

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: I

COURSE TITLE: ACCOUNTING FOR BUSINESS DECISIONS

COURSE CODE : 01BMBAR19162

CREDITS : 04

1. GOALS

By the end of this course, the student should be able to perform in the following areas:

- The primary goal of financial accounting is to provide accurate and complete accounting information for financial decision making
- To impart the conceptual knowledge of financial accounting.
- Ability to prepare financial statements in accordance with appropriate standards.
- Students will be knowledgeable about special transactions.

2. OBJECTIVES OF DEVELOPMENT

- To ascertain the amount of profit or loss made by the business i.e. to compare the income earned versus the expenses incurred and the net result thereof.
- To know the financial position of the business i.e. to assess what the business owns and what it owes.
- To provide a record for compliance with statutes and laws applicable
- To enable the readers to assess progress made by the business over a period of time
- To disclose information needed by different stakeholders.

3. COURSE MANAGEMENT

3.3 COURSE DESCRIPTION

Financial accounting course seeks to create an understanding about the practical accounting knowledge. The course aims to create an understanding of detailed knowledge of accounting among the student fraternity. They will be able to understand the whole accounting cycle. This course will enable a student to know the process of preparing financial statements. This course gives an overall accounting knowledge relating to financial, management and cost accounting including financial statement preparation.

3.2 CREDIT HOURS / SEMESTER

Instruction Hours: 45

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

- Analyze, journalize, and post business transactions.
- Prepare a multiple-step income statement, an owner's equity statement, and a classified balance sheet
- Analyze existing account balances; prepare end-of-period adjusting and closing entries; and a post-closing trial balance.
- Account for cash and petty cash including internal controls over cash account for merchandising companies, including costing and internal control over inventory.
- Account for property, plant, and equipment; accounts receivable; and current liabilities

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	1	0
1.2	1	1	0	1
1.3	1	1	1	1
Total for UNIT I	3	3	2	2
UNIT II	K	L	A	Ap
2.1	1	1	0	0
2.2	1	1	0	0
2.3	1	1	1	1
2.4	1	1	1	0
2.5	0	1	0	1
2.6	1	1	0	0
Total for UNIT II	5	6	2	2
UNIT III	K	L	A	Ap
3.1	1	1	1	0
3.2	0	0	1	1
3.3	0	0	1	1
3.4	1	1	0	0
Total for UNIT III	2	2	3	2
UNIT IV	K	L	A	Ap
4.1	1	1	0	1
4.2	0	1	1	1
4.3	0	1	0	1
4.4	1	1	0	0
Total for UNIT IV	2	4	1	3

Weightage Calculation											
UN IT	K	Weight age of "K" in the unit	L	Weight age of "L" in the unit	A	Weight age of "A" in the unit	Ap	Weight age of "Ap" in the unit	CD P (40)	U C (6 0)	T W (10 0)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	1.5	3	1.2	2	3.5	2	3.1	9	15	24
2	5	2.5	6	2.4	2	3.5	2	3.1	12	15	27
3	2	1.0	2	0.8	3	5.3	2	3.1	10	15	25
4	2	1.0	4	1.6	1	1.8	3	4.7	9	15	24
	12		15		8		9		40		100

5. TEACHING METHODS

- Classroom lecture.
- Solving practical sums in classroom and discussion.
- Individual assignments on each topic
- Quizzes and Group Discussions regarding each chapter
- Class Presentations and Seminars
- Case study of financial statement of any company

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1 – 2	Unit I: Financial Accounting 1.1 Introduction, meaning, objectives – Concepts and Conventions (K, L, A) 1.2 Introduction to IFRS – Trial balance meaning and preparation (K, L, Ap) 1.3 Income statement and Balance sheet preparation as per 2011 revised format- (vertical) with Schedules (K, L, A, Ap)	11 hrs 3 hrs/week	1. Lecture on financial accounting citing the history of its birth 2. Visit to an accounting department of an organization to understand the working style 3. Comparative analysis of accounting principles in India and other countries in the world	24%
3 - 4	Unit II: Introduction to Cost Accounting 2.1 Objectives, importance, classification of cost including costs for managerial decision making (K, L)	12 hrs 3 hrs/week	1. Video presentation on the requirement of doing cost accounting 2. Demonstration of a real life cost sheet and the fundamental elements extracted to prepare the same	27%

	<p>2.2 cost unit, cost center, cost reduction and cost control (K, L)</p> <p>2.3 Elements of cost and preparation cost sheet, submission of tenders and quotations (K, L, A, Ap)</p> <p>2.4 CVP analysis – Marginal costing – meaning, advantages, limitations, basic equations (K, L, A)</p> <p>2.5 P/V ratio, BEP, MOS – Problems related to managerial decisions (L, Ap)</p> <p>2.6 Make or buy, shut down or continues, profit planning, acceptance of export order (K, L)</p>		<p>3. Presentation on cash book preparation for a sample firm</p> <p>4. Numerical solved to get acquainted with the diverse conditions while preparing a cost sheet</p> <p>5. Analyzing the importance of calculating break-even point, etc. in running a business</p>	
8	INTERNAL ASSESSMENT			
9 - 13	<p>Unit III: Management Accounting</p> <p>3.1 Introduction, Scope and objectives (K, L, A)</p> <p>3.2 Financial statement analysis and interpretation using comparative and common size statements (A, Ap)</p> <p>3.3 Ratio analysis (A, Ap)</p> <p>3.4 Study of liquidity, activity and profitability (K, L)</p>	<p>11 hrs</p> <p>3 hrs/week</p>	<p>1. Lecture on the concept of management accounting citing example of buying automobile</p> <p>2. Presentation on the important concepts of financial statement analysis</p> <p>3. Demonstration of a real-life ratio analysis report of a firm</p>	25%
14 - 15	<p>Unit IV: Emerging issues in Accounting</p> <p>4.1 Emerging issues in Accounting: Human</p> <p>4.2 Resource Accounting, Forensic Accounting, Sustainability Reporting.</p> <p>4.3 Accounting Standards and IFRS: Nature and significance.</p>	<p>11 hrs</p> <p>3 hrs/week</p>	<p>1. Lecture on Emerging issues in Accounting & citing relevant examples</p> <p>2. important concepts on Resource accounting of a sample firm</p> <p>3. Understanding the process of forensic accounting and sustainability accounting in India</p>	24%

			4. Accounting Standards and IFRS: Nature and significance	
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Cost and Management Accounting- By Khan and Jain
- Ramachandran and Kakani- Financial Accounting for Management, Tata McGraw Hill
- Kishore, M. Ravi, “Advanced Cost Accounting and Cost systems”, Taxmann Publications
- Ramachandran, and Kakani, “How to Analyze Financial Statements”, Tata McGraw Hill
- Management Accounting- MN Arora- Himalaya Publishing House
- Cost and Fiancial Analysis- Jawaharlal- Himalaya Publishing House
- Arulanandam & Raman – Financial Accounting – I, HPH
- Chandra, Prasanna, “Finance Sense – Finance for Non-finance Executives”, Tata McGraw Hill
- Cost and Management Accounting- by S.P. Jain and K.L. Narang - Kalyani Publishers
- Principles and Practice of Cost Accounting- N.K. Prasad
- Bhattacharyya S. K. and Dearden John -Accounting for Management:Text and Cases-Vikas Publishing House Pvt. Ltd., New Delhi
- S.N Maheshwari, Maheshwari S K , MaheshwariSharad K A -Text book of Accounting for Management
- IFRS -Himalaya publishers, mariyappa
- IFRS-sky ward publishers- Srikanth

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

- www.icaai.org
- www.rbi.org.in
- www.icwai.org
- <http://www.mca.gov.in/MinistryV2/Stand.html>

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: I

COURSE TITLE: BUSINESS COMMUNICATION SKILLS (P)

COURSE CODE : 01BMBAR19172

CREDITS : 2

1. GOALS

By the end of this course, the student will be able to perform in the following areas:

- The purpose of this course is to understand the basic communication skills.
- To understand the barriers of effective communication and ways to overcome them.
- To learn the intricacies of non-verbal communication and process of using them.
- To evaluate the diverse types of managerial speech and locate the best time to delivery.
- To understand fundamentals of managerial writing.

2. OBJECTIVES OF DEVELOPMENT

- To identify the indicators of effective communication through experiential learning.
- To understand fundamentals of nonverbal communication essential in modern day business practices by referring to various ICT materials.
- To enable the students to understand the effective ways of making a presentation and speeches, ways of conducting an interview and group communication through real time activities.
- To enable the students to understand the basics of managerial writing by hands on observation and scrutiny of various written documents of communication used in business communication.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

The purpose of this course is to understand vivid illustrations of concepts using actual situations and cases. A variety of businesses communicate in diverse ways as per their organizational requirements but a minimum standard is always maintained. The course includes experiential learning on the basics of business communication and the ways to maintain the minimum standard in doing so. These can be inculcated/instilled in the minds of the students by discussing the actual events through ICT and conducting role plays on appropriate topics. Each case/role play includes questions that promote classroom discussion and analysis. The course will help the students to understand what, how and why of communications. The course will help the students to develop analytical skills in making business communication.

3.2 CREDIT HOURS / SEMESTER

Instruction Hours: 60

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

- Able to understand and critically discuss the key terminologies and concepts in business communication.
- Able to assess role of effective communication in a business organization.
- To demonstrate knowledge of the individual components of non-verbal communication.
- To know the importance of making an effective speech, interview techniques and group communication.
- To update themselves with latest developments in business writing and the tools used from time to time in the market.
- To develop themselves with the fundamentals of report writing.
- To enable them to become proficient in using verb and its usage in English language.

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	0	0
1.2	1	1	0	0
1.3	0	0	1	1
1.4	1	1	1	0
Total for UNIT I	3	3	2	1
UNIT II	K	L	A	Ap
2.1	1	1	1	0
2.2	0	1	1	0
2.3	1	1	0	1
2.4	1	1	0	0
Total for UNIT II	3	4	2	1
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	0	1	1	1
3.3	0	1	1	0
Total for UNIT III	1	3	2	1
UNIT IV	K	L	A	Ap
4.1	1	1	0	1
4.2	0	1	1	0
4.3	0	1	1	0
4.4	1	1	0	0
Total for UNIT IV	2	4	2	1

Weightage Calculation

UNIT	K	Weight age of "K" in the unit	L	Weight age of "L" in the unit	A	Weight age of "A" in the unit	Ap	Weight age of "Ap" in the unit	CD P (40)	U C (60)	T W (100)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	2.0	3	1.3	2	3.5	1	3.5	10	15	25
2	3	2.0	4	1.7	2	3.5	1	3.5	11	15	26
3	1	0.7	3	1.3	2	3.5	1	3.5	9	15	24
4	2	1.3	4	1.7	2	3.5	1	3.5	10	15	25
	9		14		8		4		40		100

5. TEACHING METHODS

- Classroom Lecture – Class room lectures by chalk and talk and Power Point presentation, discussions, Q&A, debate and Just a minute activity.
- Moodle assignment and online quizzes – Quizzes will be conducted via Moodle application. Business Cases, video aid will also be sent via this application.
- Case-let Discussions – A live case will be broken into different case-lets and discussed in the classroom.
- Activity based learning/Outcome based – Exhibition will be conducted based on the topics discussed in the classroom.

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1 - 2	Unit I: Introduction to Managerial Communication 1.1 Meaning, Importance & objectives of business communication (K, L) 1.2 Principles of Communication, forms of communication (K, L) 1.3 Communication Process (A, Ap) 1.4 Barriers of effective communication, Techniques of effective communication. Verb and agreement of verb with its subject (K, L, A)	15 hrs 4 hrs/week	1. Role play on misunderstanding through imperfect communication 2. Video presentation on the process of standard communication 3. Case study discussion on the process of communication	25%
3 - 4	Unit II: Non – Verbal Communication 2.1 Body Language, Gestures, Postures, Facial Expressions, Dress code (K, L, A) 2.2 The Cross Cultural Dimensions of Business	15 hrs 4 hrs/week	1. Videography of a role play on standard communication process and marking the non-verbal traits 2. Comparative analysis of non-verbal	26%

	Communication (L, A) 2.3 Listening & Speaking, Techniques of electing response, probing questions, Observation (K, L, Ap) 2.4 Business and social etiquettes (K, L)		communication variation in different cultures 3. Case study discussion on the importance of listening 4. Discussion on the common business etiquettes	
8	INTERNAL ASSESSMENT			
9 - 13	Unit III: Managerial Speech, Interview Techniques and Group Communication 3.1 Principles of Effective Speech & Presentations, Technical & Non-technical presentations, Speech of introduction - speech of thanks - occasional speech - theme speech, Use of audio visual aids (K, L) 3.2 Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews – exit interviews (L, A, Ap) 3.3 Importance of group communication, Meetings, Group discussions and Video conferencing (L, A)	15 hrs 4 hrs/week	1. Classroom lecture on the prerequisites of a business speech 2. Presentation on the various layers of interview and the way to conduct the same 3. Discussion on the strategies adopted to push a product in the market 4. Demonstration of a strategy meeting between a sales manager and his/her team of sales executives	24%
14 - 15	Unit IV: Introduction to Business Letters & Reports 4.1 Enquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence and persuading letters, Sales letters (K, L, Ap) 4.2 Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference (L, A) 4.3 Memos, minutes, Circulars	15 hrs 4 hrs/week	1. Research on the need of a writing a business letter and the ways to make it effective 2. Tools used to create a perfect resume or curriculum vitae along with covering letter 3. Discussion on various circulars available online, marking the important points observed in their design 4. Case discussion on creation of a business report	25%

	& notices (L, A) 4.4 Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee (K, L)			
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Communication and Media- By C.S Rayudu.
- Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
- Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
- Adair, J. (2003). Effective Communication. Pan Mcmillan.
- Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.
- Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.
- Business Communication- Urmila Rai and S.M. Rai- Himalaya Publications

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

- <https://www.pitman-training.com/our-courses/marketing-principles-and-practices/>
- <http://english4success.ru/Upload/books/584.pdf>
- <https://www.findacourse.ie/marketing-principles-practices-c7447.html>
- https://en.wikiversity.org/wiki/Principles_of_marketing
- <http://www.brandyoubrilliant.com/the-four-basic-principles-of-marketing-and-their-role-in-an-effective-marketing-strategy/>

CURRICULUM DOCUMENT

SEMESTER I

SCHOOL OF COMMERCE AND MANAGEMENT
PROGRAMME: MASTER OF BUSINESS ADMINISTRATION

SEMESTER: I

COURSE TITLE: DYNAMIC BUSINESS ENVIRONMENT

COURSE CODE : 01BMBAR19161

CREDITS : 03

1. GOALS

By the end of this course, the student will be able to:

- Understand the concept of global transformation of organization and economic systems.
- Know the essentials of management structure.
- Know about the impact of liberalization, privatization and globalization on business environment.
- Understand the impact of social, political and economic infrastructure on business environment.
- Identify the global challenges and future perspectives of Indian industry.

2. OBJECTIVES OF DEVELOPMENT

- To make the students be equipped with the basic concepts of business environment and its operations in global scenario through classroom lectures.
- To enable the students to go through all the controllable and non-controllable factors to be taken under consideration for the business to operate successfully through caselet analysis.
- To create an understanding of properly planned operations that can be instrumental in developing one's business.
- To fine tune students on the case studies of both successes and failures of organizations to make them realize the real inputs that can hold the business intact and remain competitive.
- To enrich the student's knowledge through internships, industrial visits and knowledgeable talks by the respective experts from varied sectors.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

Business environment course aims to create an understanding of all the internal and external factors which are further divided into micro and macro environment that affect the company's operations and to gain insights on running the business successfully. It intends to highlight SWOT analysis of micro and macro environment. It emphasizes the political, legal, social and cultural factors affecting business environment. It focuses on contrasting Indian and International business environment.

3.2 CREDIT HOURS / SEMESTER

Instruction Hours: 45

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

- Develop an understanding about the global business environment in an organization.
- The students will be able to analyze the management structure and its issues in an organization.
- The students gain knowledge about the business environment of the public, private and joint sector companies.
- Students will have the understanding of various theories of competitive business environment.
- Students will have an understanding of the MNCs and the various international organizations involved in the process of international business.

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	0	0
1.2	1	0	1	1
1.3	1	1	0	0
1.4	1	1	0	0
Total for UNIT I	4	3	1	1
UNIT II	K	L	A	Ap
2.1	1	1	0	0
2.2	1	1	0	0
2.3	0	1	1	0
2.4	0	1	1	0
Total for UNIT II	2	4	2	0
UNIT III	K	L	A	Ap
3.1	1	1	1	1
3.2	0	1	0	1
3.3	1	1	0	0
3.4	1	1	0	0
Total for UNIT III	3	4	1	2
UNIT IV	K	L	A	Ap
4.1	1	1	0	0
4.2	1	1	0	1
4.3	1	1	0	0
4.4	0	0	1	1
Total for UNIT IV	3	3	1	2

Weightage Calculation										
	K		L		A		Ap			

UN IT	15% of 40	Weightage of "K" in the unit	15% of 40	Weightage of "L" in the unit	35% of 40	Weightage of "A" in the unit	35% of 40	Weightage of "Ap" in the unit	C DP (40)	U C (6 0)	T W (10 0)
	6		6		14		14				
1	4	2.0	3	1.3	1	2.8	1	2.8	9	15	24
2	2	1.0	4	1.7	2	5.6	0	0.0	8	15	23
3	3	1.5	4	1.7	1	2.8	2	5.6	12	15	27
4	3	1.5	3	1.3	1	2.8	2	5.6	11	15	26
	12		14		5		5		40		100

5. TEACHING METHODS

- a) Classroom lectures.
- b) Case Studies.
- c) Classroom discussions
- d) Individual assignments on current topics.
- e) Videos related to business operations
- f) Quizzes and Group Discussions
- g) Class Presentations and Seminars
- h) Industrial visits.
- i) Invited Lectures / Talks by the experts in the field.

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1 – 3	Unit I: Business Environment 1.1 Nature of Business, Components/Classification of Business Environment and the Factors effecting environment of Business (K, L) 1.2 Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption (K, A, Ap) 1.3 Political Stability, Sovereignty and its impact on the returns of Business, Technology and its impact on globalizing the business activities. (K, L) 1.4 Legal environment and External Factors influencing Business Environment, Effect of Nature on the Business Environment, Constituents of International	15 hrs 4 hrs/week	1. Lecture on the traditional business and the growth of the business from local to global. 2. Illustrative example on the impact of economic, cultural and social factors over business. 3. Illustrative example on the impact of political, sovereign and technological factors over globalization of business. 4. Case study discussion on International Business, e.g., Coca Cola in India	24%

	Business Environment, Challenges (K, L)			
4 – 7	Unit II: Conversion of Domestic Business to International 2.1 International Business- Introduction. (K, L) 2.2 Modes of Entry in Foreign Markets. (K, L) 2.3 Challenges for International Business (L, A) 2.4 Impact of International Business in India (L, A)	15 hrs 4 hrs/week	1. Video Presentation on economic systems in India 2. Website demonstration on latest government industrial policy and foreign trade policy document 3. Understanding the RBI policy rate revision mechanism and the factors affecting them 4. Comparative analysis and development of Indian economy through a guest lecture by Dr. Vivek Moorthy	23%
8	INTERNAL ASSESSMENT			
9 – 12	Unit III: India and the world 3.1 Impact of Liberalization, Privatization and Globalization in India (K, L, A, Ap) 3.2 India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India (L, Ap) 3.3 MNCs in India, WTO and IMF Impact of WTO on Indian Business (K, L) 3.4 International Economic Integration, Country Evaluation and Selection, International Trading Blocs (K, L)	15 hrs 4 hrs/week	1. Classroom discussion on the pre and post 1991 economic situation of India. 2. RCA of the birth of import and export as an integral part of Indian economy 3. Case study on the business environment of an MNC 4. The precursor to the birth of international trade negotiations table - WTO 5. Analysis of trade blocs like EU, NAFTA, SAFTA, etc.	27%
13 - 15	Unit IV: International Trade & Markets 4.1 Balance of Payments – Concept, Types of accounts (K, L) 4.2 Disequilibrium in BOP: Methods of Correction, Trade Barriers, Free Trade vs. Protectionism (K, L, Ap) 4.3 World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination and Euro Currency (K, L)	15 hrs 4 hrs/week	1. Lecture on the origin of balance of payments 2. Case study on balance of payments disequilibrium in India on 1991 3. Study on foreign exchange markets of Luxembourg, London, Singapore, New York, Tokyo, etc.	26%

	4.4 Perfectly Competitive, Monopolistic, Oligopolistic and Non-Price Competitive Markets (A, Ap)		4. Video presentation on the various types of economic systems in India	
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Morrison J, The International Business Environment, Palgrave.
- Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi.
- Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi.
- Mishra and Puri, Indian Economy, Himalaya Publishing House, New Delhi.
- Business Environment Raj Aggarwal Excel Books, Delhi.
- Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi.
- Business and society – Lokanathan and Lakshmi Rajan, Emerald Publishers.
- Economic Environment of Business – M. Adhikary, Sultan Chand & Sons.

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with the faculty member.

- <http://www.wto.com>
- <https://www.emerald.com>
- http://www.iba.dk/international/bachelor/international-business-e_learning
- http://www.tandfonline.com/doi/abs/10.1300/J066v13n02_04

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: I

COURSE TITLE: MANAGERIAL ECONOMICS

COURSE CODE: 01BMBAR19163

CREDITS: 3

1. GOALS

By the end of this course, the student will be able to perform in the following areas:

- To evaluate economic behavior, response to incentives, and utility, satisfying and maximizing traits in consumers.
- Understand and appreciate production dynamics including cost, revenue and profit considerations.
- Evaluate and compare the diverse types of market structures and use them when planning price policy in industry.
- Learn optimization for both consumer and producer equilibrium.
- Application of concepts like elasticity and opportunity cost in strategic planning.
- Design optimal combinations for use of scarce resources with the marginal cost – benefit analysis.

2. OBJECTIVES OF DEVELOPMENT

The objective of the course is to integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions. By studying this course, students will be able to understand the concepts and working of an economy. This objective will be achieved by making students able:

- Understand the roles of managers in firms
- Understand the internal and external decisions to be made by managers
- Analyze the demand and supply conditions and assess the position of a company
- Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
- Analyze real-world business problems with a systematic theoretical framework.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

The course is offered to provide the basics of Business Economics and its components through-out the years. It aims to understand the basics of business economics and its implementation in real world, to understand the various theories of business economics, to understand the various market structures in the economy.

3.2 CREDIT HOURS / SEMESTER

Instruction hours: 45

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

By the end of this course it is expected that the student will be able to:

- List the different goals and constraints that firms face.
- Apply the economic way of thinking to individual decisions and business decisions.
- Apply the concepts of supply and demand to determine the impact of changes in market conditions and developing pricing strategies.
- Analyze how production and cost functions in the short run and long run affect the strategy of individual firms in the short-run and long-run.
- Evaluate how government regulation is constraining and enabling for managerial decision.

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	1	0
1.2	1	1	1	1
1.3	1	1	1	0
1.4	0	1	1	0
1.5	0	1	1	0
Total for UNIT I	3	5	5	1
UNIT II	K	L	A	Ap
2.1	1	1	1	0
2.2	0	1	1	1
2.3	1	1	1	0
Total for UNIT II	2	3	3	1
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	1	1	1	1
3.3	1	1	0	0
3.4	1	1	0	0
Total for UNIT III	4	4	1	1
UNIT IV	K	L	A	Ap
4.1	1	1	0	1
4.2	0	1	1	1
4.3	0	1	1	1
Total for UNIT IV	1	3	2	3

Weightage Calculation											
UN IT	K	Weight age of "K" in the unit	L	Weight age of "L" in the unit	A	Weight age of "A" in the unit	Ap	Weight age of "Ap" in the unit	C DP (40)	U C (6 0)	T W (10 0)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	1.8	5	2.0	5	6.4	1	2.3	12	15	27
2	2	1.2	3	1.2	3	3.8	1	2.3	9	15	24
3	4	2.4	4	1.6	1	1.3	1	2.3	8	15	23
4	1	0.6	3	1.2	2	2.5	3	7.0	11	15	26
	10		15		11		6		40		10 0

5. TEACHING METHODS

- Classroom lecture.
- Student discussion groups.
- Individual assignments on current topics.
- Videos related to Economic Theories.
- Quizzes and group discussions.
- Class presentation and seminars
- Debate on current issues
- Resolution of case studies
- Newspaper article discussion

6. TEACHING PLANS

Week	Topic	Hours	Teaching Methodology	Weightage
1 - 3	Unit I: Introduction to Managerial Economics 1.1 Nature and Scope- Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle (K, L, A) 1.2 Production Possibility Curve, Equi - Marginal Concept -Theory of Firm (K, L, A, Ap) 1.3 Concepts of Demand and Supply, Determinants of Demand and Supply (K, L, A) 1.4 Elasticity of Demand and Supply (L, A) 1.5 Methods of demand forecasting for established and new products (L, A)	13 hrs 3 hrs/week	1. Classroom lecture citing examples on choices made of scarce resources 2. Graphical representation of PPC between two products 3. Day to day utilization of economics in the life of a manager 4. Role play on concept of increments and margins 5. Analysis of the working of a firm	27%
4 - 6	Unit II: Cost and Production Analysis 2.1 Introduction to consumer behavior, Cardinal and Ordinal approach,	10 hrs 3	1. Historical data analysis on sale on a product with respect to	24%

	Consumer's equilibrium using Indifference Curve analysis and Consumer surplus (K, L, A) 2.2 Production functions, Law of Variable proportions, returns to scale and economies of scale (L, A, Ap) 2.3 Isoquants and Isocost curves, Kind of costs, Short run and long run cost functions, Interrelationship of cost (K, L, A)	hrs/week	its price to show law of demand and supply 2. Lectures citing real life cases on elasticity of demand and supply 3. Pictorial analysis of a consumer equilibrium and surplus situation of a product 4. Debate on various types of forecasting method and its utilization	
8	INTERNAL ASSESSMENT			
10 - 12	Unit III: Revenue models 3.1 Market equilibrium and Revenue curves, Market structures (K, L) 3.2 Price determination in Perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, Pricing methods (K, L, A, Ap) 3.3 Theories of factor pricing: wages and rent (K, L) 3.4 Theories of interest and investment decisions, Profit and profit functions (K, L)	10 hrs 3 hrs/week	1. Classroom lecture and role play on theories of factor pricing 2. Investment decision making game among the students 3. Assignment on exploring the profit function in a company	23%
13 - 15	Unit IV: Macroeconomic Analysis 4.1 National Income, Concept and Measurement, Circular Flow of Economic Activities (K, L, Ap) 4.2 Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy (L, A, Ap) 4.3 Business Cycle and Theories, Money Supply and Inflation, Measures to control Inflation, Deflation (L, A, Ap)	12 hrs 3 hrs/week	1. Classroom session on macroeconomic concepts through country oriented examples 2. A review of the Economic Survey of India and analysis of the same as a presentation 3. RBI policy rate revision report analysis	26%
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Dwivedi D.N, “Managerial Economics”, Vikas Publication
- Pindyck Rubinfeld & Mehta, “Micro Economics”, Pearson
- Ritika Sinha: Managerial Economics, SBPD Publishing House
- Damodaran Suma: Managerial Economics, Oxford University Press
- Petersen Lewis & Jain: Managerial Economics, Pearson
- Paul A Samuelson and William D Nordhaus: Economics, McGraw Hill
- Geethika, Ghosh & Choudary: Managerial Economics, McGraw Hill

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

- www.bibilomania.com/nonfiction/smith/wealth/index.html
- www.planningcommission.gov.in/
- www.wsj.com
- www.netec.wustl.edu/WebEc/WebEc.html
- www.nber.org
- www.economist.com
- www.slate.com
- Economic and Political weekly, Mumbai, Economic & Political Weekly Research Foundation
- Indian Economic review, Delhi school of Economics
- Indian Economic Journal, Indian Economic Association

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: I

COURSE TITLE: OPERATIONS MANAGEMENT

COURSE CODE: 01BMBAR19164

CREDITS: 3

1. GOAL

By the end of this course, the student will be able to perform in the following areas:

1. Improving their conceptual skills, understanding and application of tools and techniques of operations management in business practices in real time.
2. Understanding and application of factors in the design of effective operating systems based on location and Layout.
3. Understand the concept of Performance measurement by applying material management techniques
4. Apply Quality Control Techniques to attain productivity optimization
5. Understand Technology and Vendor Rating Methodology in real time situations.

2. OBJECTIVES OF DEVELOPMENT

The course is designed to make the students familiar with different types of production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION:

This course provides a general introduction to operations management. Operations management is the design and control of business processes. This course aims to (1) familiarize one with the major operational problems and issues that confront managers, and (2) provide one with language, concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations. The course should also be of interest to people who manage interfaces between operations and other business functions such as finance, marketing, managerial accounting and human resources. Finally, a working knowledge of operations, which typically employs the greatest number of employees and requires the largest investment in assets, is indispensable for general managers and entrepreneurs. How different business strategies require different business processes, and vice versa, how different operational capabilities allow and support different strategies to gain competitive advantage.

3.2 CREDIT HOURS/SEMESTER

Instruction Hours: 45

4. DEVELOPMENT OF STUDENTS LEARNING OUTCOME:

4.1 FRAMEWORK OF LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	0	0
1.2	1	0	1	1
1.3	1	1	0	1
1.4	1	0	0	1
Total for UNIT I	4	2	1	3
UNIT II	K	L	A	Ap
2.1	0	1	0	1
2.2	1	1	1	0
2.3	1	0	0	1
2.4	1	1	1	0
Total for UNIT II	3	3	2	2
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	1	1	0	0
3.3	1	0	0	0
3.4	1	1	0	1
Total for UNIT III	4	3	0	1
UNIT IV	K	L	A	Ap
4.1	1	1	1	0
4.2	1	1	0	0
4.3	1	0	0	0
4.4	1	0	0	1
4.5	1	0	0	1
4.6	1	0	0	1
Total for UNIT IV	6	2	1	3

Weightage Calculation											
UN IT	K	Weigh tage of "K" in the unit	L	Weigh tage of "L" in the unit	A	Weigh tage of "A" in the unit	Ap	Weigh tage of "Ap" in the unit	C DP (40)	U C (6 0)	T W (10 0)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	4	1.4	2	1.2	1	3.5	3	4.7	11	15	26
2	3	1.1	3	1.8	2	7.0	2	3.1	13	15	28
3	4	1.4	3	1.8	0	0.0	1	1.6	5	15	20
4	6	2.1	2	1.2	1	3.5	3	4.7	11	15	26
	17		10		4		9		40		10 0

5. TEACHING METHODS:

- Classroom lecture
- Practical Session on live projects
- Classroom discussion, case study and role play
- Research based assignments on contemporary topic
- Flipped classes
- Onsite student teaching
- Field visits
- Model making
- Online classroom
- Videos based classes
- Quizzes and Peer Review Discussions
- Class Presentations, and
- Seminars

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1-4	<p>Unit I: Operations Management</p> <p>1.1 Nature of Production: Production as a system, organizational function, Decision making in production, Characteristics of modern production and operations functions, organization of production function (K, L)</p> <p>1.2 Recent trends in Production and Operation function (K, A, Ap)</p> <p>1.3 Methods of Manufacturing: Intermittent, Continuous, Flexible Manufacturing systems, Comparison of various manufacturing system, Characteristics of Modern Manufacturing - Operations in the Service sector, Manufacturing vs Service operations (K, L, Ap)</p> <p>1.4 Operations Strategy in various sectors (K, Ap)</p>	12 hrs 3 hrs/week	1. Classroom lecture and seminars 2. Assignments based on Trends in Operations Management 3. Power Point Presentation.	26%
5-7	<p>Unit II: Facility Planning & Work Study</p> <p>2.1: Facilities Location and Layout Facility analysis, Facility Location: Factors affecting location decisions and Facility location models (Numerical Problems) Facility layout: Layout and its objectives for manufacturing operations, warehouse operations,</p>	12 hrs 3 hrs/week	1. Classroom lecture and seminars 2. Problem solving. Mathematical calculation. 3. Assignment based on Plant Layouts	28%

	<p>service operations, and office operations (L, Ap)</p> <p>2.2 Types of plant layouts, Product Layout, Process layout, fixed position layout, Cellular Manufacturing layouts, Hybrid layouts, Factors influencing layout changes (K, L, A)</p> <p>2.3 Forecasting: Forecasting as a planning tool, forecasting types and methods, Numerical Problems (K, Ap)</p> <p>2.4: Types of Material Handling Equipment, Work study: Method study and Work Measurement, Numerical Problems (K, L, A)</p>			
8	INTERNAL ASSESSMENT			
9-11	<p>Unit III: Materials Management</p> <p>3.1 Maintenance Management and Statistical Quality Control Materials analysis: Material requirement planning, objectives of MRP, elements of MRP, BOM, and benefits of MRP, EOQ model and JIT, Numerical Problems (K, L)</p> <p>3.2 Materials Handling System and Design of Work System Introduction: Elements of Material Handling System, Principles of Material Handling System, Unit Load Concept: Selection of Material Handling System (K, L)</p> <p>3.3 Introduction - Areas of Maintenance - Types of Maintenances - Planning and scheduling of Maintenance - Control of Maintenance (K)</p> <p>3.4 Introduction to SQC -Inspection and Quality Control - Statistical Quality Control - Types of Control Charts for Variables and Attributes - Numerical Problems Purchase functions, Procurement procedures, Vendor selection and development. (Numerical Problems) (K, L, Ap)</p>	<p>9 hrs</p> <p>3 hrs/week</p>	<p>1. Class room lecture</p> <p>2. Quiz</p> <p>3. PPT presentation</p>	20%
12-15	<p>Unit IV: Project Management</p> <p>4.1 Introduction to Project Management: Definition, Need, Contribution of Knowledge area (K, L, A)</p>	<p>12 hrs</p> <p>3 hrs/week</p>	<p>1. Classroom lecture and seminars.</p> <p>2. Assignment on Project management</p> <p>3. PPT presentation</p>	26%

	4.2 Project management Life cycle (K, L) 4.3 Principles of project management (K) 4.4 Project management process (K, Ap) 4.5 Impact of delay on projects. (K, Ap) 4.6: PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path (Numerical Problems), PERT Model, Measures of variability, CPM Model (K, Ap)			
16	END SEMESTER EXAMINATION			

7. EVALUATION METHOD

As per the GCU – Multi Assessment Provision (MAP)

8 TEACHING MATERIALS AND RESOURCES

8.1. Text and Main Document

Lecture materials provided by the teacher

8.2. Documents for further study

1. Operations Management- Aswathappa K & K Sridhar Bhat , Himalaya Publications, Second Edition 2018
2. Operations Management, Mahadevan, Pearson Ed, 1 edition , May 2009)
3. Production & Operation Management, R.V.Badi & N.V. Badi:, (Tata McGraw Hill, 2008, 9th Edition)
4. Material Management, Adam Jr Everetl, (Pearson, New Delhi, 5th Ed.) -
5. Production and Operations Management – Everette E, Adam Jr, Ronald J Ebert, PHI
6. Production and Operations Management, Text and cases, Upendra kachru, First edition excel Books.
7. Operations Now, Byron J Finch, Tata Mc Grawhill, 3rd edition, 2008
8. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western

8.3 E-learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

1. www.myomlab.com (Test which sections you have mastered and which you need to review, with questions, a personalized study plan, video clips, revision tips, and cases.)
2. www.opsman.org (Useful materials)
3. <http://operationsroom.wordpress.com/> (Stanford University's take on topical operations stories.)

4. www.iomnet.org.uk (The Institute of Operations Management site. One of the main professional bodies for the subject).
5. www.poms.org (A US academic society for production and operations management. Academic, but some useful material, including a link to an encyclopedia of operations management terms).
6. <http://sites.google.com/site/tomiportal/home> (One of the longest-established portals for the subject. Useful for academics and students alike).
7. www.ft.com (Good for researching topics and companies).
8. www.economist.com/ (The Economist's site, well written and interesting stuff on business generally).

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: I

COURSE TITLE: ORGANISATIONAL BEHAVIOR

COURSE CODE : 01BMBAR17165

CREDITS : 3

1. GOAL

By the end of this course, the student will be able to perform in the following areas:

- To know how people, interact under various organizational environment.
- To understand the individual behavioral dynamics in an organization.
- To be able to understand the group dynamics in an organization.
- To understand the various aspects of leadership within an organizational environment.
- To know the various issues involved in a complex organizational atmosphere.

2. OBJECTIVES OF DEVELOPMENT

The major objective of this course is to provide students with a better understanding of behavioral processes and thereby enable them to function more effectively in their present or future roles as managers of human resources. Specific learning objectives for this course are as follows:

- To provide a basic knowledge of main ideas and key theories relating to organizational behavior by classroom teaching and ICT.
- To develop an understanding of these and of related ideas and concepts by analyzing a real life organizational environment.
- To develop skills in diagnosis and problem solving by applying the learned material to a given situation through case studies.
- To commit to creating and being part of a better place to work via analysis and interpretation of organizational culture.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

Effective management of human resources within organizations requires an understanding of various behavior and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behavior will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness. The focus of instruction will move progressively through the individual, group and organizational levels of behavior and will examine the interrelationships of behavioral phenomena among these levels. Additionally,

concepts such as motivation, communication and leadership and their relevance to organizational behavior will be examined in detail.

3.2 CREDIT HOURS / SEMESTER

Instruction Hours: 45

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

Successful completion of this course should enable participants to achieve the following objectives:

- List and define basic organizational behavior principles, and analyze how these influence behaviours in the workplace.
- Analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations.
- Outline the elements of group behavior including group dynamics, communication, leadership, power & politics and conflict & negotiation.
- Understand your own management style as it relates to influencing and managing behavior in the organization systems.
- Enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.
- Strengthen research, writing and presentation skills.

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	1	1
1.2	1	1	1	0
1.3	1	1	1	1
Total for UNIT I	3	3	3	2
UNIT II	K	L	A	Ap
2.1	1	1	1	1
2.2	0	1	1	0
2.3	0	1	0	1
2.4	0	1	0	1
Total for UNIT II	1	4	2	3
UNIT III	K	L	A	Ap
3.1	1	1	1	0
3.2	0	1	0	1
3.3	1	0	1	0
Total for UNIT III	2	2	2	1
UNIT IV	K	L	A	Ap
4.1	1	1	1	0
4.2	1	1	0	1
4.3	1	1	0	0
4.4	0	1	1	1

4.5	1	1	0	0
4.6	0	1	1	0
Total for UNIT IV	4	6	3	2

Weightage Calculation											
UN IT	K	Weight age of "K" in the unit	L	Weight age of "L" in the unit	A	Weight age of "A" in the unit	Ap	Weight age of "Ap" in the unit	C DP (40)	U C (6 0)	T W (10 0)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	1.8	3	1.2	3	4.2	2	3.5	11	15	26
2	1	0.6	4	1.6	2	2.8	3	5.3	10	15	25
3	2	1.2	2	0.8	2	2.8	1	1.8	7	15	22
4	4	2.4	6	2.4	3	4.2	2	3.5	13	15	28
	10		15		10		8		40		10 0

5. TEACHING METHODS

- Classroom lectures.
- Business Case Studies.
- Student Presentations on Business Cases and role plays
- Individual assignments on current topics.
- Invited Lectures / Talks by Industry experts in the field.

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1 - 2	Unit I: Evolution of Organizational Behavior (OB) 1.1 Nature of OB, why study organizational behavior, Organizational behavior models, Benefits of studying OB, Historical development: Scientific management, human relation approach; contributing disciplines to the OB field, challenges for OB (K, L, A, Ap) 1.2 Ability: nature and types, ability and job fit (K, L, A) 1.3 Learning; reinforcement, types of reinforcement, theories in learning—respondent, operant & social; application of learning principles in organizations (K, L, A, Ap)	11 hrs 3 hrs/week	1. Lecture citing cases where business organizations started to observe the behavior of workers 2. Presentation on the effect of relationship between individuals 3. Discussion on organized development and structuring of OB 4. Case study on the challenges faced by OB in developing a set model	26%
3 - 4	Unit II: Individual Behavior 2.1 Attitudes—components,	11 hrs	1. Role play on the theories of learning	25%

	<p>formation, changing attitudes—cognitive dissonance theory; work attitudes-- Job satisfaction, organizational commitment; Values (K, L, A, Ap)</p> <p>2.2 Personality—nature, determinants, theories—trait, type theories, significant personality traits in organizations (L, A)</p> <p>2.3 Perception - nature, process; applications (L, Ap)</p> <p>2.4 Motivation—nature, types of motives, theories--- content & process theories; organizational applications (L, Ap)</p>	3 hrs/week	<p>2. Observation of a student in the class to explain the concept of attitude</p> <p>3. Secondary research on the level of job satisfaction in India</p> <p>4. Analyzing one of the student in the class to impart the concept of personality</p> <p>5. Video presentation on perception and its application in a business organization</p>	
8	INTERNAL ASSESSMENT			
9 - 13	<p>Unit III: Group Behavior, Leadership and Interpersonal Communications</p> <p>3.1 Group behavior—definition & types of groups, stages of group formation; structure, process/dynamics, group cohesion, group decision-making techniques (K, L, A)</p> <p>3.2 Leadership—concept of power & influence, theories- trait theory, behavioral theories, contingency theories; leadership styles (L, Ap)</p> <p>3.3 Interpersonal Communication- Transactional Analysis , Transactional analysis (K, A)</p>	10 hrs 3 hrs/week	<p>1. Historical data interpretation for understanding distinct types and styles of leadership</p> <p>2. Presentation on theories of leadership with example</p> <p>3. Analysis of a board room meeting and the role of various members in the same</p> <p>4. Analysis of a sales strategy meeting between a sales manager and sales executives</p>	22%
14 - 15	<p>Unit IV: Organizational Issues</p> <p>4.1 Power & politics—types of power; theories of power, power tactics, definition of politics, factors influencing political behavior, employees’ responses to organizational politics, defensive behavior, impression management (K, L, A)</p> <p>4.2 Organizational Conflict—sources, types, process & approaches to conflict resolution (K, L, Ap)</p> <p>4.3 Organizational Culture—nature and types, evolution &</p>	13 hrs 3 hrs/week	<p>1. Video clips available on the websites of companies depicting their work environment and culture</p> <p>2. Case study of change management in an organization, e.g., UTI Bank to Axis Bank</p> <p>3. Demonstration on conflict in a business environment through role play</p> <p>4. Comparative analysis of the mission, vision and objective of a firm with</p>	28%

	maintenance of culture (K, L) 4.4 Organizational Change-- types & forces for change; resistance to change, overcoming resistance to change (L, A, Ap) 4.5 Organizational Development- Meaning of OD and methods of OD (K, L) 4.6 Work Stress— definition, factors contributing to stress & stress management (L, A)		respect to the employee activities 5. Stress management initiative case study discussions	
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Luthans F-Organizational behavior (Tata Mc Graw Hill, latest edition)
- Robbins S P- Organizational Behavior (Prentice Hill latest edition)
- Greenberg J and Baron RA-Behavior in Organizations (PHI, latest edition)
- Huczynski and Buchanan- Organizational Behavior: An Introductory text (Prentice-Hall, latest edition)
- Mullins L J- Management and Organizational behavior (Prentice Hill latest edition)
- Sekharan, U Organizational Behavior: text and cases (Tata McGraw Hill latest edition)
- Ashwathappa K. Organizational Behavior (Himalaya Publishing House latest edition)

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

- www.edx.org/
- www.coursera.org/
- www.khanacademy.org/

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: I

COURSE TITLE: QUANTITATIVE METHODS FOR BUSINESS DECISIONS

COURSE CODE: 01BMBAR19166

CREDITS: 3

1. GOALS

By the end of this course, the student will be able to perform in the following areas:

- To interpret, critically evaluate, and communicate about statistical information and messages.
- To introduce analytics as a tool for business decision making.
- To learn multivariate statistical methods to explain or predict the measured values.
- To familiarize the use of project management evaluation techniques.
- To orient the students with research tools

2. OBJECTIVES OF DEVELOPMENT

- To impart to students, an assured level of competence, or understanding, of the basic ideas, terms, and language of statistics.
- To promote the practice of the scientific method in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.
- Understand the basic concepts of both descriptive and inferential statistics.
- To be skilled at interpreting statistical results presented in professional reports and journals.
- To learn about the application of probability techniques in the decision making.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

This course enables the students to know the scientific approach to data handling when solving business problems. Several methods are introduced to solve various kinds of data. By the end of the course, case studies will be extracted from Newspapers and Magazines regarding daily life and explored. These case studies will be in addition to the actual teaching hours expended in imparting statistical methods.

3.2 CREDIT HOURS / SEMESTER

Instruction hours: 45

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

By the end of this course it is expected that the student will be able to:

- To identify the strengths and weaknesses of different strategies, programs, policies or products across multiple demographics, for decision making
- Students will be able to collect and handle data in logical approach and report data in an ethical manner.
- Based on the acquired knowledge students will be able to choose a statistical method for solving practical problems.
- Students will be able to choose and apply an appropriate statistical analysis or modelling methods to solve problems arising in different research fields.
- Students will be able to produce a coherent, well supported argument that shows critical thinking, analysis and decision making.
- Interpret and make inferences from graphical and numerical data.
- Students will be able to use basic statistical tools and concepts to analyze statistical problems encountered in other classes (such as advertising, science, finance, medicine, or business).

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	1	0
1.2	1	1	1	1
1.3	1	1	1	0
1.4	0	1	1	0
1.5	0	1	1	0
Total for UNIT I	3	5	5	1
UNIT II	K	L	A	Ap
2.1	1	1	1	0
2.2	0	1	1	1
2.3	1	1	1	0
Total for UNIT II	2	3	3	1
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	1	1	1	1
3.3	1	1	0	0
3.4	1	1	0	0
Total for UNIT III	4	4	1	1
UNIT IV	K	L	A	Ap
4.1	1	1	0	1
4.2	0	1	1	1
4.3	0	1	1	1
Total for UNIT IV	1	3	2	3

Weightage Calculation											
UN IT	K	Weight age of "K" in the unit	L	Weight age of "L" in the unit	A	Weight age of "A" in the unit	Ap	Weight age of "Ap" in the unit	C DP (40)	U C (6 0)	T W (10 0)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	1.8	5	2.0	5	6.4	1	2.3	12	15	27
2	2	1.2	3	1.2	3	3.8	1	2.3	9	15	24
3	4	2.4	4	1.6	1	1.3	1	2.3	8	15	23
4	1	0.6	3	1.2	2	2.5	3	7.0	11	15	26
	10		15		11		6		40		10 0

5. TEACHING METHODS

- Classroom lecture.
- Student discussion groups.
- Individual assignments on current topics.
- Videos related to Economic Theories.
- Quizzes and group discussions.
- Class presentation and seminars
- Debate on current issues
- Resolution of case studies
- Newspaper article discussion

6. TEACHING PLANS

Week	Topic	Hours	Teaching Methodology	Weightage
1 - 3	Unit I: 1.1 Role of statistics: Importance of statistics, in managerial decision-making, quantitative and qualitative data - collection of primary and secondary data, Classification and tabulation of data, Construction of univariate and bivariate frequency distributions (K, L, A) 1.2 Measures of central tendency: Mean, Median and Mode and their implications (K, L, A, Ap) 1.3 Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis (K, L, A) 1.4 Time series analysis: Concept, Components of time series. Trend analysis: Least Square method, Applications in business decision-	10 hrs	Lecture/ Video/ Presentations/ Assignments	27%

	making(L, A)			
4 - 6	<p>Unit II:</p> <p>2.1 Index Numbers: Meaning, Types of index numbers, Use of index numbers, Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods (K, L, A)</p> <p>2.2 Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Regression equations and their application (L, A, Ap)</p> <p>2.3 Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications (K, L, A)</p> <p>2.4 Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions. (L, Ap)</p>	10 hrs	Lecture/ Video/ Presentations/ Assignments	24%
8	INTERNAL ASSESSMENT			
10 - 12	<p>Unit III:</p> <p>3.1 Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques (K, L)</p> <p>3.2 Estimation: Point and Interval estimates for population parameters of large sample and small samples, Determining the sample size. (K, L, A, Ap)</p> <p>3.3 Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test (K, L)</p> <p>3.4 Chi-Square test Techniques of association of Attributes & Testing ANOVA one and two way, Design of experiments. (K, L)</p>	10 hrs	Lecture/ Video/ Presentations/ Assignments	23%
13 - 15	<p>Unit IV:</p> <p>4.1 Linear programming problem: Definition, Formulation of LPP, Methods of solving LPP, Different kinds of solutions to LPP (K, L, Ap)</p>	10 hrs	Lecture/ Video/ Presentations/ Assignments	26%

	<p>4.2 Game Theory: Definition, Important terms used in game theory, Methods of solving a rectangular game-Maximin - Minimax principle, Dominance Principle (L, A, Ap)</p> <p>4.3 Inventory Theory: Definition, Inventory costs, Variables in an inventory problem, Terms used in inventory problem, Inventory Models (L, A, Ap)</p> <p>4.4. Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty. (L, A, Ap)</p>			
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

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

8.2 Reference Books.

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

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

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

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: I

COURSE TITLE: RESEARCH METHODOLOGY

COURSE CODE : 01BMBAR19171

CREDITS : 2

1. GOALS

By the end of this course, the student will be able to perform in the following areas:

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

2. OBJECTIVES OF DEVELOPMENT

- To achieve the goal, the instructor will provide lectures and the students are expected to complete class assignments and actively participate in class discussion.
- The instructor will help the learner to undertake a research project and guide students through the entire research process.
- The instructor intends to provide comprehensive knowledge & skills about the research methods that are employed to investigate problems in business.
- The instructor discusses various steps in tourism business research and introduces the concepts, tools and techniques that are used at each of these steps thereby, honing the research skills of future managers
- The learners are facilitated with video presentations, seminars, and group discussions for better understanding of this course.

3. COURSE MANAGEMENT

3.1. COURSE DESCRIPTION

- This course will provide an opportunity for participants to establish or advance their understanding of research through critical exploration of research language, ethics, and approaches.
- The course introduces the language of research, ethical principles and challenges, and the elements of the research process within quantitative, qualitative, and mixed methods approaches.
- Participants will use these theoretical underpinnings to begin to critically review literature relevant to their field or interests and determine how research findings are useful in forming their understanding of their work, social, local and global environment.

3.2. CREDIT HOURS/SEMESTER

Instruction Hours: 30

4. DEVELOPMENT OF STUDENT'S LEARNING OUTCOME

After studying this course, the students will be able to:

- Understand the process of conducting social science studies
- Demonstrate the skills of conducting a literature review
- Recognize the advantages of various quantitative and qualitative research methods
- Write focused questions for interviews and surveys
- Recognize ethical issues that arise in conducting research
- Develop a reasonable research proposal
- Report on one's own research proposal in a clear and professional manner

4.1 FRAMEWORK OF LEARNING OUTCOME WEIGHTAGE

Sub Unit wise KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	0	0
1.2	1	1	1	0
1.3	1	1	1	1
Total for UNIT I	3	3	2	1
UNIT II	K	L	A	Ap
2.1	1	1	1	0
2.2	0	1	1	0
2.3	1	1	0	0
2.4	1	1	0	1
Total for UNIT II	3	4	2	1
UNIT III	K	L	A	Ap
3.1	1	1	0	0

3.2	0	1	1	1
3.3	1	1	1	1
Total for UNIT III	2	3	2	2
UNIT IV	K	L	A	Ap
4.1	1	1	0	1
4.2	1	1	1	0
4.3	1	1	1	0
Total for UNIT IV	3	3	2	1

Weightage Calculation											
UNIT	K	Weightage of "K" in the unit	L	Weightage of "L" in the unit	A	Weightage of "A" in the unit	Ap	Weightage of "Ap" in the unit	CDP (40)	UC (60)	TW (100)
	15% of 40		15% of 40		35% of 40						
	6		6		14						
1	3	1.6	3	1.4	2	3.5	1	2.8	9	15	24
2	3	1.6	4	1.8	2	3.5	1	2.8	10	15	25
3	2	1.1	3	1.4	2	3.5	2	5.6	12	15	27
4	3	1.6	3	1.4	2	3.5	1	2.8	9	15	24
	11		13		8		5		40		100

5. TEACHING METHODS

- Classroom lecture.
- Usage of Travel Terminology
- Classroom discussions and role play like (Researcher and Respondent), Communication Barriers and Cross Cultural Client Handling).
- Individual assignments / case study reports on assigned / current topic.
- Videos related to Tourism and Hospitality Industries.

- Quiz and Group Discussions
- Class Presentations and Seminars
- Mind Maps (inculcating the skill of identifying destination image on the world map instantly)
- Access Google Maps (Linking Destinations for Smart Itinerary Planning and Costing))

6. TEACHING PLAN

Week	Topic	Hours	Teaching Methodology	Weightage
1-3	Unit I: Introduction to Research and Research Design 1.1 Meaning, Objectives, Types of Research, Scope of Research, Research Approaches (K, L) 1.2 Research Process (K, L, A) 1.3 Research Design, Steps in Research Design, Problem Formulation (K, L, A, Ap)	6 hrs 2 hrs/week	Class Lecture Video Presentation Group Discussion	20%
4-7	Unit II: Sampling and Methods of Data Collection 2.1 Sample Design and sampling techniques (K, L, A) 2.2 Determination of Sample Size (L, A) 2.3 Collection of Data – Primary and Secondary Sources (K, L) 2.4 Guidelines for questionnaire design and Interviewing (K, L, Ap)	6 hrs 2 hrs/week	Class Lecture Video presentation Field Work Quiz	20%
8	INTERNAL ASSESSMENT			
9-12	Unit III: Processing and Analysis of Data 3.1 Tabulation of data, Analysis of data (K, L) 3.2 Testing of Hypothesis, Types of analysis, Correlation, Regression analysis, ANOVA, Chi-Square (L, A, Ap) 3.3 Role of computers in Data analysis. Introduction to	12 hrs 2 hrs/ week	Class Lecture Video Presentation Case study Web based learning	40%

	SPSS, AMOS and R software (K, L, A, Ap)			
13-15	Unit IV: Report Writing 4.1 Types of Reports, Business, Technical and Academic Report writing (K, L, Ap) 4.2 Methodology Procedure, Contents (K, L, A) 4.3 Bibliography (K, L, A)	6 hrs 2 hrs/week	Class Lecture Field work Practical problem solving Quiz	20%
16	END SEMESTER EXAMINATION			

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

1. O.R.Krishnaswamy; Research methodology in Social Sciences, HPH, 2008.
2. R. Divivedi: Research Methods in Behavior Science, Macmillan India Ltd., 2001.
3. J.K. Sachdeva: Business Research Methodology HPH
4. S.N. Murthy, V. Bhojanna: Business Research Methods Excel Books
5. Levin & Rubin: Statistics for Management, Prentice Hall of India, 2002.
6. Gupta S; Research Methodology and Statistical Techniques, Deep & Deep Publication (P) Ltd., 2002
7. Thakur D: Research Methodology in Social Sciences, Deep & Deep Publications (P) Ltd., 1998.
8. Tripathi P.C: A Textbook of Research Methodology, Sultan Chand & Sons, 2002.
9. Cooper: Business Research Methods 6th edition, MC Graw Hill,
10. C.R. Kothari, Research Methodology, Vikas Publications.

8.3 E-Learning

1. www.cmie.com/database
2. www.indiastat.com
3. www.hindu.com
4. www.economicstimes.com
5. www.indianresearchjournals.com
6. Journal of Business Research
7. International Business & Economics Research Journal

SCHOOL OF COMMERCE AND MANAGEMENT

PROGRAMME: MASTERS IN BUSINESS ADMINISTRATION

SEMESTER: I

COURSE TITLE: SPREADSHEET MODELLING AND ANALYTICS (P)

COURSE CODE: 01BMBAR19173

CREDITS: 2

1. GOALS

By the end of this course, the student will be able to perform in the following areas:

- To be able to create various business models with the help of spreadsheet based software like Microsoft excel.
- To be able to understand and work with various commands used in excel.
- To be able to evaluate and compare the diverse types of business utility of these software.
- To be able to learn optimization business functions with the help of spreadsheets.

2. OBJECTIVES OF DEVELOPMENT

- To make the students understand about the basics of spreadsheet software through citing real life business examples and descriptive case studies.
- To get an insight of the various business theories in practice in various companies, industries and countries.

3. COURSE MANAGEMENT

3.1 COURSE DESCRIPTION

This course is offered to provide an in-depth study on the utilities of spreadsheet software like Microsoft excel in understanding various aspects of businesses. This course helps students analyze various business cases through modelling the case with data.

3.2 CREDIT HOURS / SEMESTER

Instruction hours: 60

4. DEVELOPMENT OF STUDENTS' LEARNING OUTCOME

By the end of this course it is expected that the student will be able to:

- Understand spreadsheet analytics through hands on exercises on business cases.
- Apply Microsoft excel commands and features in analytics and modelling.
- Understand the causes and consequences of different market structures.

- Apply spreadsheet models to examine current issues and evaluate options for addressing these issues.

4.1 FRAMEWORK FOR LEARNING OUTCOME WEIGHTAGE

Sub Unit KLAAp Assignment				
UNIT I	K	L	A	Ap
1.1	1	1	1	0
1.2	1	1	1	1
1.3	1	1	1	0
1.4	0	1	1	0
1.5	0	1	1	0
Total for UNIT I	3	5	5	1
UNIT II	K	L	A	Ap
2.1	1	1	1	0
2.2	0	1	1	1
2.3	1	1	1	0
Total for UNIT II	2	3	3	1
UNIT III	K	L	A	Ap
3.1	1	1	0	0
3.2	1	1	1	1
3.3	1	1	0	0
3.4	1	1	0	0
Total for UNIT III	4	4	1	1
UNIT IV	K	L	A	Ap
4.1	1	1	0	1
4.2	0	1	1	1
4.3	0	1	1	1
Total for UNIT IV	1	3	2	3

Weightage Calculation											
UN IT	K	Weigh tage of "K" in the unit	L	Weigh tage of "L" in the unit	A	Weigh tage of "A" in the unit	Ap	Weigh tage of "Ap" in the unit	C DP (40)	U C (6 0)	T W (10 0)
	15% of 40		15% of 40		35% of 40		35% of 40				
	6		6		14		14				
1	3	1.8	5	2.0	5	6.4	1	2.3	12	15	27
2	2	1.2	3	1.2	3	3.8	1	2.3	9	15	24
3	4	2.4	4	1.6	1	1.3	1	2.3	8	15	23
4	1	0.6	3	1.2	2	2.5	3	7.0	11	15	26
	10		15		11		6		40		10 0

5. TEACHING METHODS

- Classroom lecture.
- Student discussion groups.

- c) Individual assignments.
- d) Videos related to the topic.
- e) Quizzes and group discussions.
- f) Class presentation and seminars.
- g) Resolution of case studies.

6. TEACHING PLANS

Week	Topic	Hours	Teaching Methodology	Weightage
1 - 3	Unit I: 1.1 Range names, Lookup functions, INDEX and MATCH function, Text functions, Dates and Date function (K, L, A) 1.2 Evaluating investment by using Net Present Value criteria, Internal Rate of Return, more excel financial functions (K, L, A, Ap) 1.3 Circular references, IF statements, Time and Time functions, The paste special command (K, L, A) 1.4 Three dimensional formulae, The auditing tool (L, A) 1.5 Sensitivity Analysis with data tables, The goal seek command, Using scenario manager for Sensitivity Analysis (L, A)	15 hrs 4 hrs/week	Hands on exercises in the analytics lab	27%
4 - 6	Unit II: 2.1 The COUNTIF, COUNTIFS, COUNT, COUNTA and COUNTBLANK functions; The SUMIF, AVERAGEIF, SUMIFS and AVERAGEIFS functions (K, L, A) 2.2 The OFFSET functions, INDIRECT functions, conditional formatting, sorting in excel, Excel Tables, Spin buttons, scroll bars, Options buttons, Check boxes, Combo boxes and Group list boxes (L, A, Ap) 2.3 An introduction to optimization with excel solver; Using solver to determine optimal product mix, schedule workforce, solve transportation/distribution problem, capital budgeting, financial planning, rate sports teams, Warehouse location and the GRG multistart and evolutionary solver engine, Penalties and evolutionary solver (K, L, A)	15 hrs 4 hrs/week	Hands on exercises in the analytics lab	24%
8	INTERNAL ASSESSMENT			

10 - 12	<p>Unit III: 3.1 The travelling salesperson problem, importing data from text file/document, internet, Validating data, Summarizing data by using Histograms and Descriptive Statistics (K, L) 3.2 Using Pivot tables and slicers to describe data, Sparklines, Summarizing data with database statistical functions, Filtering data and removing duplicate, consolidating data, creating subtotals (K, L, A, Ap) 3.3 Estimating straight line relationships, modelling exponential growth, the power curve, using correlations to summarize relationships (K, L) 3.4 Introduction to multiple regression, qualitative factors, modeling non-linearity and interaction, One way ANOVA, Randomized blocks and two way ANOVA, Using moving averages to understand time series, Winter's method, Ratio-to-moving-average forecast method, forecasting in presence of special events (K, L)</p>	15 hrs 4 hrs/week	Hands on exercises in the analytics lab	23%
13 - 15	<p>Unit IV: Macroeconomic Analysis 4.1 Random variables, Binomial, Hypergeometric and negative binomial random variables, Poisson and exponential random variables, normal random variable, Weibull and beta distribution: modeling machine life and duration of a project, making probability statement from forecast, using lognormal random variable to model stock prices (K, L, Ap) 4.2 Monte carlo simulation, calculating optimal bid, Simulating stock prices and asset allocation model, gambling and sporting event probabilities, Using resampling to analyze data, pricing stock options, determining customer value (L, A, Ap) 4.3 EOQ inventory model, inventory modeling with uncertain demand, queuing theory, estimating demand curve, pricing products by tie-ins and subjectively determined demand, nonlinear pricing, array formulae and functions, power pivot (L, A, Ap)</p>	15 hrs 4 hrs/week	Hands on exercises in the analytics lab	26%

7. EVALUATION PLAN

As per GCU – Multi Assessment Provision (MAP).

8. TEACHING MATERIALS AND RESOURCES

8.1 Text and Main Documents

- Lecture materials provided by the teacher.

8.2 Documents for further study

- Winston Wayne L., “Microsoft Excel 2010: Data Analysis and Business Modelling”, Microsoft Press.
- Ragsdale Cliff T., “Spreadsheet Modelling and Decision Analysis”, Thomson South-western

8.3 Magazines and Journals

- EBSCO
- JSTOR
- EMERALD
- IJRCM
- IUP Journal of Applied studies

8.4 E-Learning

Students must browse the following websites to enhance their knowledge in the subject and can take the exercise as advised from time to time in consultation with faculty member.

- www.mbaexcel.com/excel/how-to-build-an-excel-model-step-by-step/
- <https://corporatefinanceinstitute.com> › Resources › Knowledge › Financial Modeling
- <https://www.deskbright.com/excel/what-is-an-excel-model/>
- <https://www.wallstreetmojo.com> › Financial Modeling › Financial Modeling Basics