



RV Institute of Management
Bangalore

Course Docket
2nd Semester MBA

Technology For Management
Affiliated to
Bangalore Central University

Subject taught by

Prof.Nagasubba Reddy

2018 – 2020

**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 BLOCK, JAYANAGAR, BANGALORE – 41

COURSE OUTLINE

Course Title	Technology for Management
Course code	2.1
Batch	2018-20
Semester	II
Credits	4
Total number of sessions	40 (1.15 Hours /Session)
Course facilitator	Prof.N.Nagasubba Reddy

PART-A

INTRODUCTION:

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

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 aspects 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:** Appraising 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:** Summarizing 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:** Introduce 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.

PROGRAM OUTCOMES (POS)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making
PO3	Ability to develop Value based Leadership
PO4	Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PO6	Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur
PO7	Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques

PO8	Ability to apply domain specific knowledge and skills to build competencies in their respective functional area
PO9	Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner
P10	Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior
P11	Ability to function effectively as individuals and in teams through effective communication and negotiation skills

PO & CO -MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P10	P11
C01	2	0	0	3	1	1	0	1	0	0	1
C02	0	3	0	0	1	3	3	2	1	0	1
C03	3	3	2	1	2	3	3	2	1	0	1
C04	0	2	0	1	3	3	3	3	2	1	2
C05	1	2	0	3	2	3	3	2	2	1	1
CO6	3	3	0	1	2	2	3	3	2	0	2
CO7	3	3	2	1	1	1	3	3	1	0	2

LEVEL: 3- Substantial, 2- Moderate, 1-Slight, 0-No Co-relation.

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. Mini project | : 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. **A study to determine influential factors on implementation of management information system -Naser Azad¹, Tahereh Zamani and Seyed Foad Zarifi**
2. Comparison of Management Information System and Decision Support System and Its Role in the Decision-making Process of Managers of Economic Affairs and Finance of Zahedan -Abdolali Keshtegar^{1*}, Nadia Vakili²
3. Development of a Model for Successful Implementation of Supply Chain Management Information System in Indian Automotive Industry-Manisha Seth¹,**D.P. Goyal² .Ravi Kiran³**
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. Relative impact of different ERP forms on manufacturing organisations: an exploratory analysis of a global manufacturing survey David L. Olson^a, Bongsug K. Chae^b and Chwen Sheu^{b*}
7. Implications of Accounting Information System Implementation in SMEs: A Study on Retail Business in Vlore Region-Dr. Ilirjan Lipi, Dr. Rudina Rama (Lipi) and Dr. Xhiliola Agaraj (Shehu)
8. Artificial Intelligence as a Growth Engine for Health Care Startups: Emerging Business Models - Massimo Garbuio¹ and Nidhida Lin^{2,3}
9. DBMS as Cloud Service Alkesh Bharati, Imperial Journal of Interdisciplinary Research (IJIR) Vol-3, Issue-3, 2017 ISSN: 2454-1362
10. Impact of ERP System in Business Management, Md. Tareq Hasan, Lecturer Department of Business Administration Sheikh Fazilatunnesa Mujib University, Jamalpur, India, International Journal of Management Studies ISSN(Print) 2249-0302 ISSN (Online) 2231-2528

Course facilitator:

Prof.N.Nagasubba Reddy, Department of Information Technology and Management, Bangalore.

Email: nnsreddy.rvim@rvei.edu.in.

R.V.Institute of Management

COURSE DOCKET

INNOVATION MANAGEMENT



Department of General Management

Subject Faculty: A.Chandran

Class : II Semester MBA Section A


ICT

Google Classroom

Quiklrn

Microsoft in Education

Anchor Podcast



**"You will never 'find'
time for anything.If you
want time,you must
make it "**

Charles Buxton

COURSE DOCKET

Course Title	Innovation Management
Course Code	2.7
Batch	2018-2020
Semester	II
Credits	2
Total No. of Sessions	20 (1hr & 15 min per session)+ 10 Innovation Lab (Special Class based on availability , a visit to Museum)
Course Facilitator	Chandran.A, Assistant Professor
E Mail	rvimassignments@gmail.com

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.

COURSE OUTCOME

CO 1 To provide students with fundamental knowledge of the phenomenon of innovation and innovation processes from the perspective of firms and industries.

CO 2 To enable students to use basic theoretical tools that help analyze and manage real-world processes of innovation.

CO 3 Given a set of objects the students shall use their design thinking skills to create useful objects that are novel and shall find economic value in the market.

CO 4 The students shall be confident to demonstrate 'Out of the box thinking'.

CO 5 All the students shall ACQUIRE SKILLS to draft a patent document and monitor their progress through Massive Open Online Courses(MOOCs) and participate in lifelong learning.

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 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).

PROGRAM OUTCOMES (POS)

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PO & CO -MAPPING

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CO1	3	1	1	2	1	1	-	1	-	-	1
CO2	2	1	-	2	-	-	-	1	1	-	1
CO3	2	1	-	-	-	1	-	-	-	-	-
CO4	1	1	1	-	-	2	-	-	1	-	-
CO5	1	-	-	-	-	1	1	-	3	1	-

LEVE.L: 3- Substantial, 2- Moderate, 1-Slight, -No Co-relation

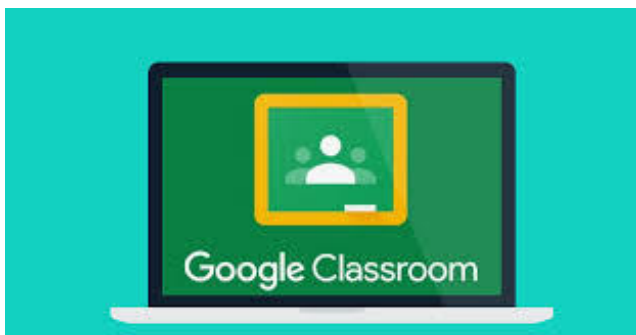
Pedagogical Methods

1. Flipped Classroom Method to be adopted for sessions .
2. Introduction to topics shall be by chalk and talk with story telling.
3. Class interaction and class ICT shall be through Google Classroom and Qiklrn.
4. Teleconferencing and Skype connect to real world shall be through Microsoft in Education Platform.



Quiklrn

Quiklrn is a portal subscribed by the institution for digital connect between the students and faculty members. Course materials, PPTs, Handouts are all circulated through this platform. Class interactions through Real Time Quiz and Survey/Poll.



Google Classroom

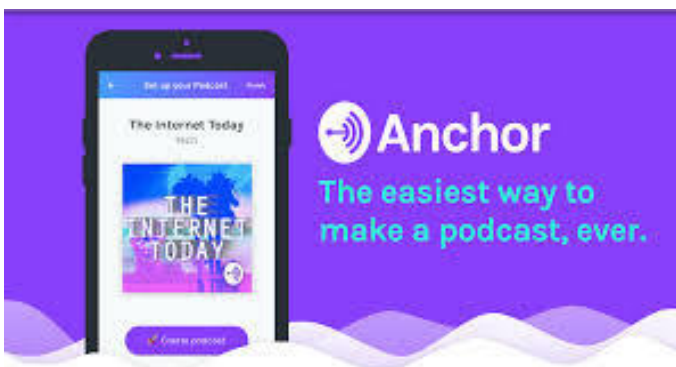
The Google Classroom connects through LCD in the classroom. The class support materials are displayed on the screen during interaction. The materials are accessible to students through Class Number

Virtual Interaction



Microsoft in Classroom is a portal to interact with the real world. Resource persons and Other classes across the world can be connected for live interaction. This teaching method helps to bring in face to face interaction with students working on projects and dissertations.

Podcast for Class



Interviews and discussions are reached through Anchor Podcast. This platform is connected through Mobile Apps and easy to produce and broadcast for the students group. The Mobile app is free to download

- 1. Lecturing for fundamentals and key concepts.**
- 2. Story telling for real life examples.**
- 3. Activity based learning in classroom and Lab.**
- 4. Field Visits to Museum and Virtual Industrial Visit using Microsoft in Education (MIE) and SKYPE.**

Evaluation and Grading

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). Assignments are evaluated based on Rubrics.

MOOCs Session Progress Report: 5 Marks

Field Visit to Museum & Report Submission: 5 Marks

Assignments : 5 Marks

Attendance: 5 marks

Internal Tests: 10 Marks

Prescribed Text

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.

Video Case Studies

Most of the Video case study are accessible through Internet link and can be downloaded free through registration or otherwise with view only.



Case No.	Case Brief	URL Link
1	<p>In this case study, Michael Tchong shows how to enhance the competitiveness of any organization or individual. In the process of innovation, your attention should be focused on "pain points," or unfulfilled needs. The goal of this video is introduce an innovation case study so as to familiarize viewers with innovation principles, strategies and tactics, and how to apply them to business or lifestyle</p>	<p>https://youtu.be/W9IAeizNoVo</p>
2	<p>Innovation speaker David Robertson discusses how LEGO needed to learn that innovating inside the box wasn't enough—but that leaving the box completely behind wouldn't work either.</p>	<p>https://youtu.be/bDiQBSyPi0c</p>
3	<p>Design Thinking: Solving Life's Problems</p>	<p>https://www.youtube.com/watch?v=UQYoWwHg3qA&t=48s</p>
4	<p>3M--A Case Study</p>	<p>https://www.youtube.com/watch?v=Y9_6yQvEwOE</p>
5	<p>Mind Tree -A Case Story</p>	<p>https://www.youtube.com/watch?v=DSPcATM-gAM</p>
6	<p>How GE Profits From "Reverse Innovation"</p>	<p>https://youtu.be/IUuEkjDz8Dk</p>

PODCASTS

Note: Podcast are accessible for the first few and may require to signing in for additional listening

How Innovative Companies Help Frontier Markets Grow

Efosa Ojomo, global prosperity lead at the Clayton Christensen Institute, argues that international aid is not the best way to develop poor countries, nor are investments in natural resource extraction, outsourced labor, or incremental improvements to existing offerings for established customer bases. Instead, entrepreneurs, investors, and global companies should focus on market-creating innovations.

LISTEN-Navigate through this link

<https://hbr.org/ideacast/2019/02/how-innovative-companies-help-frontier-markets-grow>

How Companies Get Creativity Right (and Wrong)

Beth Comstock, the first female vice chair at General Electric, thinks companies large and small often approach innovation the wrong way. They either try to throw money at the problem before it has a clear market, misallocate resources, or don't get buy in from senior leaders to enact real change. Comstock spent many years at GE – under both Jack Welsh's and Jeffrey Immelt's leadership – before leaving the company late last year. She's the author of the book *Imagine It Forward: Courage, Creativity, and the Power of Change*.

LISTEN-Navigate through this link

<https://hbr.org/ideacast/2018/09/how-companies-get-creativity-right-and-wrong>

How Alibaba Is Leading Digital Innovation in China

Ming Zeng, the chief strategy officer at Alibaba, talks about how the China-based e-commerce company was able to create the biggest online shopping site in the world. He credits Alibaba's retail and distribution juggernaut to leveraging automation, algorithms, and networks to better serve customers. And he says in the future, successful digital companies will use technologies such as artificial intelligence, the mobile internet, and cloud computing to redefine how value is created. Zeng is the author of *Smart Business: What Alibaba's Success Reveals about the Future of Strategy*.

LISTEN-Navigate through this link

<https://hbr.org/ideacast/2018/09/how-alibaba-is-leading-digital-innovation-in-china>

Course Facilitator

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COURSE DOCKET FOR II SEM



RASHTREEYA SIKSHANA SAMITHI TRUST

RV INSTITUTE OF MANAGEMENT

CA-17, 36TH CROSS, 26TH MAIN, 4TH T BLOCK, JAYANAGAR, BANGALORE - 41

MANAGEMENT RESEARCH METHODS

SUBJECT CODE 2.2

FEBRUARY' 19 - JUNE' 2019

DR. NOOR FIRDOOS JAHAN

PROFESSOR, DEPARTMENT OF MARKETING

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Rashtreeya Sikshana Samithi Trust

R V Institute of Management

MANAGEMENT RESEARCH METHODS

Programme:	MBA
Batch:	2017-2019
Semester:	4
Course Name:	MANAGEMENT RESEARCH METHODS– 2.2
Credits:	4
Course Instructors:	Dr. Noor Firdoos Jahan

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

Post completion of the course, students should be able to

- CO 1.** Understand and appreciate the role of research in management decision making process.
- CO 2.** Apply both deductive and inductive approaches to formulate the research problem and develop the research design
- CO 3.** Distinguish between various types and sources of data and identify the suitable data collection method
- CO 4.** Identify the appropriate sampling technique to be employed and determine the ideal sample size for the proposed study

CO 5. Demonstrate the ability to formulate and test the research hypothesis using appropriate statistical tests.

CO 6. Prepare the research report encompassing the key components of the research findings.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making

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PO11: Ability to function effectively as individuals and in teams through effective communication and Negotiation skills

CO –PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P10	P11
CO1	3	3	1	2	1	2	2	2	2	1	1
CO2	2	2	1	1	2	2	2	1	2	2	3
CO3	1	2	-	2	2	1	1	2	1	1	-
CO4	-	-	-	1	-	-	-	-	-	-	-
CO5	3	2	-	2	-	-	1	1	1	-	-
CO6	-	-	-	2	2	2	2	2	2	1	1

LEVEL: 3-Substantial 2-Moderate 1-Slight - No contribution

Key Concepts

Module 1

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

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

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

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

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

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 (MO):

Post completion of the modules students will be able to:

Module 1

- 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

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

Module 3

- MO 5. Analyzing 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

- MO 8. Distinguish between sample and census
- MO 9. Illustrate various methods of sampling techniques and errors in sampling

Module 5

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

MO 12. Compare and contrast the various types of research reports

MO 13. Prepare Research Report and oral presentations of research report

Instructional / Pedagogical Methods/ Tools used

- ✓ Lectures using Chalk and Talk, PPTs and Class room discussions
- ✓ Class Room Discussion
- ✓ Case study
- ✓ Video cases
- ✓ Project based learning
- ✓ Webinars
- ✓ Interaction with the industry people
- ✓ Activity based learning

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: Thirty teams will be formed consisting of two students in each team. They will be given a project, which involves application of whole research process. At the end of the semester Student need to prepare report on this and submit it.	05	5 %	Two in a Group
4	Presentations: students will present their project completed by them to the class in front of the teacher. There will also be Q & A round for this assessment.	05	5 %	Two in a Group
5	Books/Journal articles review Students needs to select any one research article of their choice, review the same in a sheet of paper and submit it.	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

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

1. Adigüzel, F., & Wedel, M. (2008). Split Questionnaire Design for Massive Surveys. *Journal of Marketing Research (JMR)*, 45(5), 608–617. <https://doi.org/10.1509/jmkr.45.5.608>

2. Perrier, L., Blondal, E., & MacDonald, H. (2018). Exploring the experiences of academic libraries with research data management: A meta-ethnographic analysis of qualitative studies. *Library & Information Science Research (07408188)*, 40(3/4), 173–183. <https://doi.org/10.1016/j.lisr.2018.08.002>

3. Spiggle, S. (1994). Analysis and Interpretation of Qualitative Data in Consumer Research. *Journal of Consumer Research*, 21(3), 491–503.

4. Lee, G., & Xia, W. (2010). Toward Agile: An Integrated Analysis of Quantitative and Qualitative Field Data on Software Development Agility. *MIS Quarterly*, 34(1), 87–114. <https://doi.org/10.2307/20721416>

5. Nickerson, J. A., & Sloan, T. W. (1999). Data reduction techniques and hypothesis testing for analysis of benchmarking data. *International Journal of Production Research*, 37(8), 1717. <https://doi.org/10.1080/002075499190978>

Cases

1. Wipro ltd: A journey from vanaspathi product manufacturer to information technology leader

2. Castrol India ltd: A journey from market growth to market saturation

3. Sintex Industries: Grooming with Increased demand of plastic

4. Videocon Industries limited: Opting a way of consolidation for materializing dreams

5. Air-conditioning industry in India: Systematic replacement of the unorganized sector by the organized sector

6. Danish International

7. Tupperware India Pvt. Ltd.
8. Keep your City Clean: Environmental Concerns
9. Mehta Garment Company
10. What's in a car?

Multimedia Cases:

1. Research Methodology (Part 2 of 3): 14 Types of Research Methods - Where to Apply?

https://youtu.be/7OVR_cunNv0

2. Types of Research | Fundamental, Applied, Action, Evaluation Study

<https://youtu.be/cYLFcd8Mx3E>

3. Intro to Hypothesis Testing in Statistics - Hypothesis Testing Statistics Problems & Examples

<https://youtu.be/VK-rnA3-41c>

4. Data Analysis and Interpretation

<https://youtu.be/dSLWZFLdAWM>

5. REPORT WRITING MADE SIMPLE - RESEARCH METHODOLOGY

https://youtu.be/-_Q0ylcj1ek

Course Facilitators

Dr. Noor Firdoos Jahan,

Professor, R V Institute of Management, Bangalore

Email ID : noor.firdoos@gmail.com

9945085937



R.V. INSTITUTION OF MANAGEMENT

BANGALORE

**MBA PROGRAMME
COURSE PLAN
SECOND SEMESTER-2019**

2.3-ENTREPRENUERSHIP AND ETHICS

DR. PURUSHOTTAM BUNG

PROFESSOR AND DIRECTOR

(ARTICLES AND OTHER READING MATERIAL USED IN THE COURSE DOCKET IS FOR CLASSROOM DISCUSSION ONLY)

Course	MBA programme
Batch	2018-2020
Semester	II
Subject Name	Entrepreneurship and Ethics
Credits	4 credits per week
Total hours	45 sessions of 1.25 Hrs each
Name of the faculty	Dr. Purushottam Bung

PART A

INTRODUCTION:

Entrepreneurship is a dynamic process of creating incremental wealth. New or innovative products or services that add value is created through the entrepreneurship process. This dynamic process is the result of enduring and conscious process of refining the initial idea. It consists of defined risk accompanying the process in terms of financial, emotional and social. An entrepreneur is an individual who organizes a new business venture to grow and sustain it while assuming risk.

The Entrepreneurship courses are appropriate for anyone interested in starting and growing a successful business. By learning theory and practice of entrepreneurship lays down a catalyst for social entrepreneurship framework as well fostering a culture of innovation to help the business stay ahead.

The course will help the students to Nurture Personal Growth and Development. Studying entrepreneurship benefits students and learners from different social and economic backgrounds because it teaches people to cultivate unique skills and think outside the box. Moreover, it creates opportunity, instills confidence, ensures social justice and stimulates the economy.

Entrepreneurship education also provides budding entrepreneurs with the skills and knowledge to come up with business ideas and develop their own ventures. And this includes helping them to learn about core business areas such as finance, sales, marketing, management and accounting, not to mention, broader ranging skills such as adaptability, effective communication, and confidence.

The advantage of learning entrepreneurial skills over more traditional subjects is that they are not uniquely relevant to a career as an entrepreneur. The skills needed to start your own business are relevant in any field and would also be desirable attributes for being an employee.

The entrepreneurship subject helps to teach students about the concept of risk taking. Risk is a common occurrence. To be able to successful in it the students have to work on your character traits – risk-taking and persistence. The subject also helps the students to critically think about the situations that they are facing currently. By studying entrepreneurship the students are exposed towards numerous opportunities to learn how to think, and analyze situations thereby bring in smart decisions.

Many skills can be enhanced like financial literacy, money management, building up strong interpersonal skills among the peers and community. The subject will facilitate the students to bring in new enterprise and entrepreneurial innovation that are essential in today's world to create new jobs opportunities and successful employment for the masses.

COURSE OUTCOMES (CO):

Post the successful completion of this course the students should be able to:

CO 1: Understand and appreciate the nuances of entrepreneurship

CO 2: Assess the opportunity and carry out the feasibility analysis for the new venture

CO 3: Develop a B-plan for a promising business opportunity & start a new venture.

CO 4: Understand & appreciate nuances of making of a social entrepreneur.

CO 5: Evaluate and create an ethical framework for growing enterprise.

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:

Post successful completion of the module the students should be able to:

- **MODULE 1: ENTREPRENEURSHIP IN THE NEW MILLENIUM**

MO 1: Understand the concepts and characteristics of an Entrepreneur in the present world.

MO 2: Appraise the role of an entrepreneur in economic development of the country.

- **MODULE 2: OPPORTUNITY ASSESSMENT**

MO 3: Understand and analyse the business opportunities in emerging environment

MO 4: Demonstrate and interpret the factors that contribute for the new venture development.

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

MO 5: Understand the steps in formulation and presentation of Business Plan

MO 6: Develop and Create a Business Plan and business model for a product or service.

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

MO 7: Analyse the process of selecting appropriate legal structure for owning a business.

MO 8: Evaluate the legal Environment for obtaining patent, trademarks and Copyrights

- **MODULE 5: SOCIAL ENTREPRENEURSHIP**

MO 9: Understand why social entrepreneurship is a unique type of entrepreneurship

MO 10: Recognize and appreciate the need for social enterprises

- **MODULE 6: ETHICS AND ENTREPRENEURSHIP**

MO 11: Understand the concept of ethical Dilemma

MO 12: Evaluate the importance of ethics in business

PROGRAM OUTCOMES (POS)

PO1	Apply knowledge of management theories and practices to solve business problems
PO2	Foster Analytical and critical thinking abilities for data-based decision making

PO3	Ability to develop Value based Leadership
PO4	Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
PO6	Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur
PO7	Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques
PO8	Ability to apply domain specific knowledge and skills to build competencies in their respective functional area
PO9	Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner
P10	Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior
P11	Ability to function effectively as individuals and in teams through effective communication and negotiation skills

PO& CO -MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P10	P11
C01	2	1	1	1	1	3	1	3	2	1	0
C02	2	3	1	1	1	3	1	3	2	1	0
C03	2	3	3	1	3	3	3	3	3	1	2
C04	3	3	3	1	1	3	1	3	2	3	2
C05	3	1	3	1	1	3	1	3	3	3	1

LEVEL : 3- Substantial, 2- Moderate, 1-Slight, 0-No Contribution.

INSTRUCTIONAL METHODS/PEDAGOGY/TOOLS USED:

1. Presentation
2. Class Discussions and Reading cases
3. Live projects of online survey relating to established entrepreneurs
4. Multimedia and video cases
5. Articles review
6. Project based work
7. Worksheets
8. Info graphics

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 ASSESSMENTS:

Sl. No.	Evaluation Item*	Unit of Evaluation	Marks Allotted	TIME	CO
1.	Internals (Best of Two)	Individual	10	Twice in the semester	All
2	Attendance	Individual	5	Every session	All
3.	Venture Fest : A group activity comprising of ideating, writing a B-Plan and running a real venture	group	10	April-June	All
4	Video profiling of a local entrepreneur	group	5	April and May	All

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.

4. Entrepreneur Profile Contest: The class is divided into 6 teams. Each team consists of 10 students who will identify the entrepreneur and video profile the journey of the entrepreneur.

5. Venture fest: The teams for venture fest are the same as drawn for the Entrepreneur Profile. The teams will have to go through the process ideation, device business model, propose the business plan a run the venture for a day in the premises.

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.Aruna Kaulgud, 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.

COURSE FACILITATOR:

Prof . Purushottam Bung

RVIM, Bangalore.



Rashtrveeya Sikshana Samithi Trust
R. V. Institute of Management

II SEMESTER MBA

COURSE DOCKET

HUMAN CAPITAL MANAGEMENT

Course Instructors

Prof. Sowmya D S
Assistant Professor, RVIM



Rashtreeya Sikshana Samithi Trust
R.V. Institute of Management

COURSE OUTLINE

Course Title	Human Capital Management
Batch	2018-2019
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] Program Outcomes

PO1: Apply knowledge of management theories and practices to solve business problems

PO2: Foster Analytical and critical thinking abilities for data-based decision making

PO3: Ability to develop Value based Leadership

PO4: Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

PO6: Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur

PO7: Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques

PO8: Ability to apply domain specific knowledge and skills to build competencies in their respective functional area

PO9: Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner

PO10: Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior

PO11: Ability to function effectively as individuals and in teams through effective communication and Negotiation skills

III] Course Outcomes:

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

CO 1: Apply various activities related to Human Resource Planning in the workplace

CO 2: Build 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 employee 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.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	3	2	2	1	1	2	-	1
CO2	1	3	-	3	1	1	3	1	2	-	-
CO3	3	2	3	3	1	1	1	1	2	2	2
CO4	3	2	1	3	2	3	-	1	2	1	2
CO5	2	3	3	2	2	2	2	1	2	2	1
CO6	2	3	2	2	1	1	2	3	3	2	1

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No Co-relation

IV] 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

V] MODULE-WISE OUTCOMES

Post completion of the module, the student should be able to:

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

VI] 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

VII] 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

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

REFERENCE BOOK:

1. Gary Dessler and Biju Varkkey (2013), Human Resource Management, Person Publication, 12th Edition.
2. Uday Kumar Haldar & Juthika Sarkar, *Human Resource Management*, Oxford University Press 2012
3. V.S.P.Rao & C.B. Mamoria (2012), "Personnel Management (Text & Cases)", Himalaya Publications, Thirtieth Edition
4. P.Jyothi & D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition
5. 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

Prof. Sowmya D S

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R V Institute of Management,
Bangalore.

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Course Docket for II Semester

FINANCIAL MANAGEMENT (2.5)

Term - II Semester

Batch – 2018 - 20

February '19 – June'19

Course Facilitator

Prof. Priya Jain



R V INSTITUTE OF MANAGEMENT BANGALORE

(The Articles and other reading material used in this docket if for classroom discussions only.)

COURSE OUTLINE

Programme	MBA
Batch	2018-2020
Semester	II
Course Title	FINANCIAL MANAGEMENT
Course Code	2.5
Credits	4
Sessions	1.25 Hours (45 Sessions 56 Hours)
Course Facilitator	Prof. Priya Jain

PART A – INTRODUCTION

Finance, the art and science of managing funds, affects the lives of every individual and every organisation. Traditional emphasis on types of securities, fund raising techniques, and institutional policies is being replaced by intensive study of the optimization of investment and financing decisions under conditions of uncertainty.

Getting a business idea, making a product or designing a service, marketing the same and managing people are some of the important functions or activities of a business undertaking. A business may be successful in all these, yet could fail on account of improper financial management. Knowing how to fund the business enterprise, how to employ the funds mobilized effectively and productively, how to allocate resources among various opportunities, managing the day-to-day needs of the business etc., must not be experimented with.

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

Course Outcomes:

Post completion of the course student should be able to: -

- CO 1 : Attain the comprehensive knowledge about the financial environment within which organizations must operate.
- CO 2 : Develop insights about basic concepts of time value of money, cost of capital and financial leverage and policies, capital budgeting.
- CO 3 : Identify and judge relevant cash flows for capital budgeting projects
- CO 4 : Understand working capital management which includes strategies and techniques used to manage cash, accounts receivable, inventory and payables.
- CO 5 : Apply of various strategies, tools and techniques of business finance in various financial decisions.
- CO 6 : Enable students with required knowledge and skill sets to apply business finance theories and concepts to practical problems.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making

PO3: Ability to develop Value based Leadership

PO4: Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

PO6: Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an entrepreneur

PO7: Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques

PO8: Ability to apply domain specific knowledge and skills to build competencies in their respective functional area

PO9: Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner

PO10: Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior

PO11: Ability to function effectively as individuals and in teams through effective communication and Negotiation skills

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P10	P11
CO1	3	2	-	2	2	1	1	3	1	2	1
CO2	3	3	-	1	2	1	2	3	2	2	3

CO3	3	3	2	2	1	1	2	3	3	2	2
CO4	3	3	-	2	2	-	2	3	3	2	2
CO5	3	3	1	2	2	-	2	3	3	2	2
CO6	2	2	3	2	2	1	3	3	3	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

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

Post completion of the course student should be able to: -

MODULE- 1

MO1: take vital decisions of the organisation i.e investing, financing and dividend decisions.

MO2: understand and can perform all the functions of a finance manager of any organisation.

MODULE- 2

MO3: calculate present value and future value of money and take appropriate investment decisions on the basis of same.

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

MODULE- 3

MO5: identify various sources of finance for the enriching the capitals structure of any organisation.

MO6: understand and calculate the minimum return required by every organisation on the capital employed.

MO7: Analyze the impact of change in EBIT on EPS under different capital structures.

MO8: identify change in profits due to change in sales.

MODULE – 4

MO9: apply different techniques of capital budgeting to evaluate the different projects

MO10: understand the different factors which affect our decision of capital investment.

MO11: Analyze various techniques of project evaluation and evaluate the impact of income tax and working capital on capital budgeting decisions.

MODULE – 5

MO12: estimate the day to day fund requirement of any organisation.

MO13: Analyze the key strategies and techniques used to manage cash, receivables, inventory and payables.

MODULE – 6

MO14: understand the relevance of paying dividend to shareholders

MO15: calculate what proportion of profits to be retained and how much to be paid to shareholders.

Instructional / Pedagogical Methods/ Tools used

- ✓ Lectures using Chalk and Talk, PPTs and Class room discussions.
- ✓ Problems and Case Study Discussions.
- ✓ Demonstrations using Excel.
- ✓ Multimedia cases
- ✓ 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

S.NO	Type of Assessment	Marks	Weightage	Unit of evaluation	Time
1.	Attendance	05	5%	Individual	
2.	Two Internal Test: One surprise Test One announced Preparatory	05 10	15%	Individual	
3.	Assignments	05	5%	Individual	
4.	Class Interaction/ Live projects	05	5%	Individual	

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.

Case Studies

- 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.capital market.com
- www.cmie.com
- www.financeprofessor.com
- www.moneycontrol.com
- www.rbi.gov.in
- www.sebi.gov.in

Course Facilitator:

□ Prof. Priya Jain, Assistant Professor, RVIM, Bangalore.

Email ID: priyajain.rvim@rvei.edu.in

Mob: 9108300728



Rashtreeya Sikshana Samithi Trust
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COURSE DOCKET

2.6 QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH

2nd Semester MBA

March 2019 – June 2019

Course Instructor

Dr. Santhosh M
Associate Professor, RVIM
santhoshm.rvim@rvei.edu.in
Mobile No. 9739945333

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

Course Outline

Programme	Master of Business Administration
Batch	2018-2020
Semester	II
Course title	Quantitative Techniques and operations Research
Course code	2.6
Credits	4
Sessions	45 sessions of 1.15 hrs. each
Course facilitator	Dr. Santhosh M

Part – A

Introduction:

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

The British/Europeans refer to "operational research", the Americans to "operations research" - but both are often shortened to just "OR" - which is the term we will use. Another term which is used for this field is "management science" ("MS"). The Americans sometimes combine the terms OR and MS together and say "OR/MS" or "ORMS". Yet other terms sometimes used are "industrial engineering" ("IE") and "decision science" ("DS"). In recent years there has been a move towards a standardization upon a single term for the field, namely the term "OR". Operation Research is a relatively new discipline. The contents and the boundaries of the OR are not yet fixed. Therefore, to give a formal definition of the term Operations Research is a difficult task. The OR starts when mathematical and quantitative techniques are used to substantiate the decision being taken. The main activity of a manager is the decision making. In our daily life we make the decisions even without noticing them.

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

The decisions are taken simply by common sense, judgment and expertise without using any mathematical or any other model in simple situations. But the decision we are concerned here with are complex and heavily responsible. Examples are public transportation network planning in a city having its own layout of factories, residential blocks or finding the appropriate product mix when there exists a large number of products with different profit contributions and production requirement etc. Operations Research tools are not from any one discipline. Operations Research takes tools from different discipline such as mathematics, statistics, economics, psychology, engineering etc. and combines these tools to make a new set of knowledge for decision making. Today, O.R. became a professional discipline which deals with the application of scientific methods for making decision, and especially to the allocation of scarce resources. The main purpose of O.R. is to provide a rational basis for decisions making in the absence of complete information, because the systems composed of human, machine, and procedures may do not have complete information.

This course helps students to understand the various OR tools and their importance in Organizational decision making process.

Course Outcomes:

Post completion of the course, students should be able to

- CO1** Identify and develop operational research models from the verbal description of the real system.
- CO2** Identify and formulate LP problems using various methods for maximization and minimization problems.
- CO3** Apply mathematical techniques in different application areas of Operations Research like transportation, queuing models, Replacement Models, Assignment models Game theory, Simulation problems and network models.
- CO4** Solve linear programming problems using appropriate techniques and optimization solvers, interpret the results obtained and translate solutions into directives for action.
- CO5** Apply mathematical techniques to Decision making in business applications.
- CO6** Apply the mathematical tools that are needed to solve optimisation problems.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making

PO3: Ability to develop Value based Leadership

PO4: Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

PO6: Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an entrepreneur

PO7: Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques

PO8: Ability to apply domain specific knowledge and skills to build competencies in their respective functional area

PO9: Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner

PO10: Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior

PO11: Ability to function effectively as individuals and in teams through effective communication and Negotiation skills

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P10	P11
CO1	1	1	2	1	1	2	3	1	1	-	1
CO2	1	3	1	1	1	2	3	2	3	1	-
CO3	1	3	1	1	1	2	3	2	3	1	-
CO4	1	3	1	1	-	2	3	3	2	-	-
CO5	3	1	1	1	3	-	-	2	2	2	2
CO6	3	-	2	1	3	-	-	2	2	2	2

LEVEL : 3-Substantial 2-Moderate 1-Slight - No Co-relation

Key Concepts:

MODULE 1: Origin and development

1. Importance, scope, techniques and characteristics of OR
2. Different types of models in OR
3. Linear programming problem – Formulation and solution
4. Simplex method (standard maximization) problems
5. Formulation of Duality

MODULE 2: Transportation

1. Meaning and importance of Transportation model
2. Methods to determine Initial basic feasible solution
3. NWCR, LCM and VAM approaches
4. Optimal solution using MODI method
5. Maximization Problems

MODULE 3: Assignment and Sequencing Problem

1. Characteristics and importance of Assignment
2. Maximization and minimization methods
3. Travelling salesman and crew assignment problems
4. Basic terminologies and notations in Sequencing
5. Processing 'n' jobs through 2 machines and 'n' jobs through 'm' machines

MODULE 4: Network analysis

1. Critical path method
2. PERT
3. Project Crashing

MODULE 5: Theory of Games and Queuing Theory

1. Types of strategies
2. Principle of Dominance
3. Operating characteristics of queuing system
4. Single server/single queue model

MODULE 6: Simulation and Replacement models

1. Monte Carlo simulation using Random numbers
2. Assumptions of replacement theory
3. Replacement of items which deteriorates with time
4. Replacement of items that fail completely including group replacement

Module outcomes:

Post completion of the course, students should be able to

Module 1:

MO1: Understand the Importance, scope, techniques and characteristics of OR

MO2: Evaluate the LPP and obtaining solution through Graphical and Simplex method

Module 2:

MO3: Understand the meaning and importance of Transportation model

MO4: Enumerate Initial basic feasible solution using NWCR, LCM and VAM methods

Module 3:

MO4: Solve a travelling salesman problem

MO5: Demonstrate proper sequencing of jobs to each machine.

Module 4:

MO6: Understand the importance of using PERT and CPM techniques for project management.

MO7: Determine the probability of completing a project by the schedule data.

MO8: Distinguish a project along with resource levelling and smoothing.

Module 5:

MO9: Recognise how optimal strategies are formulated in conflict and competitive environment.

MO10: Apply various methods to select and execute various optimal strategies to win the game.

Module 6:

MO11: Interpret several definitions of simulation and appreciate the importance of simulation modelling.

MO12: Illustrate replacement and maintenance analysis techniques.

TEACHING PEDAGOGY

- Power point presentations for theoretical concepts
- Chalk and talk method for numerical problems
- Demonstrating the LPP models through TORA software
- Projects and assignments on various topics
- Use of case study method for real time application of practical concepts

TEXT BOOKS AND REFERENCE MATERIALS

ESSENTIAL READINGS

1. K.K Chawla, Vijay Gupta and Bhushan K Sharma, “OPERATIONS RESEARCH and Quantitative Analysis for Management, Kalyani Publishers.
2. N.D. Vohra (2012), “Quantitative techniques in management”, Tata McGraw-Hill Publications, 4th Edition.
3. P.C Tulsian and Vishal Pandey (2012), quantitative techniques. Pearson Practice series.
4. J.K.Sharma, Quantitative methods and operation research, Excel publication, 2012

REFERENCES

- David M. Lenine (2012), quantitative techniques for management. Pearson publication.
- Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation research. 8th edition.
- Er. Prem Kumar Guptha and Dr. D.S. Hira (2014), operation research. S.Chand publications.
- VeerabadrappaHarinal (2012), An introduction to operation research. New Age international publishing.
- Anand Sharma (2014), quantitative techniques for decision making. Himalaya Publishing House.
- S. Kalavathi (2013), operation Research. Vikas Publications. 4th edition.
- HamdyATaha (2013), operation research. Pearson publication. 9th edition.
- G.V Shenoy and V.K. Srivathsava (2013), operation research for managerial decision. New Age international publishing.
- Pradeep prakashkar Pai (2013), operation research principle and practices. Oxford Higher Education.
- P.Rama Murthy (2014), operation Research. New Age international publishing. 2nd Edition.

- C.K. Mustafi (2009), operation Research methods and practices. New Age international publishing.

CASES AND ARTICLES

- A case study application of linear programming and simulation to mine planning.
- Profit Optimization Using Linear Programming Model: A Case Study of Ethiopian Chemical Company
- The Optimization Problem of Product Mix and Linear Programming Applications: Case Study in the Apparel Industry
- A study of Transportation Problem for an Essential Item of Southern Part of North Eastern Region of India as an OR Model and Use of Object Oriented Programming
- Linear programming case studies and solutions
- How can decision makers be supported in the improvement of an emergency department? A simulation, optimization and data mining approach
- Operations Research in Passenger Railway Transportation Dennis Huisman^{1,2}, Leo G. Kroon^{1,2}, Ramon M. Lentink^{1,3} and Michiel J.C.M. Vromans^{1,4}

SUPPORTING READINGS

- <http://www.igi-global.com/journal/...journal-operations-research>
- <http://www.ifors.org/web/India/>
- <http://www.inderscience.com/ijmor>
- <http://www.ijorlu.ir/>
- Institute of operation research and management sciences (INFORMS) – interface journal
- International federation of operational research societies (INFORS)
- International conference proceedings/publications and international journals
- Operation research society of India- publications
- International Journal of Operations Research (IJOR)
- International federation of operation research societies (IFORS)
- International Journal of Mathematics in Operational Research
- Operational Research Society of India (ORSI)
- International Journal of Applied Operational Research

Multimedia cases:

1. <https://youtu.be/5C2dqgaLoiE>

Linear programming problem

2. <https://youtu.be/ItOuvM2KmD4>

Graphical solution method

3. <https://youtu.be/-0DEQmp7B9o>

Simplex method

4. <https://youtu.be/vUMGvpsb8dc>

Transportation problem

5. <https://youtu.be/Z-YqfAA9lew>

Assignment Problem

6. <https://youtu.be/ZQxcp20owZ0>

Simulation

7. <https://youtu.be/Wp3jyLkfBQs>

Replacement problem

8. <https://youtu.be/xGkpXk-AnWU>

Queuing theory