

59	Inflation in India – Causes & Remedies
60	Inflation in India – Causes & Remedies
61	Free Market Economy & Need for Government Intervention – An appraisal of Economic Reforms in India
62	Free Market Economy & Need for Government Intervention – An appraisal of Economic Reforms in India



## Lesson Plan

Module	Session No	Covered Topics
Module 1 Introduction to Managerial Economics	1	Micro & Macro Economics
	2	Micro & Macro Economics
	3	Managerial Economics – Definition – Nature & Scope
	4	Managerial Economics – Definition – Nature & Scope
	5	Fundamental concepts in Managerial economics for decision making
	6	Fundamental concepts in Managerial economics for decision making: Incremental Principle
	7	Fundamental concepts in Managerial economics for decision making: Opportunity Cost
	8	Fundamental concepts in Managerial economics for decision making: Discounting Principle
	9	Fundamental concepts in Managerial economics for decision making: Time Concept
	10	Fundamental concepts in Managerial economics for decision making: Equi-Marginal Principle – Illustrations
	11	Decision Making – Process and Conditions
	12	Difference between Risk & Uncertainty.
	13	Class Test
Module 2 Demand Analysis and Forecasting	14	Meaning of Demand & Types of Demand
	15	Law of Demand & its Exceptions
	16	Law of Demand & its Exceptions
	17	Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity
	18	Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity
	19	Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity
	20	Demand Forecasting – Process – Statistical & Non-Statistical Techniques
	21	Demand Forecasting – Process – Statistical & Non-Statistical Techniques
	22	Demand Forecasting – Process – Statistical & Non-Statistical Techniques
	23	Utility Analysis & Consumer Behaviour
	24	Utility Analysis & Consumer Behaviour – Equilibrium of the consumer using Cardinal & Ordinal Utility (Indifference Curve) Theories.

## Course Reference Support

### Journals and Magazines

1. Economist
2. Business Week
3. Economic and Political Weekly
4. Journal of Microeconomics
5. ICAI Journal of Applied Economics
6. Business Week
7. Global Business and Economics Review
8. ICAI Journal of Monetary Economics
9. ICAI Journal of Public Finance

### EBSCO Journals

1. Business Economics
2. Quarterly Journal of Business and Economics
3. Journal of Applied Economics
4. Journal of Economics and Business
5. Journal of Economics
6. Journal of Macroeconomics
7. Economist
8. New York Times
9. Foreign Affairs
10. Foreign Policy
11. NBER/Macroeconomics Annual
12. Brookings Papers on Economic Activity
13. OECD Papers

### Websites

1. [www.slate.com](http://www.slate.com)
2. [www.freaknomics.com](http://www.freaknomics.com)
3. [econlog.econlib.org](http://econlog.econlib.org)
4. [divisionoflabour.com](http://divisionoflabour.com)
5. [www.econbrowser.com](http://www.econbrowser.com)
6. [Marginalrevolutions.blogs.com/marginalrevolution](http://Marginalrevolutions.blogs.com/marginalrevolution)
7. [Marketsandorganizations.com](http://Marketsandorganizations.com)
8. [www.knowledgeproblem.blogspot.com](http://www.knowledgeproblem.blogspot.com)
9. [www.marginalrevolution.com](http://www.marginalrevolution.com)
10. [www.becker-posner-blog.com](http://www.becker-posner-blog.com)
11. [www.gregmankiw.blogspot.com](http://www.gregmankiw.blogspot.com)
12. [www.roubiniglobal.com](http://www.roubiniglobal.com)
13. [www.internationaleconomics.net](http://www.internationaleconomics.net)
14. [www.worldbank.org](http://www.worldbank.org)

## **E-Mail and Online Classroom (LMS)**

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

## **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

## **Syllabus**

### **Module 1 Introduction to Managerial Economics**

Micro & Macro Economics, Managerial Economics – Definition – Nature & Scope, Fundamental concepts in Managerial economics for decision making: Incremental Principle, Opportunity Cost, Discounting Principle, Time Concept, Equi-Marginal Principle – Illustrations, Decision Making – Process and Conditions – Difference between Risk & Uncertainty.

### **Module 2 Demand Analysis and Forecasting**

Meaning of Demand – Types of Demand – Law of Demand & its Exceptions, Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity, Demand Forecasting – Process – Statistical &





**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

---

Programme : **Master in Business Administration**  
Course : Accounting for Management  
Semester : I  
Session : June – November 2016  
Batch : 2016 - 2018  
Subject Code : PMB1CRT04  
No. of credits :  
Prepared by : Nidhin Johny  
Email : nidhin@aim.edu.in  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : 09995771112

**Approved By**

  
\_\_\_\_\_  
HoD

  
\_\_\_\_\_  
Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



## ACCOUNTING FOR MANAGEMENT

Course Code: PMB1CRT04

Faculty: Mr. Nidhin Johny

---

### Course Objectives

This course is an introduction to the basic concepts and standards underlying financial accounting systems. Several important concepts will be studied in detail, including: Double entry system, Ledger and Final Accounts. The course emphasizes the construction of the basic financial accounting statements - the income statement, balance sheet, and cash flow statement - as well as their interpretation.

- To develop an understanding on how to plan, budget and manage financial resources
- To create an ability to apply, analyze and evaluate accounting policies and practices
- To help the user to decrypt accounting information to make viable business decisions.

### Program Outcomes

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

### Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. The students will exhibit the ability to apply their quantitative skills to analyze and interpret financial data.





2. The students would demonstrate the ability to compare and contrast between IFRS and GAAP.
3. The students will be able to apply accounting principles and conventions to prepare financial statements.
4. The students will be able to use ratios to critically evaluate the information contained in financial statements

## MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	3	0	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	0	0	2	1
CO 4	2	3	0	1	1	2	1

## Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

*The above criteria is subject to a maximum of 40 marks in internal assessment*



**Class Tests / Quiz:** Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

**Syndicate Sessions & Assignments:** Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

### **E-Mail and Online Classroom (LMS)**

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



## Syllabus

### Module I

Meaning, Definition and needs of accounting business decisions : Forms of accounting and users of accounting information - Framework of accounting postulates - principles - conventions -concepts -procedures methods etc. accounting equations and types of accounts -rule of recording business transactions.

### Module II

Preparation of basic accounts – journal to trial balance, income statement-positionstatements- (P&L A/C and Balance Sheet) and adjustment entries.

### Module III

Ratio Analysis -its meaning and uses - study of liquidity ratios and leverage ratios - Study Of profitability ratios and activity ratios -Meaning - uses and preparation of functions flow statements -meaning, uses and preparation of cash flow statements.

### Module IV

Costing as an aid to management- presentation of various costs in proper format - marginal costing and absorption costing- cost volume profit analysis- its assumption and calculation- managerial uses of break- even analysis; activity based costing- Budgetary control.

### Module V

Meaning and uses of standard costing-procedure of setting standards- variance analysis one way and two way analysis of variance- overall cost variance- material variance labour variance and overhead variance- material price variance- material usage variance material yield variance- material mix variance-labour cost and time variance- labour mix and yield variance - overhead volume and expenditure variance –responsibility accounting and report writing.

### Reference Books :

1. M.N.Arora, Accounting for Management, Himalaya Publishing house



2. Colin Drury, Management and Cost Accounting, Cengage Learning, Delhi
3. S.N.Maheshwari and S.K.Maheshwari, Advanced accountancy, Vikas Publishing
4. Dearden J. and Bhattacharya S.K. , Accounting for Management- Text and cases, Vikas Publishing, Delhi

Additional Reference Books :

1. Jain and Narang, Advanced Accountancy and Accounting for Management, Kalyani Publications, Ludhiana
2. Jain and Narang, Cost Accounting, Kalyani Publications, Ludhiana.

## Course Reference Support

### Journals and Magazines

1. Accounting Review
2. Accounting Horizons
3. Contemporary Accounting Research
4. Journal of Accounting and Economics
5. Journal of Accounting Research
6. Journal of Management Accounting Research
7. Review of Accounting Studies

### Websites

- [Financial Accounting Standards Board \(FASB\)](#)
- [Form 10K](#)
- [National Association of State Boards of Accountancy](#)
- [Tax Statistics: IRS](#)
- [AccountingCoach](#)

### Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to



- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

### Lesson Plan

Sessions	Chapter	Topics	Hours	Remarks
1	Module 1	(Orientation Programme ) Accounting Concepts	1	Ref. Book 3
2	..	Accounting Concepts	1	..
2	..	Accounting Conventions	1	.. ..
3	..	Accounting Conventions	1	.. ..
3	..	Introduction to accounting	1	Additional 1
4	..	Meaning and definition of accounting	1	.. ..
4	..	Uses and Users of accounting	1	Ref. Book 1
5	..	Accounting Equation &Types of accounting	1	Practical Problem
5	..	Financial accounting – meaning and definition	1	Additional 1
6 and 7	..	Recording of transaction - Journal	1	Ref. Book 3
7	..	Rules for debit and credit	1	.. ..
7	..	Journalising – Practical problems	1	.. ..
8	..	Journalising – Practical problems	1	.. ..
9 and 10	..	Journalising – Practical problems	1	.. ..
11	..	Ledger – Meaning, definition and format	1	Additional 1
11 and 12	..	Ledger preparation	1	Home work practice
13 and 14	..	Ledger – practical problems	1	Additional 1
15 and 16	..	Ledger – practical problems	1	Assignment 1



17 and 18	..	Journaling and ledger posting- practical problems	1	Ref. book 1
18	..	Preparation of Trial Balance	1	Ref. Book 1
19	..	Sub-divisions of ledger – Cash book	1	.. ..
20	..	Types of cash book – Simple and two column cash book	1	.. ..
21	..	Types of cash book – Three column	1	Practical problem
22	Module 2	Preparation of Financial Statements	1	Additional 1
23 and 24	..	Trading & Profit and Loss Account- Meaning and format	1	Additional 1
25	..	Balance Sheet – meaning – Assets and liabilities classification - Marshalling	1	.. ..
26	..	Preparation of Final accounts	1	.. ..
27 and 28	..	Practical problems ( without adjustments)	1	.. ..
29	..	Final Accounts - Adjustments	1	.. ..
30	..	Practical problems on final accounts (with adjustments )	1	Ref. book 3
31	..	Practical problems on final accounts (with adjustments )	1	Home Work
32	..	Practical problems on final accounts (with adjustments )	1	Assignment 2
33	..	Preparation of financial statements – advanced problems	1	Home work on practical accounting
34	Module 3	Ratio Analysis – Meaning and uses	1	Ref. Book 3
35	..	Liquidity Ratios	1	Additional 1
36	..	Leverage Ratios & Profitability Ratios	2	.. ..
37	..	Activity Ratios	1	.. ..
38	..	Preparation of financial statements with the help of accounting ratios	1	Assignment 3
39	..	Calculation of missing figures – practical problems	1	Test paper 3
40	..	Funds flow statement – Meaning and format	2	Additional 2
41	..	Preparation of funds flow statement	1	.. ..
42	..	Practical problems on Funds flow	1	.. ..
43	..	Practical problems on Funds flow		Ref. Book 2
44	..	Cash Flow Statement-Meaning, importance and its preparation	2	Additional 2
45	..	Practical problems on cash flow statement	2	Ref Book 2
46	Module 4	Cost Accounting –introduction to cost sheet	1	Additional 1
47	..	Cost Accounting and its managerial uses – Classification of cost	2	.. ..

48	..	Marginal costing – definition , meaning and its uses	2	.. ..
49	..	BEP, PV Ratio, BE Chart etc	1	.. ..
50		Managerial application of BEP	1	.. ..
51	..	Practical problems on Marginal costing	2	Test
52	Module 5	Standard costing – meaning and uses	1	Ref book 2
53	..	Setting standards – variance analysis	1	.... ..
54	..	Material variances	1	Additional 1
55	..	Labour variances	1	.. ..
56	..	Overhead variances	1	.. ..
57	..	Overall cost variance	1	.. ..
58	..	Responsibility accounting	1	Ref Book 2
59	..	Report writing	1	Ref book 2



**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

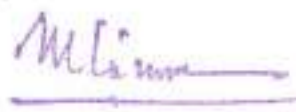
---

Programme : **Master in Business Administration**  
Course : **QUANTITATIVE METHODS FOR MANAGEMENT**  
Semester : **1**  
Session : **June- November**  
Batch : **2016 - 2018**  
Subject Code : **PMB1CRT0517**  
No. of credits :  
Prepared by : **Ms. Sajitha Mony**  
Email : [sajitha@alberts.edu.in](mailto:sajitha@alberts.edu.in)  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : **9747006070**

Approved By



HoD



Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)





Kochi 682018

## QUANTITATIVE METHODS FOR MANAGEMENT

**Course Code: PMB1CRT0519**

### Introduction

This subject will help the participants to familiarize with Mathematical and Statistical techniques applied in Management, and help the students to solve statistical problems for summarizing, analyzing, and interpreting Data.

### Program Outcome

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

### Intended Student Learning Outcomes (Course Outcomes)

1. Students will be able to analyse the data set for business forecasting using Time Series Analysis
2. Develop an insight of Correlation and Regression tools and Demonstrate in real time projects as how to interpret the data set
3. Evaluate the effectiveness of different measures of Central Tendency and Dispersion, for a given data set and choose the best.
4. Apply the concepts of Probability to find solutions to business as well as day to



day scenarios

### MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√	√					
CO 2		√					
CO 3				√	√	√	
CO 4		√	√			√	√

### EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

### Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs over

### SYLLABUS

#### Module 1 Quantitative Techniques and Business Management

Quantitative Techniques and Business Management: Matrices – Multiplication, Inverse and solving systems of equations –Arithmetical operations involving matrices.

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Determinants, Inverse of a matrix. Solution of simultaneous equations using matrices.

**Module 2 Measures of Central Tendency and Dispersion**

Frequency and Frequency Distribution - Statistical Averages - Arithmetic mean - Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode, Geometric Mean, Harmonic Mean, Dispersion: - Range - Mean Deviation, Standard Deviation - Coefficient of Variation

**Module 3 Correlation and Regression analysis**

Correlation and Regression analysis: Correlation: Different types of correlation -Karl Pearson's correlation coefficient - Spearman's Rank correlation coefficient - Concurrent deviation method - Coefficient of Determination. Regression analysis: Line of best fit, least square method- Business applications.

**Module 4 Time Series analysis**

Time Series analysis - Different components of time series- Application of Time series in Business forecasting. Index Numbers - Different types of Index Numbers. Business applications of Index Numbers.

**Module 5 Basic Probability concepts**

Basic Probability concepts - Addition and multiplication theorems of Probability, Marginal, Joint and Conditional Probability - Baye's theorem and its business applications. Probability distributions - Binomial, Poisson, Normal, Business applications.

**Recommended Books:**

1. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw - Hill Publishing Company Ltd., New Delhi, 2012.
2. Donald R.Cooper and Pamela S.Schindler, Business Research Methods, Tata McGraw Hill, India
3. Gupta S.C., - Fundamentals of Statistics - Himalaya Publishing House (2001).



### Faculty Details

**Name** :Sajitha Mony  
**Website** :www.aim.edu.in  
**Email** : sajitha@aim.edu.in  
**Mobile** : 9747006070

### Assignments / Case Studies

Topics for the assignments &Case Studies will be either announced in the class during course or put in the shared folder.

### Corporate Report

Report should include the functional areas and the role of business analytics in it.

### Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

### Course Reference Support

#### Journals and Magazines

1. Harvard Business Review



2. Business Insider
3. JSTOR: Mathematics & Statistics Collection
4. MathSciNet
5. SQU Scientific Journals
6. Media Week
7. Business Today

**Websites**

1. [www.tutorialspoint.com](http://www.tutorialspoint.com)
2. [www.citeops.com/](http://www.citeops.com/)
3. [www.Khan Academy.com](http://www.Khan Academy.com)
4. [www.Udacity.com](http://www.Udacity.com)
5. [www.Envato Tuts+.com](http://www.Envato Tuts+.com)
6. [www.Study.com.com](http://www.Study.com.com)

**Instructions**

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

**Teaching plan**

Topics	Hours	Description
1 <b>Module 1</b> Quantitative Techniques and Business	1	Introduction: Quantitative Techniques and Business Management
	2	Matrices



Management: Matrices – Multiplication, Inverse and solving systems of equations –Arithmetical operations involving matrices. Determinants, Inverse of a matrix. Solution of simultaneous equations using matrices.	2	Multiplication
	4	Inverse
	5	solving systems of equations
	6	Determinants
	7	Cramers Rule
	8	Cramers Rule
2 <b>Module 2</b> Frequency and Frequency Distribution - Statistical Averages - Arithmetic mean - Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode, Geometric Mean, Harmonic Mean. Dispersion: – Range - Mean Deviation, Standard Deviation - Coefficient of Variation	9	Frequency and Frequency Distribution
	10	Mean
	11	Median
	12	Mode
	13	AM
	14	GM
	15	HM
	16	Range
	17	MD
	18	SD
3 <b>Module 3</b> Correlation and Regression analysis: Correlation: Different types of correlation –Karl Pearson's correlation coefficient - Spearman's Rank correlation coefficient – Concurrent deviation method – Coefficient of Determination. Regression analysis: Line of best fit, least square method-Business applications.	19	Different types of correlation
	20	Karl Pearson's correlation coefficient
	21	Karl Pearson's correlation coefficient
	22	Spearman's Rank correlation coefficient
	23	Spearman's Rank correlation coefficient
	24	Concurrent deviation method
	25	Regression analysis
	26	Regression analysis
	27	Regression analysis

		28	Line of best fit
4	<b>Module 4</b> Time Series analysis – Different components of time series- Application of Time series in Business forecasting. Index Numbers – Different types of Index Numbers. Business applications of Index Numbers.	29	Time Series analysis
		30	Time Series analysis
		31	Time Series analysis
		32	Different types of Index Numbers
		33	Index Numbers.
		34	Index Numbers.
		35	Index Numbers.
		36	Index Numbers.
5	<b>Module 5</b> Basic Probability concepts – Addition and multiplication theorems of Probability, Marginal, Joint and Conditional Probability - Baye's theorem and its business applications. Probability distributions – Binomial, Poisson, Normal, Business applications.	37	Probability
		38	Addition and multiplication theorems of Probability,
		39	Marginal, Joint and Conditional Probability
		40	Baye's theorem
		41	Baye's theorem and its business applications.
		42	Binomial, Poisson, Normal, Business applications.
		43	Binomial, Poisson, Normal, Business applications.
		44	Binomial, Poisson, Normal, Business applications.
		45	Assessment



		46	Assessment
		47	Assessment
		48	Cases
		49	Cases

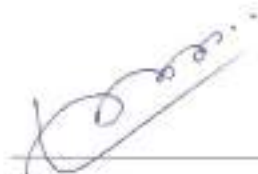




**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

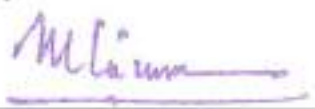
---

Programme : **Master in Business Administration**  
Course : LEGAL ENVIRONMENT OF BUSINESS  
Semester : I  
Session : September –January  
Batch : 2016 - 2018  
Subject Code : PMB1CRT06  
No. of credits :  
Prepared by : DR. RAJAGOPAL NAIR  
Email :  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile :



HoD

Approved By



Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



## LEGAL ENVIRONMENT OF BUSINESS

Course Code: PMB1CRT06

### Introduction

The students get familiarised with the basic framework of business Law which is a fundamental part of business and business has always been intertwined with the law and legal regulations. Business students often enter the corporate world without a comprehensive understanding of the law or the role of legal professionals in the creation and operation of a business. Legal studies can guide business professionals in ethics and laws,

### Program Outcome

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

### Intended Student Learning Outcomes (Course Outcomes)

- The students will be able to define and classify the basic framework and insights of business law in managing and maximising the value of corporate legal function
2. To familiarize students with general business law issues to help become more informed, sensitive and effective business leaders
  3. Understand fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively



4. The students will be able to infer and apply the legal framework and draw insights of business law in real time through case analysis.

### MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√	√					
CO 2		√					
CO 3				√	√	√	
CO 4		√	√			√	√

### EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5), Corporate report(5) and continuous evaluation tests(10)

### Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. . Membership in Professional bodies (only in one semester)
4. Prize winners in Management games
5. Internships in MNCs/TNCs over

### SYLLABUS

#### Module 1 -Introduction to Law & Contracts

Introduction to Legal System: Sources of Law – Classification of Law – The Indian Contract Act 1872- Nature and Classification of contracts Essential elements of a valid contract - Offer and Acceptance Consideration - Capacity of Parties - Provisions relating to free consent, void agreements - Provisions Relating to Performance and Discharge of Contracts - Quasi contracts – Breach of Contract and its remedies.

**Module 2 Sale of Goods Act**

Sale of goods Act, 1930- Contract of sale of goods-Meaning essentials of a contract for sale - Formalities of a Contract of sale - Provisions relating to Conditions and Warranties -Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract of sale - Rights of unpaid Seller - Rules as to delivery of Goods.

**Module 3 Negotiable Instruments**

The Negotiable Instruments act, 1881, Negotiable Instruments, Meaning, characteristics,types, parties - holder and holder in due course - Negotiation and types of endorsements,Dishonour of negotiable instruments - noting and protest - liability of Parties on negotiable instrument, Indian Partnership act, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership.

**Module 4 Companies Act.**The companies act, 1956 - Company definition, meaning, features and types of Companies.Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus - Share Capital - Management and Meetings - Winding up of companies

**Module 5 Laws Related to Business**

Consumer Protection Act 1986 – Foreign Exchange Management Act 1999 – GST: An overview– IT Act 2000 – Competition Act, 2000 – Intellectual Property Rights.

**Faculty Details**

**Name** :  
**Website** :www.aim.edu.in  
**Email** :  
**Mobile** :

**Assignments / Case Studies**

Topics for the assignments &Case Studies will be either announced in the class during course or put in the shared folder.

**Corporate Report**



Report should include the functional areas and the role of business analytics in it.

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

### **Course Reference Support**

1. Gulshan S. S. & Kapoor G. K., Business Law Including Company Law, Twelfth Edn., New Age International (P) Ltd.
2. Kuchchal M. C., Business Law, Fifth Edn., Vikas Publishing House, New Delhi.
3. Moshal B. S, Modern Business Law, Second Edn., Ane Books Pvt Ltd.
4. Bagrial A. K, Company Law, Twelfth Edn., Vikas Publishing House, New Delhi.
5. Pylee M V, An Introduction to the Constitution of India, Fifth Edn., Vikas Publishing House, New Delhi

### **Instructions**

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to



d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.

c) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

### Teaching plan

Topics	Hours	Description
1 Module 1 Introduction to Law & Contracts		Introduction to Legal System:
		Sources of Law – Classification of Law –
		The Indian Contract Act 1872-
		Nature and Classification of contracts
		Essential elements of a valid contract -
		Offer and Acceptance Consideration -
		Capacity of Parties - Provisions relating to free consent,
		void agreements -
2 Module 2 Sale of Goods Act		Provisions Relating to Performance and Discharge of Contracts - Quasi contracts – Breach of Contract and its remedies.
		Sale of goods Act, 1930-
		Contract of sale of goods-Meaning essentials of a contract for sale -
		Formalities of a Contract of sale -
		Provisions relating to Conditions and Warranties –
	Provisions Relating to Transfer of Property or Ownership -	



		Provisions Relating to performance of contract of sale -
		Rights of unpaid Seller -
		Rules as to delivery of Goods.
		rights of unpaid seller
		Rules as to delivery of Goods.
3	Module 3 Negotiable Instruments	The Negotiable Instruments act, 1881,
		Negotiable Instruments, Meaning, characteristics, types, parties -
		holder and holder in due course -
		Negotiation and types of endorsements,
		Dishonour of negotiable instruments - noting and protest -
		liability of Parties on negotiable instrument,
		Indian Partnership act, 1932 -
		Important features -
		Formation of partnership firms, Kinds of partners -
		Rights and duties of partners - Dissolution of partnership.
4	Module 4 Companies Act.	The companies act, 1956 -
		Company definition,

		meaning, features and types of Companies.
		Incorporation of a Company -
		Memorandum of Association,
		Articles of Association and Prospectus -
		Share Capital - Management and Meetings -
		Winding up of companies
5	Module 5 Laws Related to Business	Laws Related to Business Consumer Protection Act 1986 –
		Foreign Exchange Management Act 1999 – GST:
		Foreign Exchange Management Act 1999 – GST:
		An overview– IT Act 2000 –
		An overview– IT Act 2000 –
		Competition Act, 2000 –
		Competition Act, 2000 –
		Intellectual Property Rights.
		Intellectual Property Rights.
		case studies
		case studies
		case studies





		case studies
--	--	--------------



**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

---

Programme : **Master in Business Administration**  
Course : Computer Application in Business  
Semester : I  
Session : June- Novembe 2017  
Batch : 2016 - 2018  
Subject Code : PMB1CRT07  
No. of credits :  
Prepared by : Ms. Sangeetha J  
Email : sangeetha@aim.edu.in  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : 9496229584

**Approved By**

  
\_\_\_\_\_  
HoD

  
\_\_\_\_\_  
Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



## Computer Application in Business

Course Code: PMB1CRT07

Faculty: Sangeetha J

### COURSE OBJECTIVES:

- To make the students learn and familiarize with the basic concepts and terminology used in the development and operation of business computer applications.
- To make the students learn to explore the various methods where Information Technology can be used to support existing businesses and strategies.
- To understand the basics of internet and apply the applications of internet in business.

### EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

### Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

### SYLLABUS

#### Module I

Introduction to Computers: Hardware - Software - Systems Software, Application. Software and Packages - Introduction to Embedded Software- Computer Architecture. Fundamentals of Operating Systems- Windows & Linux.



## **Module II**

Operating systems- Windows – MS Office- Text processing using word-Functions. MS Excel - , Graphs, Basic statistical formulae using MS Excel , MS-Power Point –Creating Effective Presentations.

## **Module III**

Microsoft Access - Introduction to DBMS concepts, Creating a Database. Database functions – Database creation – Sorting, Indexing and report-Programming using software. Applications of computers in documentation, Preparation and making reports, Preparation of questionnaires, presentations, Tables Charts and graphs.

## **Module IV**

Data Communication and Computer networks. LAN and WAN-Communication through computer networks- Security, Analog & Digital Signals, Bandwidth, Network Topology, Packet Transmission.

## **Module V**

World Wide Web and Business Community, Internet, E- Mail with TCP/IP. ERP fundamentals- Introduction to SAP.

## **Text book**

1. Leon & Leon Introduction to Computers, Vikas publishing House, New Delhi.

## **References**

1. Leon & Leon Introduction to Computers, Vikas publishing House, New Delhi.
- 2 June Jamrich Parsons, Computer Concepts, Thomson Learning, New Delhi.
- 3 Comer, Computer networks and Internet, Pearson Education, New Delhi.
4. White, Data Communications & Computers Network, Thomson Learning, New Delhi.

## **Faculty Details**

Website :[www.albertscollege.in/sangeetha/](http://www.albertscollege.in/sangeetha/)

Email :[sangeetha@aim.edu.in](mailto:sangeetha@aim.edu.in)

Mobile :09496229584

## **Assignments**

### **Assignments**

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

### **Corporate Report includes :**

- 1. Communication Hierarchy**
- 2. Communication Flow**
- 3. Public Relations Methods**



**TEACHING SCHEDULE**

Topics	Hours	Description
<b>Module1: Introduction to Computers</b>		
Introduction to Computers	2	Basic functions of a computer, History of Computers, Generations of computer, Types of Computers, Characteristics of Computer System, Advantages and disadvantages of computers
Hardware of a computer System	1	Computer Case, Power Supply Unit, Motherboard, Secondary Storage devices, Removable Media
Software of a Computer System	1	Types of Computer Software
System Software	2	<b>Types of System Software</b> -Operating System, Device Driver, Language Translator, System Utilities
Application software	1	<b>Types of Application Software</b> - Word Processor, Spread sheets, Image Editors, Database Management System, Presentation Applications, Anti Virus Software etc.
Introduction to Embedded Software	2	Embedded Software, Characteristics of embedded systems, Embedded System Classification.
Computer Architecture	2	Parts of a Computer System, working of computer system with block diagram
Fundamentals of Operating Systems	2	Introduction to OS, Evolution of OS, <b>Types of OS</b> - Batch Processing System, Multi User OS, Single User, Multi Tasking OS, Real Time Os, Multi Processing, Multi threading Os
Windows & Linux OS	1	Introduction to Windows and Linux OS, Features of Windows and Linux.
<b>Module2: MS Office</b>		
Operating systems	2	<b>Functions of OS</b> -Process Management, Memory Management, File Management, Device Management, Security Management and User Interface.
Windows	1	Different Version of Windows- Windows 95, 98, ME, NT, 2000 etc.

MS Office	1	Introduction to MS Office, Various Packages in MS Office.
Text Processing using Word	2	Features of MS Word, Basic Operations in Word, Formatting documents, Working with documents, Mail merge in Word
MS Excel	2	Features of MS Excel, Crating and Editing Worksheet, Sorting and Filtering Records, Printing Worksheets.
Functions in Excel	3	Financial, Logical, Text, Date & Time, Lookup & Reference, Math & Trig, Statistical Functions, IF ( ) Function.
Graphs	1	Different types of Graphs in Excel, Inserting and Formatting Graphs
Basic statistical formulae using MS Excel	1	Cell Referencing-Absolute and Relative Addressing. Inserting statistical Formulas in Excel.
MS PowerPoint	1	Features of PowerPoint, Creating, manipulating and enhancing Slides
Creating Effective Presentations	2	Slide Formatting, Animations of Slide Presentation, Slide Transitions, Custom Animation on Slides, Customizing Slide Show, Applying Rehearse Timings for Slide Show, Printing Presentation
<b>Module 3: Introduction to DBMS Concepts</b>		
Microsoft Access	4	Features of MS Access, Views in MS Access, Description of data types, Tables in Access, Working with Tables, Modifying table design, Copying a table, Renaming a table, Deleting a table, Printing a table, Establishing Table Relationships using primary key and foreign key. Forms in Access, Creating a Form in Design View, Entering data on Forms, Displaying and saving Records in the Form, Printing a Form, Query in MS Access, Different Types of Query in Access
Introduction to DBMS concepts	1	Basic database Concepts, Introduction to File Processing System, Disadvantages of File Processing System, Advantages of Database Systems.
Creating a Database	1	Various steps involved in creating a database in Access

Database functions	1	Various functions of database-Data Insertion, Updation, Deletion, Retrieval etc.
Sorting, Indexing in MS Access	1	Sorting and Filtering in Access
Reports in MS Access	2	Report Creation with Design View, Report Creation with Report Wizard, Need for Reports, Previewing and Printing Reports
Applications of computers in documentation	1	Role of Access in documentation
<b>Module 4: Data Communication</b>		
Data Communication	1	Components of data communication, Different transmission modes
Computer networks	2	Different types of computer networks-LAN, WAN, MAN
Communication through computer networks	1	Host to Terminal Connection, LAN to LAN Connection, Remote LAN Connection
Network Security	1	Firewall, Different types of firewall
Analog and digital signals	1	Features of Analog and digital signals
Bandwidth	1	Categories of Bandwidth
Network Topology	2	Bus, Ring, Star, Tree and Mesh Topologies
Packet transmission	1	Switching, Different types of switching
<b>Module 5: Introduction to WWW</b>		
World Wide Web and Business Community,	2	Introduction to www, Web Browser, Components of Web Browser, Web Site, Types of Web site, URL, Application of WWW on business
Internet	1	Basics of Internet, Various internet services-E-mail, FTP, Telnet, Gopher etc. Equipments required for an internet connection.
E- Mail	1	E-mail- Sending & Receiving E-mail
TCP/IP	2	Transmission policy of TCP, Features of TCP, Features of IP
ERP fundamentals	2	Introduction to ERP, Features of ERP, Benefits of ERP, various modules in ERP, ERP Vendors
SAP	1	Introduction to SAP, Modules in SAP
	60	







## FACULTY COURSE PLAN

Course	MBA		
Semester	IV	Batch: 2015-17	Year :2016
Subject	Database Management System		
Plan Period	December-March		
Name of Faculty	Sangeetha.J		

Sessions	Topics	Exercises
<b>MODULE I</b>		
1	Basics of database, characteristics of database, comparison of FPS and database approach	
2,3	Introduction to DBMS, Evolution of DBMS, Architecture of DBMS, various data models-Hierarchical model, Network model, Relational and Object Oriented Model	Assignment
4,5,6	Different modes of DBMS operation	
7,8	Role of Database administrator	Presentation
<b>MODULE II</b>		
9,10	Functions of DBMS	
11	Client server Architecture	
12,13	Database Backup, Need for Backup, Different methods for backup.	Assignment
14,15	Database errors, Database Recovery, Recovery techniques for database- Log based Recovery, Shadow Paging, Check points.	
<b>MODULE III</b>		
16	Introduction to relational model, characteristics of relational model, Basic concepts of relational model	
17,18	RDBMS Concepts, Structure of RDBMS	
19	E.F. Codd's 12 rules for a relational database	
20,21,22	E-R Models, E-R model problems	Assignment
23,24,25	Introduction to normalization, Need for normalization, types of normal forms(1NF, 2 NF, 3NF, BCNF)	
26	Query languages for RDBMS	
27,28	Normalization Basic problems	Assignment
<b>MODULE IV</b>		
29	Introduction to SQL Language	
30,31,32	Different types of SQL, structure of SQL statement, characteristics of SQL statement, SQL data types, SQL operators	Assignment
33,34	DDL statements- CREATE, ALTER, DROP	



35,36	DML statements – INSERT, DELETE, UPDATE, SELECT	Assignment
37,38	DCL statements	Lab Exercise
39,40	ORDER BY, GROUP BY Statements	
41	VIEWS	
42,43,44,45	SQL statements - Exercises	Lab Exercise
46,47	Distributed database system, characteristics of distributed system	
48,49	Data Fragmentation, Data replication, Distributed transactions	
50,51	Object oriented databases, online database, trends to the future in database management.	Presentation
<b>MODULE V</b>		
52,53	Transaction Processing statements- Commit, Roll back, Save point.	
54	Real- time transaction systems	Assignment
55,56,57	Introduction to transactions, ACID Properties of a transaction, Transaction states	Assignment
58,59	Concurrent transactions, Advantages of Concurrent transactions,	
60	Locking Protocol, different types of locks-2PL, Multiple mode Locks.	

**NOTE :**

1. Each classroom session will be of 1 hour duration



**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

---

Programme : **Master in Business Administration**  
Course : Organisational Behaviour  
Semester : 1  
Session : June – November 2016  
Batch : 2016- 2018  
Subject Code : PMBICRT0817  
No. of credits :  
Prepared by : Sajeev C.S.  
Email : manju@aim.edu.in  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : 9388196479

**Approved By**



HoD



Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



**Organisational behaviour**  
**Course Code: PMBICRT0819**  
**Faculty: Sajeew C.S.**

**Course Objectives**

This course is designed to expose students to psychological theories that will enable them to gain insight into behaviour in organisations. The use of case studies will provide students the opportunity to apply theories to real life organisational issues and analyse the contributions and limitations of relevant theories. The course is ideally suited to those who wish to develop a critical understanding of human behaviour in organisations.

1. To introduce students to psychology theories and research at individual, group and organisational levels;
2. To help students understand organisational behaviour and management practices by examining psychological principles;
3. To facilitate a critical evaluation of organisational practices and their impact on work behaviours, attitudes and performance.

**Program Outcome**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

**Intended Student Learning Outcomes (Course Outcomes)**

After completion of the course Students will:

1. Understand and apply the fundamental concepts of microeconomics used to facilitate the problem of scarcity and resource allocation in the context of choices and opportunity cost.
2. Complete understanding of the factors determining and functioning of the market forces like Demand and Supply, elasticity's and forecasting of demand.
3. Calculate and determine the optimum cost and revenue combinations needed for equilibrium in both short and long run, as well as break-even analysis in the process of production.
4. Evaluate the different market conditions, intensity of competition and conditions for equilibrium in different types of markets like perfect competition, monopoly, monopolistic competition, oligopoly and duopoly.

### MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	3	2	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	2	2	2	1
CO 4	2	3	0	1	1	2	1

### Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)



3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

*The above criteria is subject to a maximum of 40 marks in internal assessment*

**Class Tests / Quiz:** Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

**Syndicate Sessions & Assignments:** Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

### **E-Mail and Online Classroom (LMS)**

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)



- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

## Syllabus

### **Module 1 Introduction – Individual Behaviour**

Definition of Organisation Behaviour – Nature & Scope – Challenges & Opportunities for Organisational Behaviour – Individual behavior: Learning – Theoretical overview – Perception – Factors influencing perception – Perception & Individual Decision making – Values – Attitudes & its components – Personality – Myers Briggs Type Indicator, Big Five Model - Sixteen Personality Factor

#### **i. Module 2 Motivation**

Motivation – Meaning, Definitions – Early Theories of motivation – Needs Hierarchy theory, Theory X & Y, Two-Factor theory; Contemporary Theories of motivation – Goal Setting Theory

– Reinforcement Theory – Expectancy Theory – Applications of Motivation

#### **ii. Module 3 Group Behaviour & Teams**

Group Formation and Development; Group Dynamics; Team Building, Structure of Groups; Group Efficiency; Group Norms; Cohesiveness; Group Effectiveness; Group Decision Techniques; Application of Fundamental Interpersonal Relations Orientation (FIRO-B)

#### **iii. Module 4 Leadership & Power**

Leadership: – Leadership Theories: Trait Theories – Behavioural Theories – Contingency Theories: Fiedler Model – Path Goal Theory – Contemporary Leadership: Charismatic Leadership & Transformational Leadership – Power: Bases of Power – Power Tactics

#### **iv. Module 5 Organization System & Dynamics**





Organizational Culture – Organizational Change – Resistance to Change – Managing Change - Stress: Sources and Consequences, Stress Management Emotional Intelligence, Conflict, WLB - JoHari Window

### Text book

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organisational Behaviour – Pearson Education 15th edition

### References

2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organisational Behaviour – Pearson Education 15th edition,
3. Fred Luthans - Organisational Behavior - McGraw Hill
4. Kavitha Singh, Organisational Behaviour: Text & Cases – Vikas Publishing
5. Aswathappa K., Organisational Behaviour – Himalaya Publishing House
- 6.

### Course Reference Support

#### Journals and Magazines

1. International Organization
2. Annual Review of Organizational Psychology and Organizational Behavior
3. Personnel Psychology
4. Organization Science
5. Journal of Organizational Behavior
6. Journal of Service Research
7. Leadership Quarterly
8. Organizational Behavior and Human Decision Processes
9. Organizational Psychology Review
10. Organization and Environment

#### EBSCO Journals

1. Journal of Organizational Behavior
2. Journal of Service Research
3. Leadership Quarterly
4. Organizational Behavior and Human Decision Processes
5. Organizational Psychology Review
6. Organization and Environment
7. Foreign Affairs
8. Foreign Policy



9. NBER/Macroeconomics Annual
10. Brookings Papers on Economic Activity
11. OECD Papers

#### Websites

1. [www.bretlsimmons.com](http://www.bretlsimmons.com)
2. [www.positivesharing.com](http://www.positivesharing.com)
3. [www.marinojdasmrinas.blogspot.com](http://www.marinojdasmrinas.blogspot.com)
4. [www.colleensharen.wordpress.com](http://www.colleensharen.wordpress.com)

#### Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed



## Lesson Plan

Module	Session No	Covered Topics
<b>Module 1 Introduction to Organisational Behaviour</b>	1	Introduction
	2	Concept and characteristics of organisation
	3	Introduction to Organisation Behaviour
	4	Concept, Characteristics and determinants of OB
	5	Challenges & Opportunities for Organisation
	6	Personality
	7	Myers Briggs Type Indicator,
	8	Big Five Model, Sixteen Personality Factor
	9	Porter's Five Forces Analysis
	10	Internal Analysis SWOT Analysis
	11	Values,
	12	Attitudes & its components,
	13	Perception
<b>Module 2 Motivation</b>	14	Factors influencing perception
	15	Perception & Individual Decision making;
	16	Learning – Theoretical
	17	Introduction
	18	Motivation
	19	Theories of motivation-- Needs Hierarchy theory
	20	Theory X & Y, Two-Factor theory
	21	Contemporary Theories of motivation
	22	Contemporary Theories of motivation



	23	Applications of Motivation
	24	Employee Involvement and Employee Participation.
	25	Introduction to leadership
	26	Introduction to power
<b>Module 3 Leadership &amp; Power</b>	27	Leadership Theories: Trait Theories
	28	Behavioural Theories
	29	Contingency Trait Theories Theories:
	30	Fiedler Model – Path Goal Theory
	31	Contemporary Leadership
	32	Charismatic Leadership & Transformational Leadership –
	33	Power: Bases of Power – Power Tactics
	34	Power: Bases of Power – Power Tactics
	35	Groups: meaning dynamics, classification, reasons
	36	Group formation and dvpt
	37	Group decision making, Group Dynamics;
	38	Team Building, Structure of Groups;
	39	; Group Efficiency; Group Norms; Cohensiveness;
<b>Module 4 Group Behaviour &amp; Teams</b>	40	Group Effectiveness; Group Decision Techniques;
	41	Application of Fundamental Interpersonal Relations Orientation
	42	(FIRO-B
	43	Kinesics-Body Languag
	44	Case Study
	45	
	46	Span of Management
	47	Centralization & Decentralization



	48	Organizational Culture
	49	– Organizational Change
	50	Resistance to Change – Managing Change
	51	Stress: Sources and Consequences,
	52	Stress Management
Module 5 Organization System & Dynamics	53	Emotional Intelligence,
	54	, Emotional Labor
	55	Conflict
	56	Transactional Analysis
	57	Transactional Analysis
	58	Johari Window
	59	Johari Window
	60	Case study



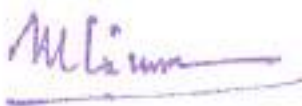
**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

---

Programme : **Master in Business Administration**  
Course : Financial Management  
Semester : II  
Session : December- May  
Batch : 2016 - 2018  
Subject Code : PMB2CRT01  
No. of credits :  
Prepared by : Nidhin Johny  
Email : [nidhin@aim.edu.in](mailto:nidhin@aim.edu.in)  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : 09995771112

**Approved By**

  
\_\_\_\_\_  
HoD

  
\_\_\_\_\_  
Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



## FINANCIAL MANAGEMENT

Course Code: PMB2CRT01

Faculty: Mr. Nidhin Johny

---

### Course Objectives

The course covers the current best practices in financial analysis and planning through the application of financial concepts. These include financial performance ratios, time value of money, financial markets and institutions, securities and valuation of firms, cost of capital, risks and return, long-term financial budgeting and working capital management.

1. To familiarize participants with fundamentals of Financial Management in an Organization
2. To provide the participants various techniques in Financial Management
3. To give an overview of the emerging financial issues facing an Organization

### Program Outcomes

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

### Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. The students will be able to critically examine the concepts relating to financial decisions and capital structure.
2. The students will be able to apply the various techniques of Capital budgeting in various business scenarios.
3. The students will demonstrate the ability to critically evaluate the various Financing and Dividend decisions.



4. The students will be able to select and apply the various techniques of managing working capital.

### MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	3	2	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	2	2	2	1
CO 4	2	3	0	1	1	2	1

### Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs



*The above criteria is subject to a maximum of 40 marks in internal assessment*

**Class Tests / Quiz:** Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)



**Syndicate Sessions & Assignments:** Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

### **E-Mail and Online Classroom (LMS)**

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



## Syllabus

### Module 1 Introduction to Finance

Introduction to Financial management: Business Finance- Concept, types and scope, Financial management: objectives, functions and scope - Interface of financial management with other functional areas. Role of finance manager- Financial forecasting - Financial planning. Risk and Return concept: – Relationship between risk and return –Risk Diversification.

### Module 2 Time Value of Money & Investment Decisions

Time Value of money and Investment Decisions- Process of compounding – Process of discounting - Future value of Single cash flow and annuity - Present value of a single cash flow and annuity. Investment Decisions: - Capital budgeting – Process of capital budgeting - selection of projects - Estimation of cash flows - Payback and Discounted payback period - Accounting rate of return- NPV – IRR – Capital Budgeting decisions under risk – Capital Rationing - Project selection under rationing.

### Module 3 Finance Decisions

Financing and Capital Structure Decision: Sources of Finance: External and Internal financing. Cost of different sources of capital –Weighted average cost of capital (WACC) and Marginal cost of capital. Capital structure decisions – meaning and pattern– Theories of capital structure- Net income approach - Net operating income approach- Traditional approach-MM approach - Optimum capital structure. Leverage - operating, financial and composite leverage.

### Module 4 Dividend Decisions

Dividend Decisions: Dividend policy – dividend and its forms – objectives of dividend policy– relevance and irrelevance. Theories of dividend decisions: Walter's Approach – Gordon's Approach – MM Approach

### Module 5 Working Capital



Management of Working capital: Meaning and Need of Working capital - factors affecting composition of working capital – Inter dependence among components of working capital – Estimation of working capital – Cash management- Cash flow statement and fund flow statement- Receivables management.

Text book

1. I.M. Pandey, – Vikas publishing , New Delhi, India

References

Brealey, Richard A and Stewart C Myers. Principles of Corporate Finance. McGraw Hill India, 2012.

2. Chandra Prasanna, Financial Management- Theory & Practice, Tata McGraw Hill, 2014.

3. Reddy, G Sudarsana, Financial Management, Himalaya Publishing House, 2011.

4. Van Horne James, Financial Management Policy, Prentice Hall India

## Course Reference Support

### Journals and Magazines

Journal of Finance

The Review of Financial Studies

Journal of Financial Economics

Journal of Accounting and Economics

Journal of Financial and Quantitative Analysis

Journal of Banking and Finance

Journal of International Financial Management and Accounting

### Websites

The Economic Times

Moneycontrol

Business Standard

Livemint



**Instructions**

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

**Lesson Plan**

Topics	Hours	Description
<b>Module 1</b>		
1 Financial management introduction	1	
2 Objectives of Financial management	2	
3 Functions of financial manager	2	
4 Relationship with other functional areas	2	
5 Forecasting and planning	2	
6 Risk and return relationship	2	<b>Assignment</b>
7 Diversification	1	
<b>Module 2</b>		
8 Time value of money	1	
9 Compounding and discounting	2	
1 Future value of single cash flow and annuity	3	
1 Present value of single cash flow and annuity	3	
1 Capital budgeting	2	Process and selection
2		
1 Payback and discounted payback	1	



3			
1 4	NPV	2	
1 5	IRR	2	
1 6	Capital rationing	1	
<b>Module 3</b>			
1 7	Meaning of capital structure	1	
1 8	Cost of Capital	1	
1 9	Sources of finance	2	
2 0	Theories of capital structure	1	Discussion on the use of debt
2 1	Net Income approach and net operating income	2	
2 2	Traditional approach	2	
2 3	MM Approach	2	<b>Assignment</b>
2 4	Leverage	2	Operating, financial and combined
<b>Module 4</b>			
2 5	Dividend decisions	1	Meaning and concept
2 6	Types of dividend	2	
2 7	Stability of dividends	1	
2 8	Walter's and Gordon's approach	2	
2 9	MM approach	2	
<b>Module 5</b>			
2	Working Capital	1	Meaning and concept



9			
3 0	Importance of working capital	1	
3 1	Working capital cycle	1	
3 2	Cash Management	2	Cash flow & fund flow
3 3	Receivables management	1	
3 4	Inventory management	1	



# ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

---

Programme : **Master in Business Administration**  
Course : Marketing Management  
Semester : II  
Session : December- May  
Batch : 2016 - 2018  
Subject Code : PMB2CRT0216  
No. of credits :  
Prepared by : Mr. Sajeev C.S  
Email : [sajeev@aim.edu.in](mailto:sajeev@aim.edu.in)  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : 9846914092

Approved By



HoD



Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



## **MARKETING MANAGEMENT**

**Course code: MBA CC10**

**Faculty: Sajeer C.S.**

### **Course Description**

This course deals with human behaviour in organizations. Conceptual frameworks, case discussions, and skill-oriented activities are applied to course topics which include: motivation, learning and development, group dynamics, leadership, communication, power and influence, change, diversity, organizational design, and culture. Class sessions and assignments are intended to help participants acquire skills and analytic concepts to improve organizational relationships and effectiveness.

### **Course Objectives**

- To gain a solid understanding of human behaviour in the workplace from an individual, group, and organizational perspective.
- To obtain frameworks and tools to effectively analyse and approach various organizational situations.
- To integrate course materials with workplace experiences.
- To reflect upon one's beliefs, assumptions, and behaviours with respect to how individuals, groups, and organizations act in order to expand the options of approaches and increase effectiveness.

### **EVALUATION STRATEGY**

The internal evaluation is based on the participant's attendance, class participation, assignments, seminars and internal assessment and continuous evaluation tests





## TEACHING SCHEDULE

Topics		Hr s	Description
<b>Module I</b>			
<b>1</b>	Marketing – Nature and scope-		
	Marketing as the central function of an organization-		
	Evolution of Marketing-		
	Marketing as Creating, Communicating, and Delivering -		
	Value -Value Chain Customer satisfaction as the end of the value chain-		Ch.2
	Marketing Environment - Internal and External environment-		
	Marketing Research-		Ch.5
	Marketing Information System		Ch 4
<b>Module II</b>			
	Strategic Marketing Planning-,		Ch.2
	Elements of Marketing Plan-		Ch.2
	Buyer Behaviour - Consumer buying decision process-		Ch. 4 Arun Kumar Meenakshi
	Consumer adoption process-		Ch.15 Pg. 491
	Organizational Buying - Process		Ch. 7 Pg. 201-227
	Market segmentation- Targeting- Positioning- Identifying and analysing competitors-		Ch. 10 297
	Designing competitive strategies -for leaders, challengers, followers.		Pg. 371-376
<b>Module III</b>			
	Concept of Product-		

	Classification of products-,		
	Goods Vs Services-		
	Major product decisions-		
	Product line and Product mix-		
	An overview of Brand Management-		
	Packaging and Labelling-		
	Product life cycle-		
	New product development-		Ch. 15
	Pricing- Factors affecting Price Determination		
	Pricing Policies and Strategies		
<b>Module IV</b>			
	Marketing Channels - Functions and Flows-		
	Channel Design,		
	Channel Management- Selection- Training-.		
	Motivation and Evaluation of channel members-		
	Retailing and Wholesaling-		
	Teleshopping - Shopping through Internet.		
	Integrated Marketing Communication Process and Mix-		
	Advertising-		
	Personal selling-		
	Direct Marketing-		
	Sales Promotion,		
	Publicity, and Public Relations - Comparative advantages and disadvantages-		
	Managing the Sales Force		
<b>Module V</b>			
	Marketing Controls - Tools and Techniques of Marketing Control-		Ch.23 Kotler Pg. 737-743 Ed. 15
	Marketing of Services-		Ch.14 Kotler Pg. 437-457 Ed. 15
	Industrial Marketing-		Ch.21 Kotler Ch.13 Kotler Pg.396-398



	Marketing Challenges in the Globalized era-		Ch.8 Kotler. (5).Ch. 18
	Green Marketing-		
	Consumerism-		(6) Ch.16 Dr. C.B.Gupta... Ch.4 Kotler Pg.119 <b>Consumer Guidance Society of India (CGSI)</b>
	Rural Marketing in India- Recent trends		

### References

1. Kotler Philip & Keller Kevin, *Marketing Management*, Pearson Education, India
2. Czinkota Michael. R & Ronkainen Iikka. *International Marketing*, Cengage Learning.
3. Ramaswamy V.S & Namakumari. S *Marketing Management – Global Perspective, Indian Context*, MacMillan.
4. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar *Marketing Management – A South Asian Perspective*, Pearson Education.
5. Kotler Philip, Keller Kevin. *A framework for Marketing Management*, Ed.6 Pearson
6. Dr. C.B.Gupta, Dr. N. Rajan Nair. *Marketing Management Text & cases 17<sup>th</sup> Revised Edition:2016*

### BOOKS TO BUY

Consumer Movement in India  
Issues and Problems  
Dr. Sanjay Kaptan  
SARUP & SONS  
NEW DELHI – 110002

### Assignments:

1. Explain the evolution of marketing from the primacy given to the goods produced by the producer to the production of goods according to the wishes of the consumer.

[lishonenine80@gmail.com](mailto:lishonenine80@gmail.com)



**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

---

Programme : **Master in Business Administration**  
Course : **Human Resource Management**  
Semester : **II**  
Session : **December - May 2017**  
Batch : **2016 - 2018**  
Subject Code : **PMB2CRT03**  
No. of credits :  
Prepared by : Ms. Indu George  
Email : indu@aim.edu.in  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : **9496119591**

Approved By

  
\_\_\_\_\_  
HoD

  
\_\_\_\_\_  
Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Ernakulam

Kochi 682018

**Human Resource Management**

**Course Code:PMB2CRT03**

**Faculty: Ms. Indu George**

---

**Introduction**

This subject provides participants a synthesized framework of Human Resources theory & practice and will impart practical insights into HR Practices in Organizations. It will help the learner to align HR Systems with the Strategic Business Objectives of a Firm.

**Program Outcome**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

**Intended Student Learning Outcomes (Course Outcomes)**

**Learning Outcomes**



1. To be able to apply the different concepts and processes of Human Resource Management based on their core theoretical knowledge
2. To have the ability to outline the nature and sources of conflict and explain the strategies for conflict resolution.
3. To be able to design Job Descriptions and Job Specifications as per the given information.
4. The students will be able to evaluate the need and formulate appropriate processes for recruitment, selection and training

#### MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

#### Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)



- Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
- Undertaking/Participating in professional surveys (based on certification)
- Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
- Membership in Professional bodies(only in one semester)
- Prize winners in Management games
- Internships in MNCs/TNCs

*The above criteria is subject to a maximum of 40 marks in internal assessment*

**Class Tests / Quiz:** Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

**Presentations :** Students are divided into groups to make presentations on the different labour and welfare laws in HR.This will help the students to improve their overall knowledge, communication skills, attitude and confidence

**Assignments:** Assignments must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

### **E-Mail and Online Classroom (LMS)**

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



## **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

## **SYLLABUS**

### **Module I**

Introduction to Human Resource Management-Importance-Scope and Objectives. Evolution. Line and Staff aspects of HRM, Line managers Human Resource duties. New approaches to organising HR. Strategic Human Resources Management, Strategic HRM tools.

### **Module II**

Job analysis: Methods for collecting Job Analysis Information, Writing Job Description & Job Specification. Human Resource Planning and Recruiting: The Recruitment and Selection process- Planning and Forecasting, Internal and External sources of candidates, Managing HR in challenging times Employee Testing and Selection: Basic testing concepts, Types of Tests. Interview: Process and Types, Guidelines for Interviews

### **Module III**

Orientation, The Training Process, Training Needs Analysis, Training Techniques- On - the-Job & Off-the -Job Training Methods, OJT Process , Training Evaluation. Management Development Programs : Case Study and other Modern Training Method , Performance Management & Appraisal: Process and Techniques. Career Planning and Management Concepts.



**Module IV**

Establishing Pay Rates: Steps, Job Evaluation. Wage and Salary administration- Steps and factors affecting, Incentives, Benefits and services: Statutory Benefits - Non-statutory Benefits - Insurance Benefits - Retirement Benefits, Flexible Benefits Programs. QWL

**Module IV**

Industrial relations: Significance, Objectives, Approaches. Industrial Disputes- Causes, Forms, Preventive Machinery. Collective Bargaining: Basic Concepts . Trade unions: Definition, Objectives, Functions Social Security in India, Employee welfare, Grievance Handling and Discipline-Sources and forms of Grievances -Grievance Procedure, Disciplinary Procedure.

**Text Book :**

1. K Aswathappa, *Human Resource Management- Text & Cases*, Tata McGraw Hill.

**References**

1. Gary Dessler & Biju Varkkey, *Human Resource Management*, Pearson.
2. VSP Rao, *Human Resource Management: Text and cases*, Excel Books, New Delhi.
3. Mizra S. Saiyadain, *Human Resources Management*, 4<sup>th</sup> Ed, Tata McGraw Hill.
4. Raymond Noe, *Employee Training and Development*, Tata McGraw Hill.
5. Wayne Mondy, *Human Resource Management*, Pearson, India.
6. Joe Martocchio, *Strategic Compensation: A Human Resource Management Approach*, Pearson, India.

**Faculty Details**

Name :Ms. Indu George  
Website :www.aim.edu.in  
Email :indu@aim.edu.in  
Mobile : 9496119591

**Assignments / Case Studies**



Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

### **Corporate Report**

Report should include the recruitment methods and training methods followed in the organisation

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Declamations
- Presentations
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

### **Course Reference Support**

#### **Journals and Magazines**

1. Human resource Management Journal
2. The Journal of Human Resources
3. Journal of Management
4. Industrial Relations
5. Journal of Human Resources
6. Leadership -Quarterly
7. Journal of Organisational Behaviour
8. Organisational Sciences
9. Organisation Behaviour and Human decision Processes
10. Harvard Business Review
11. HRMagazine



12. Workforce Magazine

**Websites**

1. [www.citeHR.com](http://www.citeHR.com)
2. [www.ignou.ac.in](http://www.ignou.ac.in)
3. [www.hrzone.com](http://www.hrzone.com)
4. [www.study.com](http://www.study.com)
5. [www.thehrcapitalist.com](http://www.thehrcapitalist.com)
6. [www.humanresourcesmba.com](http://www.humanresourcesmba.com)
7. [www.tutorialspot.com](http://www.tutorialspot.com)
8. [www. Classcentral.com](http://www.Classcentral.com)
9. [www.tutorialspoint.com](http://www.tutorialspoint.com)
10. [www.Khan Academy.com](http://www.Khan Academy.com)
11. [www.Udacity.com](http://www.Udacity.com)
12. [www.digitahrtech.com](http://www.digitahrtech.com)

**Instructions**

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed.

**TEACHING SCHEDULE**

Topics	Hrs	Description
Module 1 Introduction to Human Resources Management		



Introduction to Human Resource Management-Importance-Scope and Objectives, Evolution	3	-Concept & Importance of HRM - Scope - Functions of HRM - Evolution of HRM
Line and Staff aspects of HRM, Line managers	1	-Line & Staff aspects of HRM - Need of HR Department in an organisation
Duties of Human Resources Managers	1	- Duties of Line managers as HR managers
Human capital management	2	-Concept of HR as Human Capital - Keeping te Human capital satisfied in an organisation
<b>Module 2 Job Analysis</b>		
Job analysis: Methods for collecting Job Analysis Information, Writing Job Description & Job Specification,	3	- Concept & importance of Job Analysis - Sources and uses of Job Analysis - Methods of Job Analysis - Results of Job Analysis - Writing Job description & Job Specification
Human Resource Planning & Forecasting	4	- Human resource Planning at Macro Level - Factors affecting Manpower Planning -HRP Process - Problems in HRP

The Recruitment and Selection process- Internal and External sources of candidates	3	<ul style="list-style-type: none"> <li>- Need of recruitment in organisations</li> <li>- Factors affecting recruitment</li> <li>- Recruitment process</li> <li>- Sources of recruitment</li> </ul>
Testing and Selection: Basic testing concepts, Types of Tests.	2	<ul style="list-style-type: none"> <li>- Selection Process</li> <li>- Validity &amp; Reliability of Tests</li> <li>- Types of tests</li> </ul>
Interview: Process and Types, Guidelines for Interviews.	1	<ul style="list-style-type: none"> <li>- Types of Interviews</li> <li>- Do's &amp; Dots in Interview</li> <li>- Guidelines for effective interviews as employer &amp; Employees</li> </ul>
Managing HR in challenging times	1	Challenges in recruitment & Selection
<b>Module 3 Training &amp; Performance Management</b>		
Orientation and Placement	1	<ul style="list-style-type: none"> <li>- Contents of Induction</li> <li>- Types of Induction</li> <li>- Meaning and importance of placements in organisations</li> </ul>
Training Process, Training Needs Analysis,	2	<ul style="list-style-type: none"> <li>- Definition and importance of Training</li> <li>- Steps in the training process</li> </ul>
Training Techniques- On -the-Job & Off-the -Job Training Methods, OJT Process,	2	<ul style="list-style-type: none"> <li>- Types of Training methods- On-The-Job &amp; Off the Job methods.</li> </ul>
Training Evaluation	1	<ul style="list-style-type: none"> <li>- Evaluation on Process of training</li> <li>- 4 Level model of Evaluation</li> </ul>
Management Development Programs- Case Study and other Modern Training Methods.	2	<ul style="list-style-type: none"> <li>- Objectives of MDP</li> <li>- Methods for MDP</li> </ul>



Performance Management & Appraisal: Process and Techniques.	2	- Definition & Objectives of Performance Management - PA Process - Techniques for PA
Career Planning and Management Concepts.	2	- Career Management Process - Career Planning Methods
<b>Module 4 Compensation</b>		
26	Establishing Pay Rates: Steps	1 - Definition & Objectives of Compensation - Factors affecting Compensation - Basic Components of compensation
27	Job Evaluation	2 - Job evaluation Process and methods
28	Wage and Salary administration- Steps and factors	2 - wage Concepts - Wage determination process - Wage Fixation Methods - Wage Differentials+
29	Incentives	3 - Need for Incentives - Requirements of an effective incentive plan - Types of Incentives
30	Benefits and services-Statutory Benefits - Non-statutory Benefits – Insurance Benefits -Retirement Benefits, Flexible Benefits Programs. ESOPs	3 - Statutory Benefits - Non Statutory benefits -Insurance benefits -Retirement benefits -Flexible Benefits -ESOPs
31	QWL	1 - Scope of QWL - Techniques for improving QWL
<b>Module 5 Industrial Relations</b>		
34	Trends in HR Industrial relations: Significance, Objectives, Approaches	2 - Definition, Objectives & Approaches for IR - Significance of IR - Parties in IR
35	Industrial Disputes- Causes, Forms, Preventive Machinery	2 - Objectives of Industrial Disputes - Forms & causes of Industrial Dispute - Preventive Machinery
36	Collective Bargaining: Basic	2 - Features & Objectives of Collective bargaining

	Concepts. Long term settlements: Cases in India		- Collective bargaining cases in India - suggestions for effective Collective Bargaining
37	Trade unions: Definition, Objectives, Functions	1	- Need of Trade unions - Objectives & Functions of trade Unions
38	Social Security in India, Employee welfare	2	- Scope of social security - Labour Welfare schemes
39	Grievance Handling, Sources and forms of Grievances -Grievance Procedure	2	- Forms and causes of grievances - Steps in grievance handling mechanism
40	Discipline,Disciplinary Procedure	2	- Objective of Discipline - Types of Discipline - Factors contributing to indiscipline - Precedure for Disciplinary action
	Participative Decision making process – Role of quality circle in TQM	1	- Importance of Participative decision making - Quality Circle & TQM
	Strategic Human Resources Management, Strategic HRM tools.	1	- SHRM - SHRM Tools
		60	



**ALBERTIAN INSTITUTE OF MANAGEMENT**


**St. Albert's College (Autonomous)**

**Ernakulam**

---

Programme : **Master in Business Administration**  
Course : Operations Management  
Semester : II  
Session : December 2016– May 2017  
Batch : 2016 - 2018  
Subject Code : PMB2CRT04  
No. of credits :  
Prepared by : Dr. Shiny C.M.  
Email : shiny@aim.edu.in  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : 09446345377

**Approved By**

  
\_\_\_\_\_  
HoD

  
\_\_\_\_\_  
Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)





**Operations Management**  
**Course Code: PMB2CRT04**  
**Faculty: Dr. Shiny C.M.**

---

### Course Objectives

Operations management is an area of management concerned with designing and controlling the process of production and redesigning business operations in the production of goods or services. It helps in understanding the best practices to attain the highest level of efficiency within an organisation.

1. To provide basic understanding of the Production / Operations Management function in organisations
2. To sensitise the participants about efficiency and effectiveness in operation function.

### Program Outcome

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

### Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Students will be able to understand the basic concepts of production management.
2. Students will be able to compare and analyse the layouts and manufacturing systems of an organization.



3. Students will be able to apply the production and operations planning concepts learning through problem solving.
4. Students will be able to create a supply chain management which can be used in manufacturing firms.

### MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√			√			
CO 2	√					√	√
CO 3		√	√			√	
CO 4	√				√		√

### Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

*The above criteria is subject to a maximum of 40 marks in internal assessment*



**Class Tests / Quiz:** Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

**Syndicate Sessions & Assignments:** Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

### **E-Mail and Online Classroom (LMS)**

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc, to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Lecture
- Case Study
- Videos



## Syllabus

### Module 1 Introduction to Production & Operations Function

Introduction to Production and Operations Functions – Scope of Production and Operations Management – Interaction of Operations Management with other functional areas of Management – Manufacturing and Non-Manufacturing operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5Ps of Operations.

### Module 2 Production & Operations Planning, Manufacturing System, Layout

Production & Operations Planning and Control, Role of Production Planning & Control in Operations Management – Plant Location & Layout: Steps in location selection – Factors influencing Layout – Principles of Layout - Layouts by Products and Process – Hybrid Layout – Design of Operations Systems: Aggregate planning and Master Scheduling, MRP, CRP. Line Balancing & Sequencing – Capacity Planning

### Module 3 Materials Management & Vendor Management

Material Handling: Material Handling Principles – Types – Selection & Design of Material Handling System. Materials Management – Functions – Material planning and Budgeting – Value Analysis – Purchase functions and Procedure - Inventory control – Types of Inventory – Safety stock – Inventory Control Systems – Economic Order Quantity (EOQ) – Perpetual – Periodic – Just In Time (JIT) – Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criteria.

### Module 4 Work Study & Maintenance

Work study, Time and Method study: Definition – Importance – Aims and Procedures – Implications on Productivity – Work measurement – Work sampling – Work environment – Industrial safety – Value analysis. Basics of Maintenance Management – Maintenance Decisions

### Module 5 Supply Chain Management & Lean Systems

Supply Chain Management – Concept of Supply chain, Stages and flows in Supply chain, Terminology in Supply chain management – Supply chain disruption- Bull Whip effect. Lean



Systems – Basic understanding about Lean concepts- Pull and Push systems, Jidoka, Poke-Yoke, 5S, Total Preventive Maintenance (TPM), Toyota Production System, Kanban System.

**Recommended Books:**

1. Lee J. Krajewski et al, Operations Management, Process and Supply chains. 11th Edition Pearson India Education Services Ltd. India
2. Russel& Taylor, Wiley, Management, Quality and Competitiveness in a Global Environment, Fifth Edition, India Edition
3. BuffaSarin, Wiley, Modern Production and Operations Management, India Edition
4. KanishkaBedi, Production and Operations Management, Oxford University Press.
5. Aswathappa K and ShridharaBhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
7. Mahadevan B, Operations Management Theory and Practice, Pearson Education, 2007.

**Course Reference Support**

**Journals and Magazines**

1. Journal of Operations Management
2. Manufacturing and Service Operations Management
3. Production and Operations Management
4. Production Planning and Control
5. Journal of Manufacturing Processes

**EBSCO Journals**

1. International Journal of Supply and Operations Management

**Websites**

1. [onlinelibrary.wiley.com/journal/19375956](http://onlinelibrary.wiley.com/journal/19375956)
2. [www.poms.org/journal/](http://www.poms.org/journal/)
3. [www.vssut.ac.in/lecture\\_notes/lecture1429900757.pdf](http://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf)
4. [link.springer.com/referenceworkentry](http://link.springer.com/referenceworkentry)
5. [global.toyota/en/company/vision-and-philosophy/production-system/](http://global.toyota/en/company/vision-and-philosophy/production-system/)



**Instructions**

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

**Lesson Plan**

Module	Session No	Covered Topics
<b>Module 1 Introduction to Production &amp; Operations Function</b> Introduction to Production and Operations Functions - Scope of Production and Operations Management - Interaction of Operations Management with other functional areas of Management - Manufacturing and Non Manufacturing operations and their	1	Introduction to production and operations functions
	2	Introduction to production and operations functions
	3	Scope of Production and Operations Management
	4	Interaction of Operations Management with other functional areas of Management
	5	Manufacturing and Non Manufacturing operations and their Classifications



Classifications - Operations Strategy: Elements of Operations Strategy - 5Ps of Operations.	6	Operations Strategy:
	7	Elements of Operations Strategy
	8	5Ps of Operations.
<b>Module 2 Production &amp; Operations Planning, Manufacturing System, Layout</b> Production & Operations Planning and Control, Role of Production Planning & Control in Operations Management - Plant Location & Layout: Steps in location selection - Factors influencing Layout - Principles of Layout - Layouts by Products and Process - Hybrid Layout - Design of Operations Systems: Aggregate planning and Master Scheduling, MRP, CRP. Line Balancing & Sequencing - Capacity Planning	9	Production & Operations Planning and Control
	10	Role of Production Planning & Control in Operations Management
	11	Plant Location & Layout:
	12	Steps in location selection
	13	Factors influencing Layout
	14	Principles of Layout
	15	Layouts by Products and Process
	16	Hybrid Layout
	17	Design of Operations Systems:
	18	Aggregate planning
	19	Master scheduling
	20	MRP
		CRP
	21	Line balancing and sequencing
22	Line balancing and sequencing	
<b>Module 3 Materials Management &amp; Vendor Management</b> Material Handling: Material Handling Principles - Types - Selection & Design of Material Handling System. Materials Management - Functions - Material Planning and Budgeting - Value Analysis - Purchase functions and Procedure - Inventory control - Types of Inventory - Safety stock - Inventory Control Systems - Economic Order Quantity (EOQ) - Perpetual - Periodic - Just In Time (JIT) - Managing Vendors; Vendor Analysis, Rating and Selection - Procedure and Criteria.		Capacity planning
	23	Material Handling
	24	Material Handling Principles
	25	
	26	Types- material handling
	27	Selection & Design of Material Handling System
	28	Materials Management
	29	Functions of materials handling
	30	Material Planning and Budgeting
	31	Value Analysis
	32	Purchase functions and Procedure
	33	Inventory control
	34	Types of Inventory
	35	Safety stock -
	36	Inventory Control Systems
37	Economic Order Quantity (EOQ)	



	38	Perpetual - Periodic - Just In Time (JIT)
	39	Managing Vendors
	40	Vendor Analysis, Rating and Selection
	41	Procedure and Criterions.
<b>Module 4 Work Study &amp; Maintenance</b>	42	Work study
Work study, Time and Method study: Definition - Importance - Aims and Procedures - Implications on Productivity - Work measurement - Work sampling - Work environment - Industrial safety -Value analysis. Basics of Maintenance Management - Maintenance Decisions	43	Time study
	44	Method study
	45	Implications on Productivity
	46	Work measurement
	47	Work sampling
	48	Work environment
	49	Industrial safety
	50	Value analysis
	51	Basics of Maintenance Management, maintenance decisions
<b>Module 5 Supply Chain Management &amp; Lean Systems</b>	52	Supply Chain Management - Concept of Supply chain
Supply Chain Management - Concept of Supply chain, Stages and flows in Supply chain, Terminology in Supply chain management -Supply chain disruption- Bull Whip effect. Lean Systems - Basic understanding about Lean concepts- Pull and Push systems, Jidoka, Poke-Yoke, 5S, Total Preventive Maintenance (TPM), Toyota Production System, Kanban System.	53	Stages and flows in Supply chain
	54	Terminology in Supply chain management
	55	Supply chain disruption- Bull Whip effect
	56	Lean Systems - Basic understanding about Lean concepts
	57	Pull and Push systems
	58	Jidoka, Poke-Yoke, 5S,
	59	Total Preventive Maintenance (TPM), Toyota Production System,
	60	Kanban System.





**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

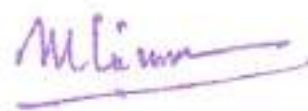
---

Programme : **Master in Business Administration**  
Course : **Environmental Management**

Semester : **II**  
Session : **June- November**  
Batch : **2016-2018**  
Subject Code : **PMB2CRT05**  
No. of credits :  
Prepared by : **Mr. Sajeev C.S**  
Email : **sangeetha@aim.edu.in,**  
Website : **<https://www.alberts.edu.in/mba/faculty/>**  
Mobile : **9846914092**

Approved By

  
\_\_\_\_\_  
HoD

  
\_\_\_\_\_  
Principal

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



## Environmental Management

### Code: PMB2CRT05

### Introduction

This subject will help the participants to familiarize with the framework of Natural Environment and Importance of Protection of Natural Resources, and make them aware about pollution and waste management.

### Program Outcome

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

### Intended Student Learning Outcomes

1. Understand and apply the types of natural resources and Energy management techniques in our immediate ecosystem
2. Develop a Plan for Effective waste management.
3. Evaluate the effectiveness of different dimensions of Sustainable development.
4. Analyse different Policies and Legislations for Environmental Management

### MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√



### EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5), Corporate report(5) and continuous evaluation tests(10)

#### Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

#### Module 1

Importance and Sustainability - The Brundtland Report. Eco-system: Components – Biotic and abiotic components, Biodiversity - Definition, Principles, Bio-diversity in India.

#### Module 2 Natural resources and Energy management

Depletion of natural resources - Fossil fuels. Energy sources: Conventional sources – Renewable Sources - Energy management techniques - Energy Audit, Global Warming - Ozone depletion - Carbon credit - Climate change.

#### Module 3 Disaster management & resilience

Society - Its Development and Governance Environmental Degradation, Industrial Pollution – Types and Impacts – solution, Waste Management - Developing Recycling Technologies.

#### Module 4 Sustainable development

Dimensions of sustainable development, The Earth Charter; Human health - Human mobility; Population, Urban challenge - Triple Bottom line.

#### Module 5 Environment Politics

Policies and Legislations, Governmental Institutions for Environmental Management – United Nations Commission for Sustainable Development, ISO 14000, Business Start-Ups and environment policies.

#### Recommended Books:

1. Bala Krishnamurthy – Environmental Management: Text and Cases, PHI.



2. Arindita Basak – Environmental Studies, Pearson Education.
3. Kaushik and Anubha – Environmental Studies, New Age International.
4. Betz and Fredrick – Managing Technology, Prentice Hall, Englewood cliffs, New Jersey.

### **Assignments/ Case Studies**

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

### **Corporate Report**

Report should include major issues and environment management of big players

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

### **Course Reference Support**

#### **Journals and Magazines**

Applied Environmental Education and Communication: An International Journal

Ecosystems

Environment and Resources

Environment, Development and Sustainability

Environmental Conservation

Environmental Education Research

Environmental Management

International Journal of Environmental Studies

#### **Websites/ blogs**

1. Grist
2. Treehugger
3. EcoWatch



4. Inside Climate News
5. Yale Environment 360
6. BBC: Earth blog
7. Union of Concerned Scientists
8. Green Biz
9. Inhabitat
10. NOAA Climate.gov
11. The New York Times: Green
12. IPCC
13. World Wide Fund Global
14. Mother Jones
15. Clean Technica
16. Carbon Brief

1. [Encyclopedia of Earth \(EoE\)](#)
2. [Encyclopedia of Life Support Systems \(EOLSS\)](#)—sponsored by UNESCO
3. [Global Change Master Directory](#)
4. [Global Earth Observation System of Systems \(GEOSS\)](#)
5. [Earth Negotiations Bulletin](#)—published by the Reporting Services arm of the International Institute for Sustainable Development
6. [Environment and Energy Publishing](#)
7. [The Environmentalist](#)
8. [Environmentmagazine.org](#)
9. [Our World 2.0](#)
10. [Climateprediction.net](#)

### Teaching plan

Topics	Hours	Description
1 <b>Module 1</b> Importance and Sustainability - The Brundtland Report. Eco-system: Components – Biotic and abiotic components , Biodiversity - Definition, Principles, Bio-diversity in India.	1	Importance and Sustainability
	2	The Brundtland Report.
	3	Importance and Sustainability
	4	Eco-system: Components – Biotic and abiotic components .
	5	Eco-system: Components – Biotic and

			abiotic components .
		6	. Biodiversity - Definition
		7	Principles,
		8	Bio-diversity in India.
2	Module 2	9	Depletion of natural resources
		10	Fossil fuels
	Depletion of natural resources - Fossil fuels. Energy sources: Conventional sources – Renewable Sources - Energy management techniques - Energy Audit, Global Warming - Ozone depletion - Carbon credit - Climate change.	11	Energy sources: Conventional sources
		12	Renewable Sources
		13	Energy management techniques
		14	Energy Audit
		15	Global Warming
		16	Ozone depletion -
		17	Carbon credit - Climate change.
3	<b>Module 3 Disaster management &amp; resilience</b> Society - Its Development and Governance Environmental Degradation, Industrial Pollution – Types and Impacts – solution, Waste Management - Developing Recycling Technologies.	24	Disaster management & resilience Society -Introduction
		25	Disaster management
		26	Environmental Degradation
		27	Environmental Degradation
		28	Industrial Pollution
		29	Types and Impacts – solution,
		30	Waste Management
		31	Developing Recycling Technologies.
		32	Developing Recycling Technologies
		33	Case Study_ Bhopal Gas tragedy
		34	Case Study_ Bhopal Gas tragedy
		35	Case Study_ Bhopal Gas tragedy
4	<b>Module 4</b> Sustainable development Dimensions of sustainable development, The Earth Charter; Human health - Human mobility ; Population , Urban challenge - Triple Bottom line.	36	Introduction to sustainable development
		37	Introduction to sustainable development
		38	The Earth Charter;
		39	Human health - Human mobility ;

		40	Human mobility
		41	Population ,
		42	Urban challenge
		43	- Triple Bottom line
		44	- Triple Bottom line
		45	Case discussion -Niomi Island
		46	Case discussion- The fatal fog of Delhi
5	<b>Module 5</b> Environment Politics Policies and Legislations, Governmental Institutions for Environmental Management - United Nations Commission for Sustainable Development, ISO 14000, Business Start-Ups and Environment policies.	47	Policies and Legislations - introduction
		48	Policies and Legislations
		49	Governmental Institutions for Environmental Management
		50	United Nations Commission for Sustainable Development
		51	United Nations Commission for Sustainable Development
		52	United Nations Commission for Sustainable Development
		53	United Nations Commission for Sustainable Development
		54	United Nations Commission for Sustainable Development
		55	ISO 14000
		56	ISO 14000
		57	ISO 14000
		58	Business Start-Ups and Environment policies
		59	Business Start-Ups and Environment policies
		60	Business Start-Ups and Environment policies

**Instructions**

- a) Students are expected to read the concerned session's topics in advance before coming to the class

- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed





**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

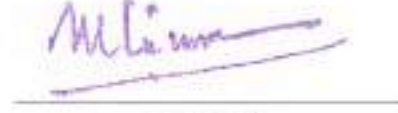
---

Programme : **Master in Business Administration**  
Course : **OPERATIONS RESEARCH**  
Semester : **II**  
Session : **December - May**  
Batch : **2016 - 2018**  
Subject Code : **PMB1CRT0617**  
No. of credits :  
Prepared by : **Ms. Sajitha Mony**  
Email : **sajitha@alberts.edu.in**  
Website : **<https://www.alberts.edu.in/mba/faculty/>**  
Mobile : **9747006070**

**Approved By**



HoD



Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



# OPERATIONS RESEARCH

Course Code: PMB2CRT0519

## Introduction

The subject's intent is to familiarize the participants with the scope and applications of Operations Research in Managerial decision making. This subject will impart basic insights to students about use of various Scientific Tools and Models in OR for Business Analysis and will provide basic insights into Decision Science and Decision Environment.

## Program Outcome

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

## Intended Student Learning Outcomes (Course Outcomes)

1. Understand and apply theories and concepts of Operations Research and Models in OR
2. Develop an insight of Transportation and Assignment Problems and Demonstrate in real time projects as how to interpret the data set
3. Evaluate the effectiveness of different Network Analysis Techniques, for a given



data set and choose the best.

4. Apply the concepts of Game Theory to find solutions to business as well as day to day scenarios

## MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√	√					
CO 2		√					
CO 3				√	√	√	
CO 4		√	√			√	√

## EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

### Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs over

## SYLLABUS

### Module 1 Quantitative Techniques and Business Management

#### Module 1

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Introduction to Operations Research, Concept of Optimization, Decision making through Operations Research, Models and Modeling in OR, General methods for solving OR models, Application and Scope of OR – Basic OR models.

**Module 2**

Linear programming- Formulation of LPP, Graphical method, Simplex method, Maximization problems – Minimization problems, Problems involving artificial variables. Concepts of- Duality, Sensitivity analysis, Degeneracy in LPP. Integer Programming Problems, Gomory's cutting plane algorithm, Introduction to Branch and Bound Techniques (Theoretical aspects only)

**Module 3**

Transportation problems: Formulation, Methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method), Test for optimality (MODI Method), Unbalanced Transportation Problems, Maximization Transportation Problems. Assignment Problems: Formulation, Methods of solution, Hungarian method, Unbalanced problems, Maximization problems

**Module 4**

Network Analysis: CPM and PERT-Time estimation-Critical Path, Basic Concepts of Crashing. Replacement Problems: Replacement of assets that deteriorate with time, Replacement of assets that fail completely.

**Module 5**

Decision theory: Concepts of decision making, Decision making environments, Decision making under uncertainty, Decision making under risk, Decision tree analysis, Sensitivity Analysis – Game Theory: Concept of game, Two-person zero-sum game; N Person Game, Pure and Mixed Strategy Games, Saddle Point, Probability Method-Dominance Method and Linear Programming Method for solving Mixed Strategy Game.

**Recommended Books:**

1. Sharma, J K. Operations Research: Theory and Applications (5/e). New Delhi:



Laxmi Publications, 2013.

2. Taha, Hamdy A. Operations Research: An Introduction (9/e). Prentice Hall, 2010.
3. Ravindran, A and Don T Phillips. Operations Research: Principles and Practice. John Wiley & Sons, 1987.
4. Vohra, N D. Quantitative Techniques for Management. Tata McGraw Hill Education, 2015

### Faculty Details

**Name** :Ms. Sajitha Mony  
**Website** :www.aim.edu.in  
**Email** : sajitha@alberts.edu.in  
**Mobile** : 9747006070

### Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

### Corporate Report

Report should include the functional areas and the role of business analytics in it.

### Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

## Course Reference Support

### Journals and Magazines

1. Harvard Business Review
2. Business Insider
3. JSTOR: Mathematics & Statistics Collection
4. MathSciNet
5. SQU Scientific Journals
6. Media Week
7. Business Today

### Websites

1. [www.tutorialspoint.com](http://www.tutorialspoint.com)
2. [www.citeops.com/](http://www.citeops.com/)
3. [www.KhanAcademy.com](http://www.KhanAcademy.com)
4. [www.Udacity.com](http://www.Udacity.com)
5. [www.EnvatoTuts+.com](http://www.EnvatoTuts+.com)
6. [www.Study.com.com](http://www.Study.com.com)

### Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions



- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

### Teaching plan

Topics	Hours	Description
<b>1 Module 1</b> Introduction to Operations Research, Concept of Optimization, Decision making through Operations Research, Models and Modeling in OR, General methods for solving OR models, Application and Scope of OR – Basic OR models.	1	Introduction to Operations Research
	2	Decision making through Operations Research
	2	Models and Modeling in OR
	4	Models and Modeling in OR
	5	Models and Modeling in OR
	6	Application and Scope of OR
	7	Application and Scope of OR
	8	Basic OR models.
<b>2 Module 2</b> Linear programming- Formulation of LPP, Graphical method, Simplex method, Maximization problems – Minimization problems, Problems involving artificial variables. Concepts of- Duality, Sensitivity analysis, Degeneracy in LPP. Integer Programming Problems, Gomory's cutting plane algorithm, Introduction to Branch and Bound Techniques	9	Linear programming-
	10	Formulation of LPP,
	11	Formulation of LPP,
	12	Graphical method,
	13	Graphical method,
	14	Simplex method,
	15	Simplex method,
	16	Duality, Sensitivity analysis, Degeneracy in LPP.
	17	Duality, Sensitivity analysis, Degeneracy in LPP.

	(Theoretical aspects only)	18	Integer Programming Problems
3	<b>Module 3</b> Transportation problems: Formulation, Methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method), Test for optimality (MODI Method), Unbalanced Transportation Problems, Maximization Transportation Problems. Assignment Problems: Formulation, Methods of solution, Hungarian method, Unbalanced problems, Maximization problems	19	Transportation problems
		20	NWCR
		21	LC
		22	VAM
		23	Test for optimality (MODI Method)
		24	Assignment Problems
		25	Assignment Problems
		26	Assignment Problems
		27	Assignment Problems
		28	Assignment Problems
4	<b>Module 4</b> Network Analysis: CPM and PERT-Time estimation-Critical Path, Basic Concepts of Crashing, Replacement Problems: Replacement of assets that deteriorate with time, Replacement of assets that fail completely.	29	Network Analysis:
		30	Network Analysis:
		31	CPM
		32	CPM
		33	PERT
		34	Replacement Problems
		35	Replacement Problems
		36	Replacement Problems
5	<b>Module 5</b> Decision theory: Concepts of decision making, Decision making environments, Decision making under	37	Decision theory:
		38	Decision making environments
		39	Decision making under uncertainty
		40	Decision making under uncertainty



uncertainty, Decision making under risk, Decision tree analysis, Sensitivity Analysis – Game Theory: Concept of game, Two-person zero-sum game; N Person Game, Pure and Mixed Strategy Games, Saddle Point, Probability Method-Dominance Method and Linear Programming Method for solving Mixed Strategy Game.	41	Game Theory:
	42	Game Theory:
	43	Game Theory:
	44	Game Theory:
	45	Assessment
	46	Assessment
	47	Assessment
	48	Cases
	49	Cases

**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

---

Programme : **Master in Business Administration**  
Course : **RESEARCH METHODOLOGY**  
Semester : **II**  
Session : **December- May**  
Batch : **2016-18**  
Subject Code : **PMB2CRT0716**  
No. of credits :  
Prepared by : **Mr. Nidhin Johny**  
Email : **nidhin@aim.edu.in**  
Website : **<https://www.alberts.edu.in/mba/faculty/>**  
Mobile : **9747006070**

Approved By

  
\_\_\_\_\_  
HoD

  
\_\_\_\_\_  
Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



## RESEARCH METHODOLOGY

Course Code: PMBICRT0519

### Introduction

The course is intended to prepare the students for projects through providing basic aspects of Research Methodology and to make them familiar with different phases of Research. This course will also equip the participants basic insights into Data Analysis and Report Writing

### Program Outcome

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

### Intended Student Learning Outcomes (Course Outcomes)

1. Analyse and comprehend the types of Research Design
2. Develop an insight on Different Sampling Techniques and Demonstrate in real time projects as which technique to use
3. Evaluate the effectiveness of different Scales of measurements for a given data set and choose the best.
4. Apply the steps of research to do a minor research work and thereby compile a



research report

**MAPPING**

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√	√					
CO 2		√					
CO 3				√	√	√	
CO 4		√	√			√	√

**EVALUATION STRATEGY**

The internal evaluation is based on internal assessment that includes participant’s attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

**Subject to a maximum of 40 marks**

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs over

**SYLLABUS**

**Module 1 Introduction to Research**

Research – Meaning - Definitions – Characteristics – Nature & Scope of Research –



Types of research – Research Approaches: Quantitative Vs Qualitative – Research Process – Problem Formulation: Steps – Value & Cost of Information – Preparation and Contents of Business Research Proposal – Application of Research in Business: An overview – Ethics in Business Research

### **Module 2 Research Design**

Definition – Features of a good Research design – Contents of Research Design –Types of Research Designs: Exploratory Research – Features – Methods of Exploratory Research: Literature Search – Focus Group Discussion & Expert Opinion Method – Comprehensive Case Method. Descriptive Research: Types of descriptive research – Cross sectional studies and longitudinal studies

### **Module 3 Sampling & Data Collection**

Statistical Population – Sample – Sampling Frame – Characteristics of good sample design – Determination of Sample Size – Probability Vs Non-Probability Sampling Techniques – Sampling Error. Data Collection: Primary & Secondary Sources – Primary data collection methods: Observation Method – Types of Observation. Interview Method – Types of Interview. Qualitative Data Collection Methods: Case Study Method & Content Analysis – Reliability and Content Validity of Research instruments

### **Module 4 Measurement Scales & Data Analysis**

Measurement Scales: Basic measurement scales – Nominal, Ordinal, Interval, & Ratio Scales – Attitude measurement. Preparation of data – Editing, coding, classification, tabulation, validation of data. Formulation of Hypotheses – Parametric & Non-Parametric Tests – Basics of Multivariate Analysis – Factor Analysis & Discriminant Analysis (Theory) – Use of Statistical Software in Business Research

### **Module 5 Research Report Writing**

Research reports - Different types of reports – Different formats of research reports – Use of information technology in research – Research Citation – Citation styles –Oral presentations of reports. Research applications in functional areas of management



**Recommended Books:**

1. Kothari C.R, Research Methodology: Methods and Techniques, New Age International Publishers
2. Cooper and Schindler, Business Research Methods, 12th Ed. Tata McGraw Hill  
Krishnakumar K.N., SivakumarAppalyer, Mathirajan M., Management Research Methodology, – Pearson Education
3. PaneerSelvam, Research Methodology, Prentice Hall India
4. Naresh K Malhotra – Marketing Research: An Applied Orientation, PearsonEducation, New Delhi.

**Faculty Details**

**Name** :Mr. Nidhin Johny  
**Website** :[www.aim.edu.in](http://www.aim.edu.in)  
**Email** : [Nidhin@aim.edu.in](mailto:Nidhin@aim.edu.in)  
**Mobile** : 9747006070

**Assignments / Case Studies**

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

**Corporate Report**

Report should include the functional areas and the role of business analytics in it.

**Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)



- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

## **Course Reference Support**

### **Journals and Magazines**

1. Harvard Business Review
2. Business Insider
3. International Journal of Marketing
4. International Journal of Finance
5. International Journal of Human Resources
6. Erudition
7. Media Week
8. Business Today
9. Dhanam
10. Scientific Research Publishing

### **Websites**

1. [www.tutorialspoint.com](http://www.tutorialspoint.com)
2. [www.citeops.com/](http://www.citeops.com/)
3. [www.Khan Academy.com](http://www.Khan Academy.com)
4. [www.Udacity.com](http://www.Udacity.com)
5. [www.Envato Tuts+.com](http://www.Envato Tuts+.com)
6. [www.Study.com.com](http://www.Study.com.com)

### **Instructions**



- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

### Teaching plan

Topics	Hours	Description
1 <b>Module 1</b> Research – Meaning - Definitions – Characteristics – Nature & Scope of Research – Types of research – Research Approaches: Quantitative Vs Qualitative – Research Process – Problem Formulation: Steps – Value & Cost of Information – Preparation and Contents of Business Research Proposal – Application of Research in Business: An overview – Ethics in Business Research	1	<b>Introduction to</b> Research
	2	Nature & Scope of Research
	2	Types of research
	4	Types of research
	5	Quantitative Vs Qualitative
	6	Research Process
	7	Preparation and Contents of Business Research Proposal
	8	Ethics in Business Research
2 <b>Module 2</b> Definition – Features of a good Research design – Contents of Research Design –Types of Research Designs: Exploratory Research –	9	Research design
	10	Research design
	11	Research design
	12	Exploratory Research
	13	Literature Search





	Features – Methods of Exploratory Research: Literature Search – Focus Group Discussion & Expert Opinion Method – Comprehensive Case Method. Descriptive Research: Types of descriptive research – Cross sectional studies and longitudinal studies.	14	Literature Search
		15	Descriptive Research
		16	Cross sectional studies and longitudinal studies.
		17	Cross sectional studies and longitudinal studies.
		18	Comprehensive Case Method.
3	<b>Module 3</b> Statistical Population – Sample – Sampling Frame – Characteristics of good sample design – Determination of Sample Size – Probability Vs Non-Probability Sampling Techniques – Sampling Error. Data Collection: Primary & Secondary Sources – Primary data collection methods: Observation Method – Types of Observation. Interview Method – Types of Interview. Qualitative Data Collection Methods: Case Study Method & Content Analysis – Reliability and Content Validity of Research instruments	19	Population
		20	Sample – Sampling Frame
		21	Determination of Sample Size
		22	Probability Vs Non-Probability Sampling Techniques
		23	Probability Vs Non-Probability Sampling Techniques
		24	Probability Vs Non-Probability Sampling Techniques
		25	Primary data collection methods:
		26	Primary data collection methods:
		27	Secondary data collection methods:
		28	Secondary data collection methods:
4	<b>Module 4</b> Measurement Scales: Basic	29	Basic measurement scales
		30	Nominal

	measurement scales – Nominal,	31	Ordinal
	Ordinal, Interval, & Ratio Scales –	32	Interval
	Attitude measurement. Preparation of	33	Ratio Scales
	data – Editing, coding, classification,	34	Attitude measurement.
	tabulation, validation of data.	35	Preparation of data
	Formulation of Hypotheses –	36	Formulation of Hypotheses
	Parametric & Non-Parametric Tests – Basics of Multivariate Analysis – Factor Analysis & Discriminant Analysis (Theory) – Use of Statistical Software in Business Research		
5	<b>Module 5</b> Research reports - Different types of reports – Different formats of research reports – Use of information technology in research – Research Citation – Citation styles –Oral presentations of reports. Research applications in functional areas of management	37	Research reports
		38	Research reports
		39	Research reports
		40	Research reports
		41	Research Citation – Citation styles
		42	Research Citation – Citation styles
		43	Research applications in functional areas of management
		44	Research applications in functional areas of management
		45	Assessment
		46	Assessment
		47	Assessment
		48	Cases


		49	Cases
--	--	----	-------



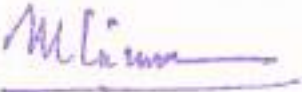
**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

---

Programme : **Master in Business Administration**  
Course : **MANAGEMENT INFORMATION SYSTEM**  
Semester : **II**  
Session : **December- May**  
Batch : **2016 - 2018**  
Subject Code : **PMB2CRT08**  
No. of credits :  
Prepared by : **Ms. SANGEETHA J**  
Email : [sangeetha@aim.edu.in](mailto:sangeetha@aim.edu.in)  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : **9496229584**

  
\_\_\_\_\_  
HoD

Approved By

  
\_\_\_\_\_  
Principal

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



## MANAGEMENT INFORMATION SYSTEM

**Course Code: PMB2CRT08**

### **Introduction**

This subject helps the student to understand the Importance of Information System in Business and familiarize them with the Information Technologies and Methods used for effective Decision making in an organization. It also helps them to understand the security and ethical issues in Information systems.

### **Program Outcome**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

### **Intended Student Learning Outcomes**

1. Students would be able to explain and apply the functions, roles and components of information systems in different situations.
2. Student would be able to analyze how information technology impacts a firm
3. Students would be able to critically evaluate the strategic role of information systems in organizations.
4. Students would demonstrate the ability to describe the fundamental concepts of cyber security.



**MAPPING**

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

**EVALUATION STRATEGY**

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

**Subject to a maximum of 40 marks**

1. Publications in National & International Journals & Magazines/  
Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

**SYLLABUS****Module 1 Foundation to Information System**

Basics - Data, Information, Information Technology- basic functions, Information System Roles of information systems, System concept and Organization as a system – Components of Information Systems and IS activities, Emergence of Digital Firm , Types of IS

**Module 2 Information System in Business**

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Business Information systems – Marketing Information System, Financial Information System, Manufacturing Information System, Human resource Information System, Transaction Processing System, Office automation system, KWS and GIS, ERP

**Module 3 Management & Decision Support System**

Decision Support Systems – Types – Web based DSS – GDSS, Management Information Systems – MIS Implementation, Expert systems – Knowledge based expert systems and Executive Information Systems – Artificial Intelligence Technologies –Data Mining and Data Warehousing

**Module 4 Strategic Role of Information System**

Strategic Uses of Information Technology –IT in the value chain –Business change models- Business Process Re-engineering (BPR) – BPR versus continuous improvement – Seeking and gaining competitive advantage – Drivers of IT investments-Measuring the value of IT investments-Justifying IT investments – Challenges of Strategic Information System – Enterprise wide systems E- Business Applications and E-governance

**Module 5 Cyber Security**

Securing Information Systems – System vulnerability and abuse – Wireless security challenges – malicious software –hackers and cyber vandalism – computer crime and cyber terrorism. Business values and ethics of security and control – Firewalls – Intrusion – Detection systems – Anti-virus software. Securing wireless networks – Encryption and public key infrastructure – ensuring system availability. Security issues for cloud computing and the mobile digital platform.

**Recommended Books:**

1. James A O'Brien, George M Marakas and Ramesh Behl, Management Information Systems, Ninth edition, Tata McGraw Hill Education Private Ltd, 2012
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.



4. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
5. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
6. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005, 9th edition, 2013

### **Assignments / Case Studies**

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

### **Corporate Report**

Report should include the functional areas and the role of business analytics in it.

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

### **Course Reference Support**

#### **Journals and Magazines**

1. IEEE Transactions on Industrial Informatics
2. Information Sciences
3. Knowledge-Based Systems
4. Information Fusion
5. Expert Systems with Applications
6. IEEE Transactions on Big Data





7. Knowledge and Information Systems
8. Information and Software Technology
9. Information Processing and Management
10. MIS Quarterly: Management Information Systems
11. Journal of Management Information Systems
12. Data Mining and Knowledge Discovery

**Websites**

1. [www.tutorialspoint.com](http://www.tutorialspoint.com)
2. [www.citeops.com/](http://www.citeops.com/)
3. [www.KhanAcademy.com](http://www.KhanAcademy.com)
4. [www.Udacity.com](http://www.Udacity.com)
5. [www.EnvatoTuts+.com](http://www.EnvatoTuts+.com)
6. [www.Study.com.com](http://www.Study.com.com)

**Session plan**

Topics	Hours	Description
<b>1</b> <b>Module 1 Foundation to Information System</b> Basics - Data, Information, Information Technology- basic functions, Information System Roles of information systems, System concept and Organization as a system – Components of Information Systems and IS activities, Emergence of Digital Firm , Types of IS	1	Foundation to Information System
	2	Basics - Data, Information
	2	Information Technology- basic functions,
	4	Information System
	5	Roles of information systems,
	6	System concept and Organization as a system
	7	Components of Information Systems and IS activities
	8	Emergence of Digital Firm ,
	9	Types of IS
<b>2</b> <b>Module 2 Information System in Business</b> Business Information systems –	10	Business Information systems
	11	Marketing Information System,
	12	Financial Information System

	Marketing Information System, Financial Information System, Manufacturing Information System, Human resource Information System, Transaction Processing System, Office automation system, KWS and GIS, ERP	13	Manufacturing Information System
		14	Human resource Information System
		15	Transaction Processing System,
		16	Office automation system
		17	KWS
		18	GIS,
		20	ERP
3	<b>Module 3 Management &amp; Decision Support System</b> Decision Support Systems – Types – Web based DSS – GDSS, Management Information Systems – MIS Implementation. Expert systems – Knowledge based expert systems and Executive Information Systems – Artificial Intelligence Technologies –Data Mining and Data Warehousing	21	Decision Support Systems
		22	Types – Web based DSS
		23	GDSS
		24	Management Information Systems
		25	MIS Implementation.
		26	Expert systems
		27	Knowledge based expert systems
		28	Executive Information Systems
		29	Artificial Intelligence Technologies
		30	Data Mining and Data Warehousing
4	<b>Module 4 Strategic Role of Information System</b> Strategic Uses of Information Technology –IT in the value chain –Business change models- Business Process Re-engineering (BPR) – BPR versus continuous improvement – Seeking and gaining competitive advantage – Drivers of IT investments-	31	Strategic Uses of Information Technology
		32	–IT in the value chain
		33	Business change models- Business Process Re-engineering (BPR)
		34	BPR versus continuous improvement
		35	Seeking and gaining competitive advantage

	Measuring the value of IT investments-Justifying IT investments – Challenges of Strategic Information System – Enterprise wide systems E-Business Applications and E-governance	36	Drivers of IT investments
		37	Measuring the value of IT investments-Justifying IT investments
		38	Challenges of Strategic Information System
		39	Enterprise wide systems E-Business Applications and E-governance
5	<b>Module 5 Cyber Security</b> Securing Information Systems – System vulnerability and abuse – Wireless security challenges – malicious software –hackers and cyber vandalism – computer crime and cyber terrorism. Business values and ethics of security and control – Firewalls – Intrusion – Detection systems – Anti-virus software. Securing wireless networks – Encryption and public key infrastructure – ensuring system availability. Security issues for cloud computing and the mobile digital platform.	40	Securing Information Systems
		41	System vulnerability and abuse
		42	Wireless security challenges
		43	malicious software –hackers and cyber vandalism
		44	computer crime and cyber terrorism
		45	Business values and ethics of security and control
		46	– Firewalls – Intrusion – Detection systems
		47	Anti-virus software. Securing wireless networks
		48	Securing wireless networks – Encryption and public key infrastructure – ensuring system availability
	49	Security issues for cloud computing and the mobile digital platform.	

# ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

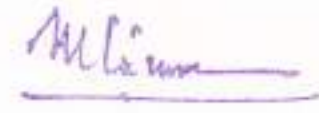
Ernakulam

---

Programme : **Master in Business Administration**  
Course : Principles and Practices of Management  
Semester : I  
Session : June – November 2016  
Batch : 2016 - 2018  
Subject Code : PMB1CRT01  
No. of credits :  
Prepared by : Dr. Shiny C.M.  
Email : shiny@aim.edu.in  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : 09446345377

Approved By

  
\_\_\_\_\_  
HoD

  
\_\_\_\_\_  
Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45

Web : [www.aim.edu.in](http://www.aim.edu.in)



**Principles and Practices of Management**  
**Course Code: PMB1CRT01**  
**Faculty: Dr. Shiny C.M.**

---

### Course Objectives

Principles and Practices of Management helps understand various theories and practices to be followed in the organisations to achieve their goals and objectives effectively. The subject helps to acquire skills which are required by managers to perform various functions efficiently.

### Program Outcome

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

### Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Students will be able to understand and apply the functional roles responsibilities and skill of managers in the corporate world.
2. Students will demonstrate comparison and analyse the functions of management in manufacturing and service organisations.
3. Students will be able to develop and evaluate alternate managerial decisions and identify optimal solutions .
4. Students will demonstrate effective application capabilities of their conceptual understanding.



**MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√				√		
CO 2				√			√
CO 3	√		√				
CO 4		√			√		√

**Evaluation Strategy**

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

*The above criteria is subject to a maximum of 40 marks in internal assessment*

**Class Tests / Quiz:** Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)



**Syndicate Sessions & Assignments:** Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

### **E-Mail and Online Classroom (LMS)**

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Class test

### **Syllabus**



#### **Module 1 Introduction**

Management - Meaning, Definition and Nature; Evolution of Management – Management Thoughts -Early - Modern – Post-modern; Contributions of F.W. Taylor - Henry Fayol – Hawthorne Studies-Behavioural School of Management Approach. Levels of Management,

Skills required for a manager, managerial roles. Management Lessons from Indian Philosophy – Vision, Effectiveness, Efficiency and Teamwork.

### **Module 2 Planning**

Functions of Management: POSDCORB; Characteristics of Management; Planning: - Meaning – nature – importance -Levels of planning. Objectives – setting objectives – Policies – Planning premises, Types of plans - Process of planning - Decision Making; MBO; Principles in Planning

### **Module 3 Organizing & Staffing**

Organising: - Nature-Purpose-Principles-Organisational Structure and types - Departmentation - Centralization vs. Decentralization - Span of control- Delegation of Authority – Principles in Organising – Line Vs Staff Authority – Networking and Virtual Organizations Staffing: - Meaning, Principles in Staffing, Staffing Functions

### **Module 4 Leadership & Modern Trends**

Directing:-Principles in Directing - Leadership – Leadership Traits – Leadership Styles – Emerging Trends in Management; Management of Creativity & Innovation – Creative Process – Managing E- Business World – Challenges – Management in Globalized Era – Organizational Social Responsibility

### **Module 5 Management Control**

Control:- System and process of Controlling - Requirements for effective control - The Budget as Control Technique - Information Technology in Controlling – Control Techniques- Control and planning- Types of Control– Reporting - Co-ordination; Principles in Control and Co-ordination

#### **Recommended Books:**

1. K.Aswathapa, “ Essential of Business Administration”, Himalaya Publishing House
2. Harold Koontz & Heinz Weihrich, “Essentials of Management”, Tata McGraw-Hill,1998
3. JAF Stomer, Freeman R. E and Daniel R Gilbert, “Management”, Pearson Education, Sixth Edition, 2004.
4. Stephen P. Robbins and Mary Coulter, “Management”, Prentice Hall of India, 8th edition.
5. Tripathy PC and Reddy PN, “Principles of Management”, Tata McGraw-Hill, 1999.





6. Y.K. Bhusan, "Fundamentals of Business Organisation & Management"; Sultan Chand & Co., New Delhi

### Course Reference Support

#### Journals and Magazines

1. Journal of Management
2. International Journal of Management
3. Academy of Management Journal
4. Journal of Leadership and Organisation
5. Journal of Knowledge Management

#### EBSCO Journals

1. International Journal of Science and Research
2. International Journal for Management and Business Research
3. International Journal for Management Science and Engineering Research

#### Websites

1. [www.bplan.com](http://www.bplan.com)
2. [www.businessballs.com](http://www.businessballs.com)
3. [www.greatleadershipbydan.com/](http://www.greatleadershipbydan.com/)
4. <https://www.bbgbroker.com/strategic-planning-process-6-steps/>

#### Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed



## Lesson Plan

Topics	Hours	Description
<b>Module1: Introduction</b> Management - Meaning, Definition and Nature; Evolution of Management - Management Thoughts -Early - Modern - Post modern; Contributions of F.W. Taylor - Henry Fayol - Hawthorne Studies-Behavioural School of Management Approach. Levels of Management, Skills required for a manager,Managerial roles. Management Lessons from Indian Philosophy - Vision, Effectiveness, Efficiencyand Teamwork.	1	Management - Introduction to management
	2	Definitions of management, nature of management
	3	Evolution of management
	4	Management Thoughts - Early - Modern - Post modern;
	5	Contributions of F.W. Taylor - Henry Fayol
	6	Hawthorne Studies- Behavioural School of Management Approach.
	7	Levels of Management,
	8	Skills required for a manager, Managerial roles
	9	Management Lessons from Indian Philosophy
	10	Management is science or art , management as a profession
	11	Vision, Effectiveness, Efficiency and Teamwork.
<b>Module 2 Planning</b> Functions of Management: POSDCORB; Characteristics of Management; Planning: -Meaning - nature - importance -Levels of planning. Objectives - setting objectives - Policies - Planningpremises, Types of plans - Process of planning - Decision Making; MBO; Principles in Planning	12	Functions of management :POSDCORB
	13	Characteristics of management
	14	Planning: meaning and nature Importance of planning
	15	Levels of planning
	16	Objectives: setting objectives, policies
	17	Planning premises
	18	Types of plans
	19	Process of planning
	20	Decision making
	21	MBO
	22	Principles of planning
<b>Module 3 Organizing &amp; Staffing</b> Organising: - Nature-Purpose-Principles-Organisational Structure	23	Organizing - nature and purpose
	24	Principles of organising
	25	Organization structure and types



and types - Departmentation -	26	Departmentation
Centralization vs. Decentralization -	27	Centralization vs. Decentralization - Span
Span of control- Delegation of	28	of control
Authority - Principles in Organising	29	Delegation of Authority
- Line Vs Staff Authority -	30	Principles in Organising
Networking and Virtual	31	Networking and Virtual Organizations
Organizations Staffing: -	32	Staffing: - Meaning,
Meaning, Principles in Staffing,	33	Principles in Staffing, Staffing Functions
Staffing Functions		Staffing Functions and elements
<b>Module 4 Leadership &amp; Modern</b>	34	Directing: introduction, importance
<b>Trends</b>	35	Principles in Directing
Directing: - Leadership -	36	Leadership- examples
Leadership Traits - Leadership	37	Leadership styles
Styles - Principles in Directing -	38	Leadership -traits
Emerging Trends in Management;	39	Theories of leadership
Management of Creativity &	40	Emerging Trends in Management
Innovation - Creative Process -	41	Management of Creativity
Managing E-Business World -	42	Innovation
Challenges - Management in	43	Creative process
Globalized Era - Organizational	44	Managing E-business world
Social Responsibilities	45	Challenges of E-business world
	46	Management in globalised era
	47	Organizational social responsibilities
<b>Module 5 Management Control</b>	48	Control: system
Control:- System and process of	49	
Controlling - Requirements for	50	Process of controlling
effective control -the Budget	51	Requirements for effective controlling
as Control Technique - Information	52	Types of control
Technology in Controlling -	53	Budget as control technique
Control Techniques- Control	54	Information Technology in Controlling
and planning- Types of Control-	55	Control techniques
Reporting - Co-ordination;	56	Control and planning
Principles in Control and Co	57	Reporting
ordination	58	Coordination
	59	Principles of control



	60	Principles of co-ordination
--	----	-----------------------------




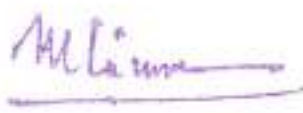
**ALBERTIAN INSTITUTE OF MANAGEMENT**  
**St. Albert's College (Autonomous)**  
**Ernakulam**

---

Programme : **Master in Business Administration**  
Course : **Managerial Communication**  
Semester : **I**  
Session : **June - November 2016**  
Batch : **2016 - 2018**  
Subject Code : **PMB1CRT02**  
No. of credits :  
Prepared by : Ms. Indu George  
Email : indu@aim.edu.in  
Website : <https://www.alberts.edu.in/mba/faculty/>  
Mobile : **9496119591**

Approved By

  
\_\_\_\_\_  
HoD

  
\_\_\_\_\_  
Principal

---

Albertian Institute of Management  
Banerji Road  
Ernakulam  
Kochi 682018

Tel : +91-484-2355844 / 45  
Web : [www.aim.edu.in](http://www.aim.edu.in)



Ernakulam

Kochi 682018

**Managerial Communication**

**Course Code:PMB1CRT02**

**Faculty: Ms. Indu George**

---

Business Communication helps sharing information between people within and outside a company. Effective business communication is essential for employees and management to interact to reach organizational goals. Its purpose is to improve organizational practices and reduce errors

**Program Outcome**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

**Intended Student Learning Outcomes (Course Outcomes)**



1. The students are expected to have a strong understanding about the theoretical aspects of Business Communication and apply the same in specific work situations.
2. The students will be able to analyse different situations and create appropriate business letters.
3. The students will have the ability to develop and deliver oral presentations and speeches.
4. Students will have the ability to apply critical thinking skills to evaluate a given specific issue and develop effective business reports.

#### MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

#### Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

- Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
- Undertaking/Participating in professional surveys (based on certification)
- Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
- Membership in Professional bodies(only in one semester)
- Prize winners in Management games
- Internships in MNCs/TNCs

*The above criteria is subject to a maximum of 40 marks in internal assessment*

**Class Tests / Quiz:** Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

**Declamations :** Each of the students have to select a speech by a famous personality and deliver it with correct pauses and intonation. This will help the students to improve their overall communication skills, attitude and confidence

**Assignments:** Assignments must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

### **E-Mail and Online Classroom (LMS)**

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.





### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

### **SYLLABUS**

#### **Module I**

Principles of communication – Types of communication – Methods and media of communication – Process of communication – Barriers to communication – Strategies for improving communication effectiveness.

#### **Module II**

Organizational Communication – Principles of effective organisational communication – Causes of poor organizational communication – Types of organisational communication – Grapevine communication – Communication for inter personal influences – Effective leadership communication – Cross culture communication, Crisis Communication.

#### **Module III**

Verbal and non verbal communication in business – Public speaking skills – Business presentations – Role of audio visual aids and computers in oral presentations Interviewing – art of negotiation – Listening skills – Mannerisms – Body language. Technology and communication- Video conferencing

#### **Module IV**



Written Communication – Structures and methods of written communication – writing process –letter for different kinds of situations – Enquiries – Customers' complaints – Collection letters – Sales promotion letters – Memoranda – Directives and instructions – Notices – Reports – Memos – Agendas – Proposals – Minutes – Professional papers – Agreement documents – Press releases – Preparation of resumes.

#### Module V

Conducting meetings – Procedure – Preparing agenda , minutes and resolutions – Conducting seminars and conferences – Group discussion – Drafting speech – Report writing – Structure of reports – Long and short reports – Formal and informal reports – Technical reports – Norms for including Exhibits and Appendices.

#### Text Book :

1. Sehgal M.K., Business Communication,Excel Books

#### References

1. Raymond V Lesikar et. Al., *Business Communication – Marketing connections in a digital world*, TMH, New Delhi.
2. Herta A Murphy & Charles E Pick , *Effective Business Communication*, TMH, New Delhi.

#### Faculty Details

Name :Ms. Indu George  
Website :www.aim.edu.in  
Email : indu@aim.edu.in  
Mobile : 9496119591

#### Assignments / Case Studies

Topics for the assignments &Case Studies will be either announced in the class during course or put in the shared folder.

#### Corporate Report



Report should include Communication Hierarchy, Communication Flow, Public Relations Methods in the selected organisation

### **Pedagogy**

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Declamations
- Presentations
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

### **Course Reference Support**

#### **Journals and Magazines**

1. Journal of Communication
2. Journal of Computer mediated communication
3. Information, Communication and Society
4. Mobile media & Communication
5. European Journal of Communication
6. Journalism & Mass Communication
7. Management Communication
8. Journal of Business & technical communication
9. Communication & Critical Cultural studies
  10. International Journal of Marketing & Business Communication
  11. Political communication
  12. Communication methods & Measures Systems

#### **Websites**

1. [www.thebusinesscommunication.com](http://www.thebusinesscommunication.com)



2. [www.communicationtheory.org](http://www.communicationtheory.org)
3. [www.yourarticlelibrary.com](http://www.yourarticlelibrary.com)
4. [www.study.com](http://www.study.com)
5. [www.businesmanagementstudies.com](http://www.businesmanagementstudies.com)
6. [www.methods.sagepub.com](http://www.methods.sagepub.com)
7. [www.tutorialspot.com](http://www.tutorialspot.com)
8. [www. Classcentral.com](http://www.Classcentral.com)
9. [www.tutorialspoint.com](http://www.tutorialspoint.com)
10. [www.Khan Academy.com](http://www.Khan Academy.com)
11. [www.Udacity.com](http://www.Udacity.com)
12. [www.learn.g2.com](http://www.learn.g2.com)

### Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed.

### TEACHING SCHEDULE

Topics	Hrs	Description
<b>Module I: Introduction to Communication – Managerial Communication</b>		
The Concept and Significance of Managerial Communication	3	-Communication concept -Need & characteristics of effective communication -Objectives & Scope of Communication - Functions of communication -Communication Principles.



Types of communication	2	-Intrapersonal Communication - Interpersonal Communication -Group Communication - Mass Communication -Meta Communication
Methods of communication	2	- Oral Communication - Written Communication
Media of communication	1	-Oral Communication Media -Written Communication Media
Communication Environment	2	-Frame of reference -Internal & external environment
Process of Communication	2	- Parts of communication process - Oneway process - Twoway Process
Strategies for improving communication effectiveness	3	-7 C's of Communication - 4 S of communication -Methods for improving communication 15
<b>Module2: Communication Barriers</b>		
Organizational Communication	1	-Role of communication in an organization --Different roles of a manager -Communication skills needed by a Manager



Causes of poor organizational communication	2	-Internal causes -External Causes
Types of organisational communication	2	-Formal Communication -Informal Communication -Internal operational communication -External operational communication
Grapevine Communication	1	-Factors responsible for Grapevine -Types of Grapevine chains -Role of Grapevine communication
Barriers to communication &	3	-Semantic Barriers -Organisational Barriers -Interpersonal Barriers -Individual Barriers -Cross Cultural Barriers -Physical Barriers -Technological Barriers
Measures to Overcome Barriers	2	- Overcoming barriers to make communication effective 11



<b>Module 3 Written Communication</b>			
26	Structures and methods of written communication	1	-Importance of Business writing - Pros & cons of business writing -Layout of written communication - Essentials of written communication
27	Writing process	2	- Steps in the Writing Process -Parts of a business letter -Internal & External Communication
	Letters for different occasions	3	- Positive,negative and neutral messages -accepting/declining invitations, congratulating, consoling, conveying information
	Social Communication -	2	Blogs, Reviews (films, books), posting comments, tweets,
28	Letters for different kinds of situations – Enquiries, Customers' Complaints, Collection letters	1	-Enquires-Solicited/unsolicited -Inviting & replying to Quotations -Orders-Acceptance ,cancellation & refusal letters -Complaint & Claim letter -Types of collection letters
29	Sales promotion letters, Memoranda, Directives and Instructions	2	-AIDA Strategy -Sales letters -Memos -Circulars -Orders
30	Notices, Agenda, Minutes	1	-Formats of Notice, Agenda, Minutes & Resolutions of meetings
	Cross culture communication	2	-Need for cross cultural communication -Problems of Cultural diversities -Measures for developing cross cultural communication skills
32	Proposals, Press releases	1	-Steps in writing proposals -Essentials of a Press release
33	Preparation of resumes	1	-Drafting Job Application letters -Types of Resumes -Reference and Recommendation letters
<b>Module 4: Verbal &amp; Non-verbal Communication</b>			

	Verbal Communication	1	-Reading, -Speaking, Listening, Writing
34	Non-verbal Communication- Mannerisms, body language	2	-Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage etc.
35	Public speaking skills	2	-Types of speech -Characteristics of a speech -Steps for drafting an effective speech -Guidelines for delivering a speech
36	Business presentations	2	-Kinds of presentations -Factors affecting presentations -Structure for an effective presentation
	Role of audio visual aids and computers in oral presentations	1	-Types of audio/ Visual media -Role of Computers in oral Communication
	Interviewing	2	-Types of interviews -Interviewing Skills for interviewer & interviewee -Preparation for Interviews -Do's and don'ts during interviews
	Listening skills	1	-Listening Process -Types of listening -Barriers to effective listening - Tips for effective listening
37	Technology and communication, Video conferencing	1	-Teleconferencing, -Video Conferencing -Email, Computer networks, SMS etc
<b>Module 5 Negotiations and Report Writing</b>			
	Art of Negotiation	1	-Styles & types of Negotiation - Characteristics of Negotiation - Negotiation Skills -Negotiation process
38	Structure & Layout of reports	2	-Guidelines for writing report - Components of a Business report
39	Long & short reports, Technical reports	2	-Types of reports -Visual aids in reports
40	Formal and informal reports, Norms for including Exhibits and Appendices	1	-Appendix & Bibliography
		60	

