 2 of Book 1, pg. 31-37, ✓ PPT – Module 2
06	Nature, Definition and Characteristics of Good Hypothesis, types of hypothesis. Formulation and testing of hypothesis	Lecture Classroom discussion Case Study - Online Booking - has the time come?	✓ Chapter 2 of Book 1, pg. 37-39, ✓ PPT – Module 2
07	Research Proposal, Types of Research Proposal	Lecture Classroom discussion Exercise writing	✓ Appendix 1.1, 1.2 of Book 1, pg. 20-26 ✓ PPT - Module 2

08	Research Design - Meaning, Characteristics, Features, Need for Research Design, Classification of Research Design,	Lecture Classroom discussion Case Study - Keep your city Clean : Environmental Concerns	✓ Chapter 3 of Book 1, pg. 49-51, ✓ PPT - Module 2
09	Similarities and comparison of Research Design, Contents of Research Design	Lecture Classroom discussion Case Study - Danish International (2)	✓ PPT - Module 2

Module 3

Session No.	Coverage of the Key Concept	Pedagogy/ Activity	Reading material to be referred
10	Concept of Measurement - Introduction, Properties of Scales, Types of Measurement Scales	Lecture Classroom discussion Case Study - Tupperware India Pvt. Ltd	✓ Chapter 7 of Book 1, pg. 145-150, ✓ PPT - Module 3
11	Criteria for Good Measurement, Sources of error, Test for sound Measurement	Lecture Classroom discussion	✓ Chapter 5 of Reference Book 4, pg. 72-75, ✓ PPT - Module 3
12	Comparative Scaling Techniques, Single Item v/s Multi Item Scales	Lecture Classroom discussion & Exercises	✓ Chapter 7 of Book 1, pg. 151-163, ✓ PPT - Module 3
13	Non-Comparative Scaling Techniques	Lecture Classroom discussion & Exercises	✓ Chapter 7 of Book 1, pg. 151-163, ✓ PPT - Module 3
14	Criteria for Questionnaire Designing; Types of Questionnaire; Questionnaire Design Procedure	Lecture Classroom discussion & Exercises	✓ Chapter 8 of Book 1, pg. 175-188, ✓ PPT - Module 3
15	Questionnaire Design Procedure - Pilot test, validity and reliability of Questionnaire, Cronbach's alpha	Lecture Classroom discussion Case Study - Malls for All	✓ Chapter 8 of Book 1, pg. 189-202, ✓ PPT - Module 3
16	Schedule Method - Meaning, Difference between Questionnaire & Schedule	Lecture Classroom discussion	✓ Chapter 6 of Reference Book 4, pg. 104-105, ✓ PPT - Module 3
17	Primary Data Collection, Classification of Survey methods, Evaluation Criteria for Survey Methods	Lecture Classroom discussion	✓ Chapter 6 of Reference Book 4, pg. 95-96, ✓ PPT - Module 3

18	Observation Techniques, Classification of Observation Methods, Advantages and Limitations of Observation Techniques	Lecture Classroom discussion	✓ Chapter 6 of Reference Book 4, pg. 96-97, ✓ PPT - Module 3
19	Interview Method, Prerequisites of interview	Lecture Classroom discussion	✓ Chapter 6 of Reference Book 4, pg. 97-98, ✓ PPT - Module 3
20	Sources of Secondary Data, Use of Secondary Data, Collection of Secondary Data, Selection of appropriate Method of data collection, Evaluation of Secondary Data, Benefits and Drawbacks of Secondary Data	Lecture Classroom discussion Case Study - The Pink Dilemma	✓ Chapter 5 of Book 1, pg. 85-102, ✓ PPT - Module 3
21	Qualitative methods, Methods, Focus Group Method, Personal Interview Method and Projective Techniques	Lecture Classroom discussion Case Study - What's in a Car?	✓ Chapter 6 of Book 1, pg. 107-1135, ✓ PPT - Module 3

Module 4

Session No.	Coverage of the Key Concept	Pedagogy/ Activity	Reading material to be referred
22	Sampling - Introduction, Meaning, Census Vs. Sampling, Characteristics of a good sample, Sample Design Process, Steps in Sample Design	Lecture Classroom discussion	✓ Chapter 6 of Reference Book 4, pg. 55-57, ✓ PPT - Module 4
23	Sampling Techniques or Methods, Choice and Comparison of Sampling Technique, Probability Sampling, Characteristics of Probability Sampling & Non-Probability Sampling	Lecture Classroom discussion	✓ Chapter 9 of Book 1, pg. 224-226, ✓ PPT - Module 4
24	Probability Sampling: Simple Random Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling, Cluster Sampling Vs. Stratified Sampling	Lecture Classroom discussion Case Study - Mehta Garment Company	✓ Chapter 9 of Book 1, pg. 224-228, ✓ PPT - Module 4
25	Non-Probability Sampling: Convenience Sampling, Purposive Sampling, Judgement Sampling, Quota Sampling, Snowball Sampling	Lecture Classroom discussion Case Study - Herbal Tooth Powder	✓ Chapter 9 of Book 1, pg. 229-230, ✓ PPT - Module 4
26	Sample Design, Criteria for Selecting Sampling Technique, Sampling & Non-Sampling Errors, Determining Sample Size	Lecture Classroom discussion	✓ Chapter 9 of Book 1, pg. 231-235, ✓ PPT - Module 4
27	Data Processing - Introduction, Field Validation, Editing, Coding, Classification and Tabulation	Lecture Classroom discussion Case Study - Max New York Life Insurance	✓ Chapter 10 of Book 1, pg. 242-253, ✓ PPT - Module 4

Module 5

Session No.	Coverage of the Key Concept	Pedagogy/ Activity	Reading material to be referred
28	Hypothesis Testing – Introduction, Null and Alternate Hypothesis, Level of Significance, Type I & Type II Errors, One Tailed and Two Tailed Tests, Critical Region, Degrees of Freedom	Lecture Classroom discussion	✓ Chapter 12 of Book 1, pg. 323-326, ✓ PPT - Module 5
29	Measures of Central Tendency - Problems	Lecture Problem Solving	✓ Volume 1, Chapter 7 of Reference Book 5, pg. 177-220
30	Mean Deviation & Standard Deviation - Problems	Lecture Problem Solving	✓ Volume 1, Chapter 8 of Reference Book 5, pg. 280-304
31	Correlation Analysis - Problems	Lecture Problem Solving	✓ Volume 1, Chapter 10 of Reference Book 5, pg. 390-450
32	Regression Analysis – Problems	Lecture Problem Solving	✓ Volume 1, Chapter 11 of Reference Book 5, pg. 451-470
33	Z Test - One Tail & Two Tail - Problems	Lecture Problem Solving	✓ Volume II, Chapter 3 of Reference Book 5, pg. 901-909
34	t Test - One Tail & Two Tail - Problems	Lecture Problem Solving	✓ Volume II, Chapter 3 of Reference Book 5, pg. 910-913
35	Chi-Square Test – Problems	Lecture Problem Solving	✓ Volume II, Chapter 4 of Reference Book 5, pg. 953-970
36	F Test – Problems	Lecture Problem Solving	✓ Volume II, Chapter 5 of Reference Book 5, pg. 1006-1038
37	Non-Parametric Test	Lecture	✓ Volume II, Chapter 11 of Reference Book 5, pg. 1159-1170

Module 6

Session No.	Coverage of the Key Concept	Pedagogy/ Activity	Reading material to be referred
38	Types of Research Report, Report Structure, Guidelines for effective Documentation and visual representation (Graphs) and Research Briefing - Oral Presentation	Lecture Classroom discussion	✓ Chapter 20 of Book 1, pg. 607-626 ✓ PPT - Module 6
39	Report Writing: Report Formulation, Research Report Format & its parts	Lecture Classroom discussion	✓ Chapter 20 of Book 1, pg. 607-626 ✓ PPT - Module 6
40	Revision / Rapping up	Classroom discussions	-



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2.6 QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH

Operations research uses mathematical, computational, and scientific methods for making decisions. Common applications of the mathematics of operations research include optimization, economics, simulation, and network analysis. In any business, we have scarce resources that need the most efficient allocation; operations research helps determine the right allocation.

Expected out comes


Learning outcomes Identify and develop operational research models from the verbal description of the real system.

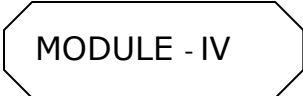

Understand the mathematical tools that are needed to solve optimization problems.

Use mathematical software to solve the proposed models.

Develop a report that describes the model and the solving technique, analyze the results and propose recommendations in language understandable to the decision-making processes in Management Engineering.

SESSION NUMBER	COVERAGE OF SUBJECT	PEDAGOGICAL FEATURES	OUTCOME FROM THIS MODULE	ASSIGNMENT
1 TO 6	<p style="text-align: center;">MODULE - I</p> <p>Introduction. Problem formulation, Product mix. Linear Programming Graphical methods of solving LP Simplex ALGORITHM Simplex method of solving LP Duality Problems</p>	CHALK AND TALK	DETAILS ATTACHED	NUMERICAL EXAMPLES
	<p style="text-align: center;">MODULE - II</p>			
7 TO 13	<p>Nature and scope of transportation and allocation models Methods of allocation VAM N-W CORNER RULE MODI Method Modified Distribution method Profit maximization in a Transportation Problem. Examinations Questions ASSIGNMENT</p>	CHALK AND TALK	DETAILS ATTACHED	NUMERICAL EXAMPLES

	<p>PROBLEMS.</p> <p>Traveling Salesman problem, Row Minimum Column Minimum, Iteration Method balanced Unbalanced Infeasible Solutions Examination Questions.</p>			
14 TO 19	<p style="text-align: center;">  MODULE - III </p> <p>Assignment: Importance and characteristics of assignment problem, methods minimization, maximization, balanced, unbalanced, prohibited and travelling salesman and crew assignment problems.</p> <p>Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines</p>	CHALK AND TALK	DETAILS ATTACHED	NUMERICAL EXAMPLES

	 MODULE - IV			
20 TO 25	<p>Network Models PERT,CPM Techniques</p> <p>Network components, procedures, events, activities, errors and dummy events, Critical path analysis, float Probabilities in PERT analysis, Project time calculation, Project crashing, time cost considerations. (No resource leveling)</p>	CHALK AND TALK	DETAILS ATTACHED	NUMERICAL EXAMPLES
26 TO 30	<div style="text-align: center;">  MODULE - V </div> <p><i>Theory of games:</i> Types, pure and mixed strategies with two people zero sum game, principle of dominance.</p> <p><i>Queuing</i></p> <p><i>Theory(waiting line):</i> Single server/single queue, essential features of queuing system, single queue,</p>	CHALK AND TALK	DETAILS ATTACHED	NUMERICAL EXAMPLES

	<p>operating characteristics of queuing system, probability distribution in queuing system, multi server, description of other queuing models (only description).</p>			
31 TO 38	<div style="border: 1px solid black; width: fit-content; margin: 0 auto; padding: 5px; text-align: center;"> <p>MODULE - VI</p> </div> <p><i>Simulation:</i> Basic concepts, procedures and application, Monte Carlo simulation using Random numbers.</p> <p>REPLACEMENT MODELS Replacement of items deteriorating with time Replacement of items that fail completely Problems on Replacement Models. Problems appeared in Previous question papers.</p>	CHALK AND TALK	DETAILS ATTACHED	NUMERICAL EXAMPLES

QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH

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.

After completion of the chapters students will be able to understand the following:

- 1) *The concept of operation research (OR)*
- 2) *The multifarious applications of OR*
- 3) *The evaluation of OR as a management subject*
- 4) *Practical examples of the application of OR*

- 1) *The concept of formulating a linear programming problem, its graphical solution, and the essential steps involved in the solution process of the simplex algorithm*
- 2) *The steps involved in studying the impact on the profitability and the product mix using sensitivity or post-optimality analysis*
- 3) *The primal-dual relationship while considering the profitability of products under scarce resource constraints*
- 4) *The Big M method and the two -phase method to solve the minimization LPPs*

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 problem.

TRANSPORTATION PROBLEMS

After completion of the chapters students will be able to understand the following:

- 1) Effective and cost efficient of goods from the manufacturing sites to the end of customer
- 2) Solving the problem when there is requirement for optimal allocation of resources.
- 3) Methods to obtaining a solution where certain routes are technically not feasible.
- 4) Dealing with situation where there is mismatch between supply and demand.
- 5) Scheduling of production, keeping in view the cost of production of the item and cost of carrying stocks, so as to meet the requirements during different periods.
- 6) Exploring the transportation option when a transshipment.

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.

ASSIGNMENT PROBLEMS

After completion of the chapters students will be able to understand the following:

- 1)The application of assignment problem to various situations, such as production. Planning, crew layover time, and travelling salesman problems (TSPs) for optimal solutions.
- 2)The solution methodology for the assignment problems, the complications therein, and the steps to overcome the complications.
- 3)The ways to assign the salesman of a company to different sales zones so that the total expected sales are maximized.
- 4)The methods to convert the maximization sales problems into disadvantages problem (Loss matrix).
- 5)The Hungarian algorithm that solves the linear assignment problems within the time bound by a polynomial expression specifying the number of agents.
- 6)The steps to construct and solve the payoff table or matrix to obtain the best possible allocation.

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.

Network analysis:

After completion of the chapters students will be able to understand the following:

- 1) The concept and various objectives of network analysis
- 2) The three sets of parameters, namely, time schedule, financial constraints, and other non- financial constraints, involved in completing a project
- 3) The need to temporarily shut down a few activities due to limitation of resources and knowledge of those activities that can be closed with the least effect on project schedule.
- 4) Speeding up of project schedule by making extra resources available at additional costs.

MODULE FIVE

6 HOURS

Theory of games:

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).

Theory of games:

- 1) *The* concept of game theory
- 2) The characteristics and terminology of game theory
- 3) The various methods and applications of game theory
- 4) The strategies and payoffs related to application of game theory in business.

Queuing Theory (waiting line):

- 1) The various assumptions in queuing theory
- 2) A general structure of queuing system.
- 3) The different operating characteristics of a queue system.

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.

Simulation

- 1) The concept of simulation and how it can be used to analyse different situations
- 2) Monte Carlo simulation technique and its application for situations related to queuing
- 3) Random numbers, their properties and uses in simulation.
- 4) The allocation and use of random numbers for various situations related to inventory or queuing
- 5) Use of simulation to estimate project completion time.

Replacement Models

- 1) The concept of replacement
- 2) Replacement theory as a function of time and resources
- 3) Applications of replacement theory in business applications



R.V. Institute of Management

Bangalore

COURSE DOCKET

Course Title	Innovation Management
Course Code	2.7
Batch	2017-2019
Semester	II
Credits	2
Total No. of Sessions	20 (1 ½ hours per session)+ 10 Innovation Lab
Course Facilitator	Chandran.A, Assistant Professor
E Mail	rvimassignments@gmail.com

Part A

INTRODUCTION

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 per cent of Indian workers is 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 per cent 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.

The aim of this course is to build an environment where every individual has a potential to excel in his own field of interest and thereby inculcating the skillsets needed to be contributor in building a climate of innovation.

In today's business environment, organizations have identified critical thinking and problem-solving as skills that are integral to an employee's—and their organization's—success.

The most successful professionals can assess the environment, analyze a situation, design a solution, and ultimately win in a competitive scenario.

Course Outcome:

CO 1 Given a set of objects the students shall use their design thinking skills to create useful objects which is novel and shall find economic value in the market.

CO 2 The students shall be confident to demonstrate out of the box thinking.

CO 3 Student shall identify at least one problem that they feel shall have an entrepreneurial opportunity.

CO 4 Every student shall create at least one new product with the existing material list and shall prepare a neat diagram on a paper using pencils or a black marker pens.

CO 5 All the students shall ACQUIRE SKILLS to draft a patent document.

CO 6 All the students shall demonstrate the procedures to develop an App/ Application in Google Play.

Key Concepts:

Module 1: Exploring Innovations

Technology Transfer, R & D, Ideation, Creativity, innovation, novel, Massive Open Online Course (MOOCs).

Module 2: Application of Innovation

Brain storming, Technology watch, Knowledge Management, Patent Analysis, Lateral Thinking, Mind Mapping, Theory of Inventive Problem Solving (TRIZ), Swot Analysis, Inclusive Development.

Module 3: Marketing Innovation Products

Innovation Platform, New Product Development, Process Innovation, Service Innovation.

Module 4: Evaluation of Innovation

Integration of Risk, Project management, IPR, Copyright, Patent, Trademark, Geographical Indication, Process of Application Submission for Patent Grant.

Module 5: Innovation in Reality

Mindset , innovation models, lateral thinking, logical thinking & horizontal thinking, App Development, Collaboration Tools & Blog.

Module wise Outcome

Module 1

MO 1: To identify the innovation sources.

MO 2: Apply skills to identify and source information from patent grant published documents.

MO3: To understand procedures for registration of online courses and to learn basic concepts of innovation through edX MOOCs Courses.

Module 2

MO 4: To develop commercialisation process for new ideas.

Module 3

MO 5: To encourage students to know open innovation platforms and participate in various Innovation challenges and competitions.

Module 4

MO 6: To apply IPR knowledge to file a patent.

MO 7: Identify remedial clauses for infringement of Intellectual Property Rights.

Module 5

MO 8: Identify the problem areas in a product or a process.

MO 9: To express the identified problem areas on a sheet of paper (Yellow coloured Sheet)

MO 10 To design Apps for Social Innovation Projects (Paper Based).

Pedagogical Methods:

1. Discussion forum for pre class preparation using EDUBLOGS.
Link - <http://rviminnovationlab.edublogs.org/>
2. Ted Lesson based Flipped Classroom content delivery along with video and PPT
3. Lecturing for fundamentals and key concepts.

4. Story telling for real life examples.
5. Activity based learning in classroom and Lab.
6. Field Visits to Museum and Virtual Industrial Visit using Microsoft in Education (MIE) and SKYPE.
7. Hosting webinars during leisure & Vacations.

Course Evaluation Plan:

The class session shall be assessed based on number of ideas generated to create a new product by individual student. To qualify for the class assessment each student should have to submit at least one new product development by using the listed existing materials. Hence it becomes mandatory to submit the drawing of the product developed on an A4 Sheet (Yellow Colour Coded Paper).

Number of Novel Products created using existing materials	Marks for Mere Submission on a sheet of paper	Marks for Utility of Product
One	3	4

MOOCs Session Progress Report: 3 Marks

Field Visit to Museum & Report Submission: 2 Marks

EDUBLOGS Usage with a minimum of 5 Posts : 3 Marks

Attendance: 5 marks

Internal Tests: 10 Marks

Prescribed Text:

Paul Trott (2000) 'Innovation Management & New Product Development' ,Pearson Education.

Further Reference:

Shlomo Maital & D.V.R.Seshadri (2008) 'Innovation Management', Response Books-Sage Publication.

Chris Trimble and Vijay Govindarajan (2012) 'Reverse Innovation', Harvard Business Press.

Resources for classwork:

1. <http://www.thinkforachange.com/wp-content/uploads/2015/01/Creativity-Innovation-Assessment-Checklist.pdf>
2. http://robinfreeth.com/wp-content/uploads/2015/04/w_amac02.pdf

Case Studies:

The Viral Outbreak iCase: realistic problem-solving in a virtual environment	by Sarah Wilkin		http://blogs.it.ox.ac.uk/ltg-casestudies/2016/09/21/viral-outbreak-icase/
Online scholarly engagement: Blogging and tweeting	Alexandra Paddock		http://blogs.it.ox.ac.uk/ltg-casestudies/2012/08/03/online-scholarly-engagement-blogging-and-tweeting/
Adapting Lectures on the Fly with Real-Time Questioning	Rebecca Henderson		http://blogs.it.ox.ac.uk/ltg-casestudies/2015/07/14/adapting-lectures-on-the-fly-with-real-time-questioning/
Supporting Tutorials: Using Weblearn	Dr James Robson	<iframe width="640" height="400" src="http://podcasts.ox.ac.uk/embed/cc82c197d621a79d3b04" frameborder="0" allowfullscreen></iframe>	http://podcasts.ox.ac.uk/supporting-tutorials-using-weblearn
Student Innovation: Developing	Chris Boddy	<iframe width="640" height="400" src="http://podcasts.ox.ac.uk/embed/84b6fad771ae984a7233" frameborder="0" allowfullscreen></iframe>	http://podcasts.ox.ac.uk/student-innovation-developing-mobile-apps-

Course Facilitator

A.Chandran

Assistant Professor

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Part B

SESSION PLAN

Sessions	Coverage of Key Concept	Pedagogy/Activity	References/Reading
1	Module 1 Concepts of Innovation	Story Telling & Anecdotes	BAND-AID Case Study
2	Barriers of Innovation	Lecture	Innovation Management –Geetha & Ganapathy Himalaya Publications P 37-43
3	Innovation Process	Lecture	Innovation Management –Geetha & Ganapathy Himalaya Publications P 23-27
4	Module 2 Organisational Aspects of Innovation	Lecture and Webinar	Innovation Management Blog created by A.Chandran
5	Economic Aspects of Innovation	Activity based Model Making	Pre Reading http://robinfreeth.com/wp-content/uploads/2015/04/w_amac02.pdf
6	Module 3 Strategic Considerations on innovations	Virtual Classroom Interactions	Tony Ulwick, Founder and CEO, Strategyn. Turning jobs-to-be-done theory into practice. https://strategyn.com/outcome-driven-innovation-process/ Same Video on Youtube link https://www.youtube.com/watch?v=G3ujSdu8mYQ
7	New Product Development	Activity based designing a new product on a two dimension paper	Video on 3 D Printing https://www.youtube.com/watch?v=Vx0Z6LplaMU Gaurav Tyagi, Technical Director/DIO, NIC-Muzaffarnagar, UP explains 3 D Printing with diagrams http://up.nic.in/knowdesk/3D-Printing-Technology.pdf Paul Trott (2000) 'Innovation Management & New Product Development', Pearson Education. Pg. 111-126
8	Service Innovation	Flipped Class Every student should have made an entry in the journal and shall be an important	Student Observation Journal Self-Evaluation Form http://www.thinkforachange.com/wp-content/uploads/2015/01/Creativity-

		document for READING and CHART MAKING	Innovation-Assessment-Checklist.pdf
9	Multiple Product Options	Flipped Class	Product Options allow to add variations - Popular examples include colors, sizes. This website explains real life options https://support.bigcommerce.com/articles/Public/Adding-Product-Options
10	<u>Module 4</u> Integration of Risk	Lecture	Innovation Management –Geetha & Ganapathy Himalaya Publications P 211-223
11	Intellectual Property of Innovation	Lecture	Innovation Management –Geetha & Ganapathy Himalaya Publications P 232-237
12	Legal Aspects of Innovation	Lecture	National Innovation Act 2008 Critical Analysis of 'The National Innovation (Draft) Act, 2008' https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2239718 Website of Indian Patent Office http://www.ipindia.nic.in/
13	<u>Module 5</u> Mind Set	Thinking Exercises and story telling	Dr. Dweck term on fixed mindset and growth mindset Text link https://www.mindsetworks.com/science/
14	Lateral Thinking	Group Discussion	All inputs are based on general observations made by the student from their childhood

			Assimilation of Stories to be expressed in the student class blog
15	Out of Box Approach	Exercise	<p>JUGAAD-AN OUT-OF-THE-BOX APPROACH IN DESIGN PROCESS Ashish Arora College of Art, New Delhi http://www.designedasia.com/2013/Full_Papers/B5_JUGAAD.pdf Exercises-Innovation at Work- Page 13 http://robinfreeth.com/wpcontent/uploads/2015/04/w_amac02.pdf</p>
16	Creativity	Flipped Class	<p>Interact with children Writings from Student Journal Innovation is Not Creativity-Vijay Govindarajan https://www.youtube.com/watch?v=8EcCCm5Jz5E</p>
17	Creativity	Flipped Class	<p>Tim Brown talks about the powerful relationship between creative thinking and play https://www.ted.com/talks/tim_brown_on_creativity_and_play#t-82801</p> <p>David Kelley suggests, creativity is not the domain of only a chosen few https://www.ted.com/talks/david_kelley_how_to_build_your_creative_confidence</p>
18	Innovation for Problem Solving	Lecture	Innovation Management –Geetha & Ganapathy Himalaya Publications P 292-298
19	Identification of Problem and Selection of Title for Class	Discussion Demonstration Role Play	<p>Critical Thinking & Problem-Solving</p> <p>Learning through MOOCs This course, part of the Soft Skills Professional Certificate program, will demystify, discuss, and provide application techniques for critical thinking and problem-solving in a business context. Learners will draw connections to their work experience by analyzing and critiquing case studies. Offered by Rochester Institute of Technology</p> <p>Course Commences on April 24, 2018 https://www.edx.org/course/critical-thinking-problem-solving-ritx-skills103x-0</p> <p>Offered by Fullbridge</p>

			<p>Self-Paced accessible Now https://www.edx.org/course/problem-solving-and-critical-thinking-skills</p> <p>or Any Subject of Students Choice</p>
20	Online Assesment And Project	Instructions	<p>Class Blog http://rviminnovationlab.edublogs.org/</p>
21	Innovation Lab 1 Design Skill-1	PPT Paper Pencil-Workshop	
22	Innovation Lab 2 Design Skill-2	Paper Pencil-Workshop	
23	Innovation Lab 3 MOOCs Session Registration	Demonstration	<p>EdX https://www.edx.org/ Udacity https://in.udacity.com/</p>
24	Innovation Lab 4 Designing an App for reducing Food Wastage	Demonstration and Interviews	Googly Play Console on Mobile Phones
25	Innovation Lab 5 Designing an App for Consumer Awareness	Demonstration and Interviews	Googly Play Console on Mobile Phones
26	Innovation Lab 6 Designing an App for Traveller Vaccinations	Documentary Film Making Exercises Video duration : 4 minutes	<p>Case studies from World Health Organisation ‘International Travel and Health’ http://www.who.int/ith/ITH_EN_2012_WEB_1.2.pdf</p>
27	Innovation Lab 7 Visvesvaraya Museum	Field Visit Visit to Museum Blog writing	Student Hand Written Journal
29	Innovation Lab	Group Discussion	Student Hand Written Journal

	Student Presentations		
30	Innovation Lab	Collaboration through SKYPE and Microsoft In Education Tools	Student Hand Written Journal

**RV Institute of
Bangalore**



Management

**Course Docket
2nd Semester MBA**

**Technology for Management
Affiliated to
Bangalore Central University
Subject taught by
Prof.Nagasubba Reddy
2017 – 2018**

The articles and the reading materials contained in this docket are for class room discussions only

Rashtreeya Sikshana Samithi Trust
R.V. INSTITUTE OF MANAGEMENT
CA-17, 36TH CROSS, 26TH MAIN, 4TH T
BANGALORE – 41



BLOCK, JAYANAGAR,

COURSE OUTLINE

PART-A INTRODUCTION:

Today's

Course Title	Technology for Management
Course code	2.1
Batch	2017-2019
Semester	II
Credits	4
Total number of sessions	40 (1 ½ Hours /Session)
Course facilitator	Prof.N.Nagasubba Reddy

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.

The information sources are abundant due to the influence of big data management and cloud. Hence the use of technology shall be in great demand towards predictive analysis by using all the available data. Every student is required to possess skills to use the computer and all its software's continuously by updating to the changes. Hence information technology and its learning shall be very valuable for all the students to use in their professional career.

COURSE OUTCOMES:

The objectives of this course is to develop among the students their ability to:

- CO 1:** Understand the technical aspect of computers and internet as well as their roles in business Environment.
- CO 2:** Analyze the impact of IT in the Business and techniques used to maintain Management Information System in the organization.
- CO 3:** Expose the students in the areas of System Development Life Cycle and usage of software tools like DSS, GDSS and expert systems etc in business applications.
- CO 4:** Perceive the important business functions provided by typical business software such as Customer Relationship Management (CRM), Supply Chain Management, Artificial Intelligence and Enterprise Resource Planning (ERP).
- CO 5:** Understand the e-commerce framework and technology.
- CO 6:** Expose the students to current environment for existing business systems in the areas of Accounting, Finance, Manufacturing and Marketing.
- CO 7:** Enable the students to use the software tools such as RDBMS, MS-Excel, MS-Word, MS-Access, Google Docs and MS-PowerPoint to analyze and solve business problems.

Module wise key concepts:

Module 01: Introduction to Computers

- Block diagram of computer
- History and types of computers types of compilers
- Types of computer languages Introduction to operating systems, and types of networks
- Network topologies and computer security.

Module 02: Management Information Systems

- Management Information Systems in Digital Firm
- Impact of MIS in the business organization
- Planning ,Types of MIS
- System Development Methodologies, Conceptual and Detailed designs of MIS.

Module 03: Advanced Management Information Systems

- Elements of strategy, Competitive forces and Competitive strategies
- Strategic role of information systems and Types of Information System
- Total Quality Management, System Concepts
- The steps involved in BPR,
- Improving business quality
- System Development Life Cycle, Development Methodologies and Designs
- Testing, Documentation tools and conversion methods.
- Components ,Characteristics and Classification of DSS,
- Types of GDSS, Components and benefits of Expert Systems.

Module 04: System Implementation Strategies and Process:

- Introduction to Implementation and strategies,
- Evaluation approaches,
- Objectives and activities of Maintenance.
- Cross functional Management information wide systems,
- ERP Model and Implementation,
- Role of Supply Chain Management and Benefits and challenges of SCM,
- Customer Relationship Management,
- Components of Artificial Intelligence, Features and Benefits Executive Support Systems.

Module 05: E-Commerce Enterprise Planning

- Scope of e-Commerce,
- Types e-Commerce, e-Commerce trends, Challenges in implementing
- Impact IT areas of Management,
- Overview of ERP, Life Cycle, Methodologies, features, and its Strategies
- Business Process Modelling and Business Modelling,
- Methodology for Implementation.

Module 06: Introduction to Microsoft Office and Relational Database Management Systems and Internet Basics.

- Basics of MS-Word
- MS-Excel and MS-PowerPoint,
- Application areas of DBMS, Functions, Architecture and Components of DBMS
- Recent trends in database
- Introduction to RDBMS
- Features of the Internet and the Web, Applications of internet
- IP address, Services of Internet, Advantages of Internet
- Working with Google services: DOCS, Spreadsheets, Presenter,

Module wise outcomes:

Module 01: (Link module outcomes to course outcomes)

Students are expected to

MO 1: Expose the students to the world of Information Technology

MO 2: Understand usage of Internet in the business applications

Module 02:

MO 3: Understand the role of Management Information Systems, Development methodologies and designs of MIS in achieving business competitive advantage through informed decision-making.

MO 4: Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, deployment, and management of information systems.

Module 03:

MO 5: Analyze and synthesize business information needs to facilitate evaluation of strategic alternatives.

MO 6: Effectively communicate strategic alternatives to facilitate decision support systems, Group decision support systems and expert systems.

Module 04:

MO7: Inculcate the important business functions provided by typical business software such as Customer Relationship Management (CRM), Supply Chain Management

MO8: Exposing the students to the world of Artificial Intelligence and Executive Information Systems

Module 05:

MO 9: Analyze the impact of E-commerce on business models and strategy and to empower the students how to use Information Technology (IT) applied to various functional areas of management.

MO 10: Comprehend the technical aspects of ERP systems and how they relate to ERP system Implementations.

Module 06:

MO 11: Have a broad understanding of database concepts and database management system software and to able to write SQL commands.

MO 12: Use the software tools such as MS-Excel, MS-Word, MS-Access, Google Docs and MS-PowerPoint to analyze and use in business applications.

Instructional/Pedagogical Methods/Tools used:

1. Lecturing using PPT coupled with class room discussions
2. Case studies
3. Assignments
4. Use of chalk & talk
5. Videos
6. Hands on training in the computer lab
7. Group/Individual presentations
8. Brainstorming

Course Evaluation Plan

- 1. University Exam : 70%**
- 2. Attendance & Class participation : 5 %**
- 3. Surprise Test : 5 %**
- 4. Preparatory Test : 5 %**
- 5. Assignments : 5 %**
- 6. Presentations : 5 %**
- 7. Article/Book review : 5 %**

Text Books / Reference Books / Case Studies / Articles to be referred

Text Books:

- 1. O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition**
- 2. Waman S Jawadekar, Management Information Systems, Tata McGraw Hill Education, 4th Edition**
- 3. Ramesh Behl, Information Technology for Management, McGraw Hill Education.**
4. Kenneth C. Laudon and Jane P. Laudon, "Information Systems", Pearson Publication.2013. Dorling Kindersley (India) Pvt. Ltd.
5. Giridhar Joshi, Management Information Systems, Oxford University Press, 2013
6. Microsoft Office Professional 2013 <https://ptgmedia.pearsoncmg.com/images/9780735669413/samplepages/9780735669413.pdf>

Reference Books:

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.

Case Studies:

1. Security for Hardware and Software systems (your own company)
2. Major League Baseball Ventures - Hits a home run with information system
3. Inventory and sales of MIS (your own company)
4. Online analytical processing - GAF Material Corporation
5. Broadway entertainment - System implementation
6. ERP In the Indian Mid-Market Segment
7. Jumbo company – FMCG sector
8. Artificial Intelligence in Finance sector
9. Cross functional systems - Sunrise Constructions Ltd.
10. IT Leaders, Vertex Distribution, and Prevention Partners : The Future of ERP may Lie with Open source

Journals / Articles :

1. Asyraf Mohd Bakri, Nur Hamezah Abdul Malik and Norhayati Hussin, **The Competency of Information System Management in an Organization for Better Decision-Making**, International Journal of Academic Research in Business and Social Sciences 2017, Vol. 7, No. 12 ISSN: 2222-6990
2. Shuddha Chowdhury¹ & K. M. Salahuddin², **A Literature Review of Factors Influencing Implementation of Management Information Systems in Organizations**, International Journal of Business and Management; Vol. 12, No. 8; 2017 ISSN 1833-3850 E-ISSN 1833-8119 Published by Canadian Center of Science and Education.
3. David L. Olson, Bongsug K. Chaeb and Chwen Sheub, **Relative impact of different ERP forms on manufacturing organisations: an exploratory analysis of a global manufacturing survey**, International Journal of Production Research Vol. 51, No. 5, 1 March 2013, 1520–1534

4. Vegard Kolbjørnsrud, Richard Amico and Robert J. Thomas, **How Artificial Intelligence Will Redefine Management**, Harvard Business Review Digital Articles. 11/2/2016, p2-6. 5p.

5. ERIK BRYNJOLFSSON AND ANDREW MCAFEE, THE BUSINESS OF ARTIFICIAL INTELLIGENCE: WHAT IT CAN -- AND CANNOT -- DO FOR YOUR ORGANIZATION, Harvard Business Review Digital Articles. 7/1/2017, P3-11. 9p.

6. **Implementation of e-Supply Chain Management**, Lidija Pulevska-Ivanovska, Neda Kaleshovska, (2013). Implementation of e-Supply Chain Management, TEM Journal, 2(4), pp. 314-322

7. Course facilitator:

**Prof.N.Nagasubba Reddy, Department of Information Technology and
Management, Bangalore.
Email: nnsreddy.rvim@rvei.edu.in.**

PART-B

SESSION PLAN

Sessions	Coverage of the key concepts	Pedagogy/Activity	Reading material to be referred
1	<u>Module 1</u> Introduction to the computers	<ul style="list-style-type: none">• Lecture by Teacher• Power point Presentations• Video : https://www.youtube.com/watch?v=fdSPUKSe_Xk• Use of chalkboard• Case study : Security for Hardware and Software systems (your own company)	Ramesh Behl, IT for Management .McGraw Hill, Second edition, pp.73-131,138-168
2.	Operating Systems and its functions	<ul style="list-style-type: none">• Lecture by Teacher• Power point Presentations	Ramesh Behl, IT for Management .McGraw Hill, Second edition, pp.132-138
3.	Overview and Types of Networks, Data and representation, computer security	<ul style="list-style-type: none">• Lecture by Teacher• Power point Presentations• Video – Underground Cyber Crimes in 2017 Rahul Tyagi TEDxGLAU•	Ramesh Behl, IT for Management .McGraw Hill, Second edition, pp.171-233
4	<u>Module 2</u> Information systems	<ul style="list-style-type: none">• Lecturer by Teacher• Power point Presentations• Class room discussion	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition, pp.1-49
5	Decision Making and Role of MIS, Planning of MIS	<ul style="list-style-type: none">• Lecture by Teacher• Case study – Major League Baseball Ventures - Hits a home run with information system• Power point Presentations	Waman S Jawadekar, Management Information systems, 4 th Edition, pp.284-302

6	Development Methodologies	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Case study : Inventory and sales of MIS (pertaining to 2016 question paper) 	Waman S Jawadekar, Management Information systems, 4 th Edition,pp.332-348
7	<u>Module 3</u> Information systems for Strategic advantage , Strategic role for information system	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	Ramesh Behl, IT for Management .McGraw Hill, Second edition, pp.37-55
8	Breaking business barriers Business process engineering	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Case study : Online analytical processing 	Waman S Jawadekar, Management Information systems, 4 th Edition,pp.1-24
9	Improving business qualities, Information system analysis and design (SDLC)	<ol style="list-style-type: none"> 1. Lecturer by Teacher 2. Power point Presentations 3. Brainstorming 	Modern Systems Analysis and Design, Jeffrey A.Hoffer, Joey F.George, Josep S.Valacich, Sixth Edition pp.7-24 Waman S Jawadekar, Management Information systems, 4 th Edition,pp.567-571
10	Hardware and software acquisition , System testing	<ul style="list-style-type: none"> • Lecture by Teacher • Case study • Power point Presentations 	Modern Systems Analysis and Design, Jeffrey A.Hoffer, Joey F.George, Josep S.Valacich, Sixth Edition pp.469-493
11	Documentation and its tools , Conversion methods Conversion methods	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	Modern Systems Analysis and Design, Jeffrey A.Hoffer, Joey F.George, Josep S.Valacich, Sixth Edition pp.484-486
12	Decision support systems	<ul style="list-style-type: none"> • Lecturer by Teacher • Power point Presentations • Brainstorming 	Waman S Jawadekar, Management Information systems, 4 th Edition,pp.147-160
13	Group decision support systems	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations <p>Video: https://www.youtube.com/watch?v=MaGqDqBH4yc</p>	Waman S Jawadekar, Management Information systems, 4 th Edition,pp.476,477

14	Module 4 System implementation Strategies and process	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Case study : Broadway entertainment - System implementation 	Modern Systems Analysis and Design, Jeffrey A.Hoffer, Joey F.George, Josep S.Valacich, Sixth Edition pp.469-493
15	System Evaluation and Maintenance	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	Modern Systems Analysis and Design, Jeffrey A.Hoffer, Joey F.George, Josep S.Valacich, Sixth Edition pp.469-493
16	Enterprise Resource Planning (ERP)	<ul style="list-style-type: none"> • Lecture by Teacher • Case study – ERP In the Indian Mid-Market Segment • Power point Presentations 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition,pp385-394
17	Applications – Cross – Functional MIS , ERP	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Videos – TCS • https://www.youtube.com/watch?v=zxLn2-RVg_A 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition, pp. 371-420
18	CRM and E-CRM	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Case study : Jumbo company – FMCG sector 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition, pp.372-384
19	SCM and E-SCM	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition.pp.397-495
20	Transaction Processing Systems (TPS)	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	Waman S Jawadekar, Management Information Systems, Tata McGraw Hill Education, 4th Edition.pp. 15-16

21.	Artificial Intelligence in Business	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Video : How AI is changing Business: A look at the limitless potential of AI ANIRUDH KALA TEDxIITBHU https://www.youtube.com/watch?v=vqXjw5jxHnE 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition. pp. 510-517
22	Fuzzy logic Virtual reality	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Case study : Goodyear, JEA, OSUMC, and Monsanto : Cool Technologies Driving Competitive Advantage. 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition. pp. 525-532
23	Neural networks ,EIS, Expert systems	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition. pp. 517-525
24	<u>Module 5</u> Introduction to E-Commerce	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Case study : amazon.com 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition. pp. 422-428
25	Buying and selling on Internet	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition. pp. 428-436
26	Issues in Implementing Electronic Commerce	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition. pp. 437-450
27	Application of IT in Production , & Marketing	<ul style="list-style-type: none"> • Lecture by Teacher • Case study • Power point Presentations • Case study: Cisco 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition.

		Systems: Telepresence and the future of Collaboration.	pp. 339-353
28	Applications of IT in HRM Finance and Materials Management	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	O'Brien, Management, Information Systems, Tata McGraw-Hill, Ninth Edition. pp. 339-353
29	RDBMS	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations 	Modern Database Management Systems – Jeffrey A . Hoffer , Pearson Education in South Asia.
30	Review of DBMS and Transaction processing systems	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Hands on training in the computer lab 	Modern Database Management Systems – Jeffrey A . Hoffer , Pearson Education in South Asia.
31	Introduction of ERP systems, Salient features of ERP systems, Prerequisites and process of Implementation.	<ul style="list-style-type: none"> • Lecture by Teacher • Case study : IT Leaders, Vertex Distribution, and Prevention Partners : The Future of ERP may Lie with Open source • Power point Presentations 	Waman S Jawadekar, Management Information systems, 4th Edition, pp.506-522
32	<u>Module 6</u> MS-Word	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Hands on training in the computer lab 	https://www.tutorialspoint.com/word/word_getting_started.htm
33	MS-PowerPoint	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Hands on training in the computer lab 	https://www.tutorialspoint.com/powerpoint/index.htm
34	MS-Excel 2013	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Hands on training in the computer lab 	http://www.worldbestlearningcenter.com/index_files/excel_exercise_download.htm https://exceljet.net/formula http://www.excel-easy.com/data-

			analysis.html
35	MS-Excel 2013	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Hands on training in the computer lab 	http://www.worldbestlearningcenter.com/index_files/excel_exercise_download.htm https://exceljet.net/formula http://www.excel-easy.com/data-analysis.html
36	MS-Excel 2013	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Hands on training in the computer lab 	http://www.worldbestlearningcenter.com/index_files/excel_exercise_download.htm https://exceljet.net/formula http://www.excel-easy.com/data-analysis.html
37	MS-PowerPoint 2013	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Hands on training in the computer lab 	https://www.tutorialspoint.com/powerpoint/index.htm https://www.tutorialspoint.com/sql/sql-rdbms-concepts.htm
38	Database Management systems & RDBMS & MS-Access	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Hands on training in the computer lab 	https://www.tutorialspoint.com/ms_access/index.htm https://www.tutorialspoint.com/sql/sql-rdbms-concepts.htm
39	MS-Access	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Hands on training in the computer lab 	https://www.tutorialspoint.com/ms_access/index.htm https://www.tutorialspoint.com/sql/sql-rdbms-concepts.htm
40	Internet basics, Introduction to Oracle Working with Google Services	<ul style="list-style-type: none"> • Lecture by Teacher • Power point Presentations • Videos • Hands on training in the computer lab 	https://www.tutorialspoint.com/internet_technologies/internet_overview.htm https://www.javatpoint.com/what-is-oracle https://docs.google.com