

LECTURE PLAN

BBA

SEMESTER IV

FOR PRIVATE CIRCULATION

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LECTURE PLAN

HUMAN RESOURCE MANAGEMENT

BBA 202

**COURSE OUTLINE
BBA IV SEMESTER
HUMAN RESOURCE MANAGEMENT – BBA 202**

L - 04, Credit - 04

OBJECTIVES:

This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

INTERNAL ASSESSMENT AND ASSIGNMENT: 25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I – (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

UNIT I (14 Hours)

- Concept, Nature, Scope, Objectives and Importance of HRM;
- Evolution of HRM;
- Challenges of HRM;
- Personnel Management vs HRM;
- Empowerment ,
- Human Capital;
- Flexi-time
- Downsizing
- HRIS
- Strategic HRM, Traditional HRM v/s Strategic HRM, Steps of SHRM,
- HRD audit,
- Managing globalization;
- Technology and HRM.

UNIT II (14 Hours)

- HR Planning; Quantitative and Qualitative dimension
- Job Analysis – Job Description and Job Specification;
- Job Enlargement; Job Enrichment
- Recruitment – Sources and Process;
- Methods and techniques including e-recruitment, outsourcing, & poaching
- Selection Process – Tests and Interviews;
- Placement and Induction;
- Job Changes – Transfers, Promotions/Demotions, Separations

UNIT III

- Concept and Importance of Training;
- Types of Training;
- Methods of Training;
- Design of Training Programme;
- Evaluation of Training Effectiveness;
- Executive Development – Process and Techniques;
- Career Planning and Development.
- Compensation: Job Evaluation – Concept, Process and Significance;
- Components of Employee Remuneration – Base and Supplementary

UNIT IV

(14 Hours)

- Performance and Potential Appraisal – Concept and Objectives;
- Traditional and Modern Methods,
- Limitations of Performance Appraisal Methods,
- 360 Degree Appraisal Technique;
- Maintenance: Welfare, Health and Safety, Social Security.
- Industrial relations- an overview, Employee Grievance: Concept and causes,
- Grievance: handling and redressal settlement machinery.

STUDY MATERIAL FOR THE SUBJECT

The given below would be the study material for topics of Human Resource Management and students are advised to go through the material for thorough understanding of the subject

➤ TEXT BOOKS

1. **Author's Name:** C.B Gupta (ibid 1)
Title: Human Resource Management
Edition: Sixteenth Revised Edition **Year:** 2015
Publisher: Sultan Chand & Sons.
2. **Author's Name:** S.S Khanka (ibid 2)
Title: Human Resource Management- Text & Cases
Edition: First Edition (Reprint) **Year:** 2016
Publisher: S. Chand
3. **Author's Name(s):** Snell, Bohlander & Vohra (ibid 3)
Title: Human Resource Management- A South-Asian Perspective
Edition: Sixth Reprint **Year:** 2012
Publisher: Cengage Learning

➤ REFERENCE BOOKS

1. **Author's Name:** L.M Prasad (ibid 4)
Title: Human Resource Management
Edition: Third Edition (Reprint) 2015
Publisher: Sultan Chand & Sons
2. **Author's Name(s):** Dr. S.S. Khanka (ibid 5)
Title: Human Resource Management
Edition: Fourth **Year:** 2019
Publisher: S. Chand

➤ JOURNALS

1. HRM Review
2. HR Magazine
3. Harvard Business Review (HBR)
4. Advances in Developing HR
5. BVIMR Management Edge
6. The IUP Journal of Management Research
7. Journal of Human Values

LECTURES 1-2:

SCOPE, OBJECTIVES AND IMPORTANCE OF HRM

OBJECTIVE:

To introduce the concept of HRM to the students and help them understand the need and importance of human resource in the organizational context.

CONTENTS:

- Nature of organizational Resources
- Definition of Human resources
- Definition of Human Resource Management
- Concept of personnel Management
- Concept of Human Resource Management
- Importance of HRM
- Similarities and differences in Personnel management and HRM

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 1,2,3,15, 21, 22

LONG ANSWER TYPE QUESTIONS: Q 1,2,3,4,10,11

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 1.25, Q 1-6
- 2 ibid 2, Page 7, Q 1, 2, 3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 1.3-1.25
- 2 ibid 2, Page 1-8

REFERENCE BOOK:

- 1 ibid 4, Page 4-11

ARTICLES:

- 1 Alagaraja Meera, “HRD and HRM Perspectives on Organizational Performance”, HRD Review, Vol. 12, No. 2, June 2013, pp. 117-143.
- 2 Zeidner, Rita, “Rebuilding HR”; HR Magazine May 2015, Vol. 60; No.4; pp: 26-34.
- 3 Rochell R. Me Whorter, “A Synthesis of New Perspectives” on Virtual HRD, Advances in Vol 16., No. 3, August 2014 pp 391- 401.

LECTURES 3-4

NATURE, SCOPE, FUNCTIONS OF HRM

OBJECTIVE:

To enable the students understand the nature, scope, functions and objectives of HRM for ensuring better application of human talent for the organizational growth.

CONTENTS:

- Nature of Human Resource Management
 - A Part of Management Discipline
 - As a process
 - As a Continuous Process
 - Concerned with People
 - Directed towards Achievement of Objectives
 - Universal Existence
- Importance of Human Resource Management
 - Organizational Significance
 - Social Significance
 - Professional Significance
- Functions of Human Resource Management
 - Attract Human resources into the organizations
 - To develop and motivate them for better performance and
 - To integrate and maintain them in the organization.
- Objectives of Human Resource Management
 - Societal Objectives
 - Organizational Objectives
 - Functional Objectives
 - Personal Objectives

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 7,8,16,29

LONG ANSWER TYPE QUESTIONS: Q 23,24,26,27

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 1.25, Q 7-11
- 2 ibid 2, Page 7, Q 3, 4, 5

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 1.9-1.17
- 2 ibid 2, Page 1-8

REFERENCE BOOK:

- 1 ibid 4, Page 11-12, 28-31

ARTICLES:

- 1 Joanne Sammer, "A Marriage of Necessity", HR Magazine, October, 2011, pp 58-62.
- 2 Henry G. Jackson, "Flexible Workplaces: A Business Imperative", HR Magazine, October, 2011, pp 10.
- 3 Robert J. Grossman, "The Care and Feeding of High-Potential Employees", HR Magazine, August, 2011, pp 34-39.
- 4 Feffer Mark, "Processing People", HR Magazine, October 2015, Vol. 60; No. 8; pp: 40-4
- 5 <https://www.skyhinews.com/news/business/not-business-as-usual-hr-primer-for-entrepreneurs/> (Nov 2017)

LECTURES 5-6

EVOLUTION OF HRM

OBJECTIVE:

To comprehend the origin of HRM and help students understand how it has evolved over a period of time and the new dimension added to bring it to the current form.

CONTENTS:

- Evolution of HRM
 - Factor of Production Concept
 - Paternalistic Concept
 - Humanistic Concept
 - Human Resource Concept
 - Partnership Concept
 - HRD Concept

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 2,25

LONG ANSWER TYPE QUESTIONS: Q 20,30

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 1.25, Q 12,14
- 2 ibid 2, Page 7 Q 1,2,3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 1.17-1.21
- 2 ibid 2, Page 9-17

REFERENCE BOOK:

- 1 ibid 4, Page 24

ARTICLES:

- 1 Eric Krell, "Change Within", HR Magazine, August, 2011, pp 43-50.
- 2 Peter Cappelli, "India's Management Mind-Set", HR Magazine, August, 2011, pp 59-62.
- 3 Elisabeth E. Bennet "Introducing New Perspective in Virtual Human Resource Development", Advances in Developing Human Resources, Vol. 16, No. 3, August 2014, pp 263- 280
- 4 <https://www.marketplace.org/2017/10/30/business/human-resources-protect-employee-employer> (Oct 2017)
- 5 <http://www.thejakartapost.com/academia/2017/10/27/human-resources-more-relevant-than-ever.html> (Dec 2017)

LECTURES 7-9

HRM & STRATEGIC HUMAN RESOURCE MANAGEMENT, TRADITIONAL HRM V/S STRATEGIC HRM, & STEPS IN SHRM

OBJECTIVE:

To help understand the difference between HR and strategic human resource management along with the growing importance of strategic orientation of organizations.

CONTENTS:

- Concept of Human Resource
- Concept of Strategic Human Resource Management
- Role of Strategic Human Resource Management
- Implementation of Strategic Human Resource Management
- Role of Human Resource Professional in Strategic HRM

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 26

LONG ANSWER TYPE QUESTIONS: Q 14, 25

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 3.22-3.24, Q 1-4
- 2 ibid 2, Page 90, Q 1, 2, 3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 3.1-3.24
- 2 ibid 2, Page 18-24

REFERENCE BOOK:

- 1 ibid 5, Page 12-13

ARTICLES:

- 1 Amy C. Edmondson, "Strategies for Learning from Failure", HBR, April 2011, pp 42-51.

- 2 Gino Francesca and Staats Bradley, “Why Organisations Don’t Learn”, Harvard Business Review, November 2015, pp 90-97
- 3 Jawahal David & Harindran H.R,” The Influence of Affect on Acceptance of Human Resource Information Systems with special reference to Public Sector Undertaking ,” The IUP journal of Management Research; Vol. XV, No. 2, April 2016, pp 33- 52.
- 4 <http://kathmandupost.ekantipur.com/news/2017-09-04/hr-management-is-about-catalysing-harmony.html> (Sept 2017)
- 5 Krell Eric, “ Is HR Doing More with Less?”, HR Magazine, Vol. 58, No. 9, Sept 2013, pp. 63-66

LECTURES 10-14

STRATEGIES FOR THE NEW MILLENNIUM

OBJECTIVE:

To help the students understand the various models of HRM wherein the various stakeholders/activities, role and their impact is explained.

CONTENTS:

- Empowerment
- Human Capital
- Mentoring;
- Flexi-time
- HRD audit,
- Managing globalization;
- Technology and HRM.

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 20,21,22,23,24

LONG ANSWER TYPE QUESTIONS: Q 31,32,33,34

OTHER ASSIGNMENT:

- 1 ibid 1, Page 32.11, Q 1-5

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page 32.1-32.13, 38.1-38.37

ARTICLES

- 1 Krell Eric, “ Is HR Doing More with Less?”, HR Magazine, Vol. 58, No. 9, Sept 2013, pp 63-66
- 2 Feffer. M,“New Connections- Talent Management”, HR Magazine, April 2015; Vol. 60; No: 3; pp: 46-52
- 3 Valcour Monique, “Managing Yourself: Beating Burnout”, Harvard Business Review, November 2016, pp 88
- 4 <https://www.forbes.com/sites/forbeshumanresourcescouncil/2017/08/09/why-every-ceo-should-give-hr-a-seat-at-the-table/#1bd2cffd35bd> (Aug 2017)
- 5 <https://www.snhu.edu/about-us/news-and-events/2017/02/role-of-hr> (Feb 2017)

UNIT – II

LECTURES 15-18

STRATEGIC PLANNING AND HR PLANNING

OBJECTIVE:

The lecture intends to enable the students understand the advantages of integrating human resource planning and strategic planning. It helps to comprehend how an organization’s competitive environment, influences strategic planning.

CONTENTS:

- Concept of Human Resource Planning
- Qualitative & Quantitative Aspect
- Process of Human Resource Planning
- Importance of HR planning

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 1,2,9,14

LONG ANSWER TYPE QUESTIONS: Q 1,2,3,4,9

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 5. 19, Q 1-7
- 2 ibid 2, Page 37-38, Q 1-5

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 5.4-5.19
- 2 ibid 2, Page 27-38

ARTICLES:

- 1 Robert J. Grossman, "Eleven Initiatives for 2011", HR Magazine, January, 2011, pp 22-27.
- 2 Karami. A et.al "The Influence of HR Practices on Business Strategy and Firm Performance: A Case of Banking Industry in Iran"; The IUP Journal of Management Research; January 2015; Vol XIV; No. 1; pp: 30-4.
- 3 <http://www.straitstimes.com/business/companies-markets/human-capital-vital-to-business-success> (Oct 2017)
- 4 <https://topics.amcham.com.tw/2017/08/expanding-role-hr-management/> (Aug 2017)
- 5 <https://www.prnewswire.com/news-releases/new-case-studies-highlight-importance-of-succession-planning-300567070.html> (Dec 2017)
- 6 Srinivasan M.S, "Integrating Workforce Diversity in Global Business: A Psycho-spiritual Perspective"; Journal of Human Values; April 2015, Volume 21; No. 1; pp 1-10.

LECTURES 19-23

JOB ANALYSIS- JOB DESCRIPTION AND JOB SPECIFICATION, JOB ENRICHMENT

OBJECTIVE:

Enabling students understand Job Analysis and the various factors considered in designing, Job Description and Job Specification.

CONTENTS:

- Concept of Job Analysis
- Objectives of Job Analysis
- Significance of Job Analysis
- The process of Job Analysis
 - Organizational analysis
 - Organizing job analysis programme
 - Deciding the uses of job analysis information

- Selecting representative jobs for analysis
- Understand job design
- Collection of data
- Developing a job description
- Preparing job specification
- Techniques of Job Analysis
 - Job performance
 - Personal Observation
 - Interview
 - Questionnaire
 - Critical Incidents
 - Log Records
- Job Description
 - Concept
 - Uses of job description
 - Content of job description
 - Guidelines for preparing job description
 - Distinction between job analysis and job description
- Job specification
- Role Analysis
- Job Enrichment

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 3,4,6,7,8,16

LONG ANSWER TYPE QUESTIONS: Q 5,6,10,11,12

OTHER ASSIGNMENTS:

1 ibid 1, Page 6.27-6.28, Q 1, 2, 11-13

2 ibid 2, Page 39-52, Q 1-5

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page 6.2- 6.27

2 ibid 2, Page 138-158

LECTURES 24-28

RECRUITMENT AND SELECTION, PLACEMENT AND INDUCTION; JOB CHANGES – TRANSFERS, PROMOTIONS/DEMOTIONS, SEPARATIONS.

OBJECTIVE:

The objective of these lectures is to introduce the students with the entire concept of Recruitment and Selection and the methods that may be adopted by the organizations to identify and select the right fit.

CONTENTS:

- Recruitment and Selection
 - Meaning of Recruitment
 - Process of Recruitment
 - Recruitment Policy
 - Sources of Recruitment
 - Techniques of Recruitment
 - Considerations in Recruitment
 - Meaning of Selection
 - Steps in Selection Process
 - Selection Testing
 - Selection Interviewing
- Placement and Induction
 - Meaning of Placement
 - Objectives of Induction
 - Benefits of Induction
 - Contents in an Induction program
 - Phases of Induction program
 - Effectiveness of Induction program
 - Socialization
- Job Changes
 - Meaning of Internal Mobility
 - Meaning of Promotion
 - Need of Promotion
 - Types of Promotion
 - Policy of Promotion
 - Meaning of Transfer
 - Need of Transfer
 - Types of Transfer
 - Policy of Transfer
 - Meaning of Demotion
 - Causes of Demotion
 - Policy of Demotion

- Meaning of Separations
- Forms of Employee Separations

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 17,18,19,20,21,22

LONG ANSWER TYPE QUESTIONS: Q 27,28,29,30

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 7.34, Q 7, 12, Page 8.10, Q 1-5
- 2 ibid 2, Page 65-66, Q 4,5,6, Page 84-85, Q4-8, Page 93, Q6-8

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 7.1-7.40, 8.2-8.11
- 2 ibid 2, Page 53-67, 68-86, 87-94

REFERENCE BOOK:

- 1 ibid 4, Page 218-273.

ARTICLES

- 1 ChandioSuniti,” E-Recruitment- A Better HR Recruitment Practice- A Study on IT Firm in Delhi and NCR”, BVIMR Management Edge, Vol.6, No.2, July-Dec-2013, pp 25-33
2. Premezic Chamorro Tomas, “Job search-Ace the Assessment”, Harvard Business Review, July-August 2015, pp 116-120
3. Robb. Drew,” New Core Unbounding Portals Provide a Warmer Welcome, HR Magazine, Vol. 60, No. 10, December 2015/Jan 2016, Pages: 58- 60.
4. <http://english.vietnamnet.vn/fms/business/190634/recruiting---retaining.html> (Nov 2017)
5. <http://www.thehansindia.com/posts/index/Indian-Business/1970-01-01/AI-and-Robotics-considered-future-skills-for-employment-by-college-graduates/343682> (Dec 2017)
6. <https://themoscowtimes.com/articles/recruitment-at-a-glance-overview-and-trends-59839> (Dec 2017)
7. <https://indiablooms.com/finance-details/8234/the-9-essential-skills-of-human-resource-management-how-many-do-you-have.html> (Dec 2017)

UNIT - III

LECTURES 29-30

TRAINING AND DEVELOPMENT

OBJECTIVE:

The objective of these lectures is to introduce the students comprehend the training and development initiatives an organization undertakes to help employees become more efficient and effective.

CONTENTS:

- Training
 - Concept of Training
 - Need for Training
 - Importance of Training
 - Types of Training
 - Identifying Training Needs
 - Objectives of Training
 - Designing a Training Programme
 - Techniques of Training
 - Evaluating Training Effectiveness
 - Retraining
- Development
 - Concept of Executive Development
 - Objectives of Executive Development
 - Importance of Executive Development
 - Process of Executive Development
 - Methods and Techniques of Executive Development
 - Principles of Executive Development

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1,2,3,4,5,6,

LONG ANSWER TYPE QUESTIONS: Q 1,2,3,4,7,14, 15

OTHER ASSIGNMENTS:

1 ibid 1, Page 9.25, Q 16,17,19, Page 10.18, Q 1-5

- 2 ibid 2, Page 121, Q 1-9, Page 130, Q 1-8

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 9.3-9.23, 10.1-10.18
- 2 ibid 2, Page 97-106, 123-130

REFERENCE BOOK:

- 1 ibid 4, Page 353-398.

ARTICLES:

- 1 Krell Eric, “Get Sold on Training Incentives”, HR Magazine, Feb 2013, pp 57-60.
- 2 Fox Adrienne, “Help Managers Shine”, HR Magazine, Feb 2013, pp 43-46.
- 3 Mittal Arun and Kaur Manpreet, Evaluating Training Programs for Women Employees in Public Sector Enterprises: A Case Study of DLW”, BVIMR Edge, Vol 6, no. 1, Jan-June 2013, pp 51-56.
- 4 Gino Francesca and Staats Bradley, “Why Organisations Don’t Learn”, Harvard Business Review, November 2015, pp 90-97
- 5 Lakra. M. R. “ Assessment of Employee Training: The Case of Steel Industry in India”, the IUP Journal of Management Research, Vol. XV No.4, October 2016, pp 59- 75.
- 6 <https://www.deccanchronicle.com/lifestyle/health-and-wellbeing/151217/andhra-pradesh-pharma-firms-train-freshers-to-fill-gap-in-skill-development.html> (Dec 2017)
- 7 [https://businessnewswales.com/training-staff-an-expensive-cost-or-key-development/\(Dec 2017\)](https://businessnewswales.com/training-staff-an-expensive-cost-or-key-development/(Dec 2017))
- 8 <https://nextcity.org/daily/entry/job-training-programs-shouldnt-overlook-small-businesses> (Nov 2017)
- 9 [http://www.telegraph.co.uk/business/ready-and-enabled/staff-training-developments/\(Nov 2017\)](http://www.telegraph.co.uk/business/ready-and-enabled/staff-training-developments/(Nov 2017))
- 10 <https://www.fin24.com/Opinion/how-to-ensure-that-companies-dont-waste-their-money-on-training-interventions-20171114> (Nov 2017)

LECTURES 31 -35

CAREER MANAGEMENT

OBJECTIVE:

The objective of this lecture is to introduce the students to the concept of career planning and development for ensuring that the employees are aware of the growth opportunities available to them in the organization.

CONTENTS:

➤ **Managing Careers**

- Concept of Career
- Career Stages
- Career Planning
- Career Planning Process
- Career Planning and Manpower Planning
- Career Planning and Succession Planning
- Career Development
- Career Development Programme
- Innovative Corporate Career Development Initiatives
 - Provide each employee with an individual budget
 - Offer on-site or online career centers
 - Encourage role reversal
 - Establish a “corporate campus”
 - Help organize “career success teams”
 - Provide career coaches
 - Provide career planning workshops
 - Computerized on- and offline programs are available for improving the organizational career planning process

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 9, 10 , 21

LONG ANSWER TYPE QUESTIONS: Q 19 , 23 , 25 , 26

OTHER ASSIGNMENTS:

1 ibid 1, Page 11.16, Q 1,2,3,4,5,6,7,8,9,14,15,16,17,18

2 ibid 2, Page 97-106

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page 11.1-11.16

2 ibid 2, Page 97-106

REFERENCE BOOK:

1 ibid 4, Page 321-345

ARTICLES:

- 1 Betsy Larson, “ Custom Careers”, HR Magazine, June 2013, pp 54-56
- 2 Sharma Hemant and Sharma Dharendra, “Human development index: Revisited-Integration of Human Values”, Journal of Human Values, April 2015, Vol.21, No.1, pp.23-36

LECTURES 36-40

JOB EVALUATION

OBJECTIVE:

The objective of these lectures is to enable the students to understand the process of identifying the net worth of the job and the various factors involved in calculating the same.

CONTENTS:

- Job Evaluation
 - Concept of Job Evaluation
 - Objectives of Job Evaluation
 - Process of Job Evaluation
 - Advantages of Job Evaluation
 - Limitations of Job Evaluation
 - Methods of Job Evaluation
 - Quantitative Methods
 - Non Quantitative Methods
 - Merits & demerits of Different Methods

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 13 , 15, 16

LONG ANSWER TYPE QUESTIONS: Q 11 , 12

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 15.12, Q 3,5,14
- 2 ibid 2, Page 160-161, Q 1, 3,6, 10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 15.1-15.14.
- 2 ibid 2, Page 151-161.

REFERENCE BOOK:

1 ibid 4, Page 483-487.

LECTURES 41-42

COMPENSATION MANAGEMENT

OBJECTIVE:

The objective of these lecture is to enable the students to understand the compensation structure, components of the compensation and various types of compensation to motivate the employees.

CONTENTS:

- Compensation
 - Concept of Compensation
 - Compensation Management
 - Contingent factors in Compensation Plan
 - Wage Salary Differentials
 - Wage Structure
 - Methods of Wage Payment
 - Meaning of Wage Incentives
 - Essentials of Sound Incentive Plan
 - Types of Wage Incentive Plans
 - Concept of Profit sharing
 - Labour Co-Partnership
 - Fringe Benefits

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

LONG ANSWER QUESTIONS: Q8, 17, 18

OTHER ASSIGNMENTS:

1 ibid 1, Page 16.29-16.30, Q1-3.

2 ibid 2, Page 174, Q1,2.

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page 16.1-16.30

2 ibid 2, Page 162-175

REFERENCE BOOK:

1 ibid 4, Page 478-512.

UNIT – IV

LECTURES 43-48

PERFORMANCE AND POTENTIAL APPRAISAL

OBJECTIVE:

The objective of these lectures is to introduce the students to the measurement techniques of performance and identify the gaps to identify their training needs and also enhance their performance.

CONTENTS:

- Performance and Potential Appraisal
 - Concept of Performance Appraisal
 - Objectives of Performance Appraisal
 - Importance of Performance Appraisal
 - Performance Appraisal Process
 - Establishing Performance Standards
 - Communicating the Standards
 - Measuring Performance
 - Comparing the actual with the Standards
 - Discussing the Appraisal
 - Taking Corrective Actions
 - Limitation of Performance Appraisal
 - Essentials of an Effective Performance Appraisal System
 - Techniques of Performance Appraisal
 - Performance Appraisal through MBO
 - 360 Degree Appraisal Technique
 - Performance Appraisal of Managers
 - Performance Appraisal Interview
 - Potential Appraisal

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 1,2,3,4,5,13

LONG ANSWER TYPE QUESTIONS: Q 6,7,8,9

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 14.38-14.42, Q 5,10,14,17
- 2 ibid 2, Page 364, Q 1-6, 11

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 14.3-14.38
- 2 ibid 2, Page 343-365

REFERENCE BOOK:

- 1 ibid 4, Page 436-476

ARTICLES:

- 1 Lytle Tamara, "Linking Executive Pay to Performance", HR Magazine, Vol. 58, No.9, Sept. 2013, pp 59-62.
2. Jurnal Teddy and Nabih Siti, "Performance Management system for Local Government: the Indonesian experience", Global Business review, June 2015, Vol.16, No.3, pp.351-363.
3. Avava Mudhan, H.R & Krishanvari. R, "Establishing Content Validity For New Performance Management Capacity Quality scale", The IUP Journal of Management Research; Vol. XV No.3, July 2016, pp 20- 43.
4. Sami Ramandeep," An Analysis of Performance Appraisal Systems and Career Development Programs in Manufacturing sector," The IUP Journal of Management Research, Vol. XV No.3, July 2016, pp 61- 74.
5. Chouhan Vineet et al, "Analyzing the Performance Appraisal System of a Public Sector Organization In India; the Case of Rajasthan State Mines and Minerals Limited", "The IUP Journal of Management Research, Vol XV, No. 1, January 2016, pp 48- 74.
6. <https://www.business2community.com/human-resources/importance-continuous-feedback-change-management-01971399> (Dec 2017)
7. <https://www.trainingjournal.com/articles/features/real-time-performance-management-process> (Dec 2017)

LECTURES 49-56

SAFETY, HEALTH, SOCIAL SECURITY ISSUES, INDUSTRIAL RELATIONS, EMPLOYEE GRIEVANCE

OBJECTIVE:

The objective of this lecture is to introduce the students to the safety and health provisions an organization has to observe for the well being of their employee.

CONTENTS:

- Safety and Health Management
 - Safety
 - Causes of Accidents
 - Safety Measures
 - Statutory Provisions Concerning Safety
 - Health Management
 - Statutory Provisions Concerning Health
 - Employee Stress and Mental Health
 - Causes of Stress
 - Effects of Stress
 - Stress management
 - Role of HR Department in Employee Safety and Health
- Social Security
 - Concept and Scope
 - Types of Social Security
 - Social Security Measures in India
 - Social Security Legislations in India
- Industrial relations- an overview,
- Employee Grievance: Concept and causes,
- Grievance: handling and redressal settlement machinery.

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 16,17,18,19,20

LONG ANSWER TYPE QUESTIONS: Q 26,27,28,29,30

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 20.18, Q 1-3
- 2 ibid 2, Page 251, Q 1,2,6,7

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 20.1-20.18
- 2 ibid 2, Page 244-251

REFERENCE BOOK:

- 1 ibid 6, Page 503-517

ARTICLES

1. <https://economictimes.indiatimes.com/news/economy/policy/modi-may-give-india-its-first-employment-policy-in-the-coming-budget/articleshow/62075823.cms> (Dec 2017)
2. <http://www.sbnonline.com/article/educating-employees-health-plan/> (Nov 2017)
3. <http://labour.nic.in/sites/default/files/SS%20Policy%20%26amp%3B%20Code%20-%20Full%20presentation%2024-4-17.pdf> (Oct 2017)
4. <http://www.india-briefing.com/news/introduction-social-security-system-india-6014.html/> (May 2017)
5. Karami. A et.al “ The Influence of HR Practices on Business Strategy and Firm Performance: A Case of Banking Industry in Iran”; The IUP Journal of Management Research; January 2015; Volume XIV; No. 1; pp: 30-4.

LECTURE PLAN

FINANCIAL MANAGEMENT

BBA 204

**COURSE OUTLINE
BBA- IV SEMESTER
FINANCIAL MANAGEMENT - BBA 204**

L - 4 Credits - 04

OBJECTIVES

The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision-making in a business firm.

COURSE OBJECTIVES

After completion of this course students will be able to:

1. Enables students with knowledge and skills relating to finance concepts and models to understand the implications of the firm's activities on its finances.
2. Analyze the role of time value and its use for valuing asset.
3. Appraise different capital budgeting methods and their applications.
4. Examine the working capital needs and financing of the firm.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

- | | |
|-----------------------------------|----------|
| 1. Class Test-II - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

UNIT-1

- **Financial Management**
 - Meaning of Financial Management
 - Scope of Financial Management
 - Objectives of Financial Management
 - Profit vs Wealth Maximization
 - Financial Management and other areas of management
 - Liquidity vs Profitability
 - Methods of Financial Management
 - Organization of Finance Function
- **Concept of Valuation**
 - Time Value of Money
 - Valuation Concepts
 - Valuation of Securities
 - Valuation of Debentures
 - Valuation of Preference Shares
 - Valuation of Equity Shares
- **Risk and Return**
 - Risk and Uncertainty
 - Measurement of Return
 - Relationship between Risk and Return

- Methods of Risk Management
- **Sources of Financing**
 - Classification of Sources of Finance
 - Security Financing
 - Loan Financing
 - Project Financing
 - Loan Syndication
 - Book Building
 - New Financial Institutions and Instruments
 - Depositories
 - Factoring
 - Venture Capital
 - Credit Rating
 - Commercial Paper
 - Certificate of Deposit
 - Stock Invest
 - Global Depository Receipts

(14 Hours)

UNIT- 2

- **Capital budgeting**
 - Concept of Capital Budgeting
 - Importance of Capital Budgeting
 - Techniques of Capital Budgeting
 - Appraisal Methods of Capital Budgeting
 - Conventional and DCF Methods
 - Pay Back Period
 - ARR (Accounting Rate of Return)
 - NPV
 - Profitability Index
 - IRR
 - Risk Analysis and Capital Budgeting
 - Incorporation of Risk Factor
 - General Techniques
 - Certainty Equivalent Factor
 - Risk Adjusted Discounting Rate

(14 Hours)

UNIT- 3

- **Cost of Capital**
 - Concept of Cost of Capital
 - Importance of Cost of Capital
 - Classification of Cost of Capital
 - Determination of Cost of Capital
 - Cost of Equity Capital
 - Cost of Retained Earnings
 - Costs of Debts

- Cost of preference Capital
- WACC
- **Capital Structure**
 - Meaning of Capital Structure
 - Capital Structure and Financial Structure
 - Patterns of Capital Structure
 - Optimum Capital Structure
 - Capital Structure Theories
 - Factors Determining Capital Structure
 - Capital Structure Practices in India
 - Capital Structure Techniques
 - Net Income Approach
 - Net Operating Income Approach
 - Traditional Approach
 - MM Hypothesis
- **Leverages**
 - Concept of Leverage
 - Types of Leverages
 - Operating Leverage
 - Financial Leverage
 - Combined Leverage
 - Significance of Leverage

(14 Hours)

UNIT-4

- **Concept of Dividend Policy**
 - Retained Earnings Vs Dividend Decision
 - Relevance and Irrelevance Concept of Dividend
 - Models of Dividend
 - Gordon Model
 - Walter Model
 - MM Approach
 - Determinants of Dividend
- **Working Capital Management**
 - Concept of Working Capital Management
 - Nature of Working Capital
 - Working Capital Estimation
 - Inventory Management
 - Payable Management

(14 Hours)

STUDY MATERIAL FOR THE SUBJECT

The given below would be the study material for topics of Financial Management and students are advised to go through the material for thorough understanding of the subject.

➤ MAIN TEXT BOOKS

1. **Author's Name(s):** Khan, M.Y. and Jain P.K.
Title: Financial Management
Edition: 8th **Year:** 2018
Publisher: McGraw Hill Education (ibid 1)
2. **Author's Name(s):** Maheshwari, S.N.
Title: Financial Management – Principles & Practice
Edition: 15th and Enlarged **Year:** 2019
Publisher: Sultan Chand & Sons (ibid 2)

➤ REFERENCE BOOKS

1. **Author's Name(s)** R.P. Rustagi
Title: Financial Management- Theory, Concepts and Problems
Edition: 6th **Year:** 2018
Publisher: Taxmann Publications (ibid 3)
2. **Author's Name(s):** Prasanna Chandra
Title: Financial Management- Theory and Practice
Edition: 10th **Year:** 2019
Publisher: Tata McGraw Hill (ibid 4)
3. **Author's Name(s):** Kapil, Sheeba
Title: Financial Management
Edition: 4th **Year:** 2014
Publisher: Pearson Education (ibid 5)
4. **Author's Name(s)** Rajiv Srivastava and Anil Mishra
Title: Financial Management
Edition: 9th **Year:** 2019
Publisher: Oxford University Press (ibid 6)

➤ JOURNALS:

1. Journal of Financial Management
2. The Chartered Accountant
3. The Chartered Secretary
4. Finance India
5. Effulgence
6. Vikalpa

7. BVIMR Management Edge
8. The IUP Journal of Applied Finance

LECTURES 1-2

UNIT-I

CONCEPT OF FINANCIAL MANAGEMENT

OBJECTIVE:

Finance is one of the significant and critical area to be managed in a company. Not even a single Corporate can work without an adequate amount of finance. The lecture aims to make the students understand the concept, scope and significance of Financial Management.

CONTENTS:

- Meaning of Financial Management
- Scope of Financial Management
- Objectives of Financial Management
- Profit vs Wealth Maximization
- Financial Management and other areas of management
- Liquidity vs Profitability
- Methods of Financial Management
- Organization of Finance Function

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1,10, 15, 18, 25

LONG ANSWER TYPE QUESTIONS: Q 6 to 8, 12, 18 to 24

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 2, Page A.1.3-A.1.30

REFERENCE BOOKS:

- 1 ibid 3, Page 3-21
- 2 ibid 4, Page 3-20
- 3 ibid 6, Page 4-14

ARTICLE:

- 1 Titus M. Mweta “Assessment of the Determinants of Funds Allocation and Utilization by NGOs and Donor Agencies in Kenya” International Journal of Advanced Research in Management and Social Sciences, Volume 7 (2018), pp 134-154.

LECTURES 3-7

UNIT-I

CONCEPT OF VALUATION

OBJECTIVE:

The concept of Valuation of Securities is a prominent task in Financial Management. The valuation of shares, debentures and preference shares cannot be done without knowledge of time value of money. So, time value of money is integral part of Finance. The lectures aim to familiarize the students with the concept of time value of money and the various valuation concepts associated with it.

CONTENTS:

- Time Value of Money
- Techniques
 - Compounding Techniques
 - Discounting Techniques
 - PV of future cash flows
 - PV of perpetuity
 - PV of annuity
 - PV of annuity due
 - PV of growing annuity and perpetuity
- Valuation Concepts
 - Valuation of Securities
 - Valuation of Debentures
 - Valuation of Preference Shares
 - Valuation of Equity Shares

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1, 3, 4, 16, 25

LONG ANSWER TYPE QUESTIONS: Q 5, 10

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 2, Page A.2.1-A.2.12

REFERENCE BOOKS:

- 1 ibid 3, Page 25-40
- 2 ibid 4, Page 139-161
- 3 ibid 6, Page 76-83

ARTICLE:

1. Chendroyaperumal C., “Time Value of Money – What it is really?” SSRN Financial Electronic Journal, Vol 3, June 2016, pp 234-254.

LECTURES 8-10

UNIT-I

RISK AND RETURN

OBJECTIVE:

The objective of concept of risk and return will enable students to understand how risk and return are measured. The aim is to make students understand various measures of return and situations in which they are used.

CONTENTS:

- Risk and Uncertainty
- Measurement of Return
- Relationship between Risk and Return
- Methods of Risk Management

TEXT BOOK:

1. ibid 2, Page A.4.1 – A.4.16

REFERENCE BOOKS:

1. ibid 6, page 94-99

LECTURES 11-13

UNIT-I

SOURCES OF FINANCING

OBJECTIVE:

The acquisition of Finance (Funds) can be done from different sources. The objective of lectures is to make the students aware about the types of sources of finance.

CONTENTS:

- Security Financing
- Loan Financing
- Project Financing
- Loan Syndication
- Book Building
- New Financial Institutions and Instruments
- Depositories

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 5 to 10, 19, 24

LONG ANSWER TYPE QUESTIONS: Q 6, 9

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 2, Page A.1.3-A.1.30

REFERENCE BOOKS:

- 1 ibid 3, Page 3-21
- 2 ibid 4, Page 3-20

ARTICLE:

- 1 Marina Klamer Calopa “Analysis of Financing Sources for Start-Up Companies” Management, Volume 19 (2017), pp 19-43.

LECTURES 14-15

UNIT-I

SOURCES OF FINANCING

OBJECTIVE:

As procurement of funds is an important activity and decision as well in a Corporate. The objective of lectures is to make the students aware about the types of sources of finance with their benefits and limitations.

CONTENTS:

- Factoring
- Venture Capital
- Credit Rating
- Commercial Paper
- Certificate of Deposit
- Stock Invest
- Global Depository Receipts
- Meaning of Financial Management

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1, 3, 4, 16, 25

LONG ANSWER TYPE QUESTIONS: Q 5, 10

SUGGESTED READING:

TEXT BOOK:

1 ibid 2, Page A.1.3-A.1.30

REFERENCE BOOKS:

- 1 ibid 3, Page 3-21
- 2 ibid 4, Page 3-20

ARTICLES:

- 1 Eric Osei-Assibey, (2016) "Source of finance and small enterprise's productivity growth in Ghana", African Journal of Economic and Management Studies, Vol. 4 Issue: 3, pp.372-386

- 2 Bauetdinov, M.J. (2019). Financing of Investment Expenses of Managing Subjects. International Scientific Journal Theoretical & Applied Science, 72(4), 188-192.

LECTURES 16 – 19

UNIT-II

CAPITAL BUDGETING

OBJECTIVE:

An organization needs to evaluate the capital requirements of a project and the returns generated from it, before selecting a project. This can be done with the help of capital budgeting, which is a process of determining the actual profitability of a project. In other words, capital budgeting is a process that helps in planning the investment projects of an organization in the long run. The long- term investments of an organization can be purchase and replacement of fixed assets, new product launching or expansion of existing products, and research and development. The objective of these lectures is to make the students aware about the concept of capital budgeting decision (long term investment decision).

CONTENTS:

- Concept of Capital Budgeting
- Nature of Capital Budgeting
- Assumptions in Capital Budgeting
- Significance of Capital Budgeting Decisions
- Difficulties in the Capital Budgeting Decision
- Kinds of capital investment proposals
- Factors affecting capital investment decisions
- Estimation of costs and benefits of a proposal
 - Initial cash flows
 - Subsequent cash flows
 - Terminal cash flows

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 15 to 19, 25

LONG ANSWER TYPE QUESTIONS: Q 20, 21

SUGGESTED READING:

TEXT BOOKS:

- 1 ibid 1, Page 9.3 – 9.46
- 2 ibid 2, Page D 5.1– D. 5.13

REFERENCE BOOKS:

- 1 ibid 3, Page 183-195
- 2 ibid 4, Page 309 – 325

ARTICLES:

- 1 Maureen F. McNichols and Stephen R. Stubben, “Does earnings management affect firm’s investment decisions?”, *The Accounting Review*, Vol. 83, No. 6, Nov. 2014, pp 1571 – 160.
- 2 Batra Roopali & Verma Satish, “Capital budgeting practices in Indian companies”, *IIMB Management Review*, Vol. 29, Issue 1, March 2017, pp 29-44.
- 3 Farah, A. M. A. & Altinkaya, Z. (2018). Capital Budgeting Decisions and Profitability in Manufacturing Firms. *IOSR Journal of Business and Management*, 20(1), 27-37.

LECTURES 20 - 25

UNIT-II

CAPITAL BUDGETING - TECHNIQUES

OBJECTIVE:

The Capital Budgeting Techniques are employed to evaluate the viability of long-term investments. The capital budgeting decisions are one of the critical financial decisions that relate to the selection of investment proposal or the course of action that will yield benefits in the future over the lifetime of the project. The various techniques used for evaluating the capital budgeting decisions will be discoursed in the lectures.

CONTENTS:

- Payback period
 - Merits
 - Demerits
 - Suitability
- Accounting Rate of Return
 - Method
 - Demerits
 - Merits
- Net Present Value Method
- Internal rate of return
- Relationship between payback period reciprocal and rate of return
- Comparison between IRR and NPV approach
- Conflict in results under NPV and IRR

- Capital rationing

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 8, 16, 23

LONG ANSWER TYPE QUESTIONS: Q 18, 25

SUGGESTED READING:

TEXT BOOKS:

- 1 ibid 1, Page 9.3 – 9.46, 10.1 – 10.47
- 2 ibid 2, Page D 5.13– D. 5.69

REFERENCE BOOKS:

- 1 ibid 3, Page 203-226
- 2 ibid 4, Page 285-304
- 3 ibid 6, Page 270 -295

ARTICLES:

1. CA Sandesh Mundra and Sanjay Christian, “Relevance of financial budgeting (cost estimated for projects in construction sector), The Chartered Accountant, Vol. 62, No. 2, August 2013, pp. 317-323.
2. Shveta Singh, P.K. Jain, Surendra S. Yadav, (2012) "Capital budgeting decisions: evidence from India", Journal of Advances in Management Research - Emerald, Vol. 9 Issue: 1, pp.96-112, <https://doi.org/10.1108/09727981211225671>.
3. Batra, R & Verma, S. (2017). Capital budgeting practices in Indian companies. IIMB Management Review, 29(1), 29-44.
4. Case Study – Gupta Bricks – Bull’s Trench Kiln and Vertical Shaft Brick Kiln , ibid 6, Page 305

LECTURES 26 - 28

UNIT-II

CAPITAL BUDGETING – RISK ANALYSIS

OBJECTIVE:

As profitability and risk are closely related. The project which is highly profitable may also have higher risk. The tradeoff between risk and profitability has a bearing on the investor perception

of the firm before and after the acceptance of a specific proposal, which makes it even more important to explain the evaluation of capital budgeting decisions under conditions of risk and uncertainty. The given lectures would increase the knowledge of students regarding how to incorporate the risk in capital budgeting decisions.

CONTENTS:

- Risk analysis in capital budgeting
- General/Conventional Techniques of risk analysis
 - Payback Period
 - Risk Adjusted Discount Rate (RADR)

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 11, 16

LONG ANSWER TYPE QUESTIONS: Q 20 to 24

SUGGESTED READING:

TEXT BOOKS:

- 1 ibid 1, Page 12.1 – 12.45
- 2 ibid 2, Page D6.1 – D6.18

REFERENCE BOOKS:

- 1 ibid 3, Page 281-303, 259- 271
- 2 ibid 4, Page 309 – 325, 393 – 407
- 3 ibid 6, Page 308 - 329

ARTICLES:

- 1 RH Pike & SSM Ho, “Risk analysis in capital budgeting: Barriers and benefits”, Omega – Elsevier, Volume 19, Issue 4, 2016, pp. 235-245, [https://doi.org/10.1016/0305-0483\(91\)90042-R](https://doi.org/10.1016/0305-0483(91)90042-R).
- 2 Case Study – Gupta Bricks – The Risks in Vertical Shaft Brick Kiln , ibid 6, Page 338

LECTURES 29 - 32

UNIT-III

COST OF CAPITAL

OBJECTIVE:

An investor provides long-term funds (i.e., Equity shares, Preference Shares, Retained Earnings, Debentures etc.) to a company and quite naturally he expects a good return on his investment. In order to satisfy the investor's expectations, the company should be able to earn enough revenue. Thus, to the company, the cost of capital is the minimum rate of return that the company must earn on its investments to fulfill the expectations of the investors. The objective of the lectures is to make the students aware of the concept and significance of cost of capital.

CONTENTS:

- Concept of Cost of Capital
- Importance of Cost of Capital
- Classification of Cost of Capital
- Determination of Cost of Capital
- Computation of Specific Cost
 - Cost of Debt
 - Cost of Preference Shares And
 - Cost of Equity
 - Cost of Retained Earnings
 - Weighted Average Cost of Capital

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 11 to 15

LONG ANSWER TYPE QUESTIONS: Q 5, 17, 25

SUGGESTED READING:

TEXT BOOK:

1 ibid 2, Page D.9.1-D.9.38

REFERENCE BOOKS:

1 ibid 3, Page 327-346

2 ibid 4, Page 366-385

ARTICLES:

- 1 Richard Lambert, Christian Leuz ,Robert E. Verrecchia,” Accounting Information, Disclosure, and the Cost of Capital”, August 2006, pp.90-110.
- 2 Jakub W. Jurek, Erik Stafford, “The Cost of Capital for Alternative Investments”, Harvard Business Review, Vol. 9, 2016, pp 134-145.

LECTURES 33 - 37

UNIT-III

CAPITAL STRUCTURE

OBJECTIVE:

A company’s capital structure is arguably one of its most important choices. From a technical perspective, the capital structure is defined as the careful balance between equity and debt that a business uses to finance its assets, day-to-day operations, and future growth. From a tactical perspective however, it influences everything from the firm’s risk profile, how easy it is to get funding, how expensive that funding is, the return its investors and lenders expect, and its degree of insulation from both microeconomic business decisions and macroeconomic downturns. Thereby, it is imperious for the students through these lectures to comprehend the concept of capital structure, significance of capital structure, capital structure theories.

CONTENTS:

- Meaning of Capital Structure
- Capital Structure and Financial Structure
- Patterns of Capital Structure
- Point of Indifference
- Optimum Capital Structure
- Capital Structure Theories
 - Net Income Approach
 - Net Operating Income Approach
 - Modigliani –Miller Approach
- Factors determining Capital Structure
- Capital Structure Practices in India

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 2 to 8

LONG ANSWER TYPE QUESTIONS: Q 19, 21

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 2, Page D.2.1-D.256

REFERENCE BOOKS:

- 1 ibid 3, Page 411-428
- 2 ibid 4, Page 465-486

ARTICLES:

- 1 Nagesha H G & T P Renuka Murthy, “The Effect of Capital Structure on Profitability (An Empirical Study on Indian Cement Industry in BSE)”, International Journal of Multidisciplinary Research, Vol-2, Issue-II, February 2017, pp 28-38.
- 2 Aggarwal, D. and Padhan, P.C. (2017) Impact of Capital Structure on Firm Value: Evidence from Indian Hospitality Industry, Theoretical Economics Letters, 2017, 7, pp 982-1000.

LECTURES 38 - 40

UNIT-III

LEVERAGES

OBJECTIVE:

In finance, Leverage is a general term for any technique to multiply gains and losses. Most often this involves buying more of an asset by using borrowed funds. Leverage, thus, refers to the use of fixed costs in an attempt to increase the profitability. Leverage impacts the overall profitability of the firm. The lectures would provide the students information about the effects of financing or debt equity mix on shareholders earnings and risk

CONTENTS:

- Concept of Leverage
- Types of Leverages
 - Operating Leverage
 - Financial Leverage
 - Combined Leverage
- Significance of Leverage

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 8 to 11, 24

LONG ANSWER TYPE QUESTIONS: Q 18, 25

SUGGESTED READING:

TEXT BOOK:

1 ibid 5, Page D.10.1-D.10.26

REFERENCE BOOKS:

- 1 ibid 3, Page No.367- 374
- 2 ibid 4, Page No.499 – 502

ARTICLES:

- 1 Dr. M. Ramana Kumar, “An Empirical Study on Relationship between Leverage and Profitability in Bata India Limited”, International Journal of Advance Research in Computer Science and Management Studies, Vol. 2, No. 5, May 2014, pp 98-110.
- 2 Pascal Nguyen, (2017) "Asset risk and leverage under information asymmetry", The Journal of Risk Finance, Vol. 18 Issue: 3, pp.303-310.

LECTURES 41 – 45

UNIT-IV

DIVIDEND DECISION

OBJECTIVE:

Dividend policy is about the decision of the management regarding distribution of profits as dividends. This policy is probably the most important single area of decision making for finance manager. Action taken by the management in this area affects growth rate of the firm, its credit standing, share prices and ultimately the overall value of the firm. The aim of this lecture is to make the students comprehend about the concept of dividend and various models of dividend decision.

CONTENTS:

- Concept of Dividend Policy
- Relevance and Irrelevance Concept of Dividend
- Models of Dividend

- Walter Model
- Gordon Model
- MM Approach
- Corporate Dividend Practices in India

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 7 to 11

LONG ANSWER TYPE QUESTIONS: Q 12 to 15, 18

SUGGESTED READING:

TEXT BOOKS:

1. ibid 2, Page D11.1- D11.25.
2. ibid 1, Page 30.3-30.29.

REFERENCE BOOKS:

- 1 ibid 3, Page 453- 483
- 2 ibid 4, Page 522-535

ARTICLES:

- 1 Mittal Sanjiv, Chopra Monika, Paliwal Pallavi, “Linkages between financial leverage, dividend policy and value of firm: A Comparison between manufacturing and non-manufacturing firms in India”, BVIMR Management Edge, Vol. 6, No. 2, July – Dec. 13, pp. 1 – 16.
- 2 Aggarwal Shalini, “An Analysis Of Trends And Progress In Corporate Dividend Of Selected Cement Industries In India”, BVIMR Management Edge, Vol. 6, No. 2, July – Dec. 16, pp.108 – 120.
- 3 Jindal Divya, “Effect of Receivables Management on Profitability: A Study of Commercial Vehicle Industry in India”, International Journal of Applied Sciences and Management, Volume. 2 (2017), No. 2, pp. 246-255.

LECTURES 46 - 50

UNIT-IV

WORKING CAPITAL MANAGEMENT

OBJECTIVE:

The importance of sufficient working capital in any business concern can never be overemphasized. A concern requires adequate working capital to carry on its day-to-day operations smoothly and efficiently. Lack of adequate working capital not only impairs firm's profitability but also results in stoppage in production and efficiency in payment of its current obligations. The objective of these lectures is to cover the basic aspects of current asset management including the concept, need and types of working capital

CONTENTS:

- Concept of working capital
 - Gross Working capital
 - Net Working Capital
- Need for Working Capital
- Types of Working Capital
 - Permanent Working Capital
 - Temporary Working Capital
- Adequacy of working capital
- Management of working capital
- Operating cycle
- Sources of Working Capital
- Approaches for determining the financing mix
 - Hedging Approach
 - Conservative Approach
 - Aggressive Approach
- Determinants of working capital
 - General nature of business
 - Production cycle
 - Business cycle
 - Production policy
 - Credit policy
 - Growth and expansion
 - Profit level
 - Level of taxes
 - Dividend policy
 - Depreciation policy
 - Price level changes
 - Operating efficiency

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 6, 19, 23

LONG ANSWER TYPE QUESTIONS: Q 15 to 19

SUGGESTED READING:

TEXT BOOKS:

1. ibid 1, Page 13.3-13.22
2. ibid 2, Page D7.1 – D7.17

REFERENCE BOOKS:

1. ibid 3, Page 493-519
2. ibid 4, Page 563-574
3. ibid 6, Page 549-560

ARTICLES:

1. K. Madhavi, “Working Capital Management of Paper Mills”, *IMPACT: International Journal of Research in Business Management*, Vol. 2, Issue 3, Mar 2016.
2. Jakpar S, Tinggi M, Siang TK, Johari A, Myint KT, “Working Capital Management and Profitability: Evidence from Manufacturing Sector in Malaysia”, *J Business and Financial Affairs*, Vol 6, 2017, pp 255. doi: 10.4172/2167-0234.1000255

LECTURES 51 - 56

UNIT-IV

MANAGEMENT OF INVENTORY

OBJECTIVE:

A finance manager has to ensure that investment in cash is efficiently utilised. For that matter, he has to manage cash collections and disbursements efficaciously, determine the appropriate working cash balances and invest surplus cash. Without effective inventory management, the corporate cannot achieve its goals. The aim of these lectures is to explain the objectives of inventory and techniques for effective management of inventories.

CONTENTS:

- Meaning of Inventory management
- Management of Inventories

- Motives for Holding inventories
- Benefits of holding inventories
- Risks and costs associated with inventories
- Techniques of inventory management
 - EOQ
 - ABC Analysis

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 18 to 25

LONG ANSWER TYPE QUESTIONS: Q 15, 17

SUGGESTED READING:

TEXT BOOK:

1. ibid 5, Page D7.17 – D7.43

REFERENCE BOOKS:

1. ibid 3, Page 533-546, 593-602
2. ibid 4, Page 582-603,632-644
3. ibid 6, Page 572-583

ARTICLES:

1. Wei Luo & Kevin Shang, “Joint Inventory and Cash Management for Multidivisional Supply Chains”, Journal of Operations Research, 2015, Vol. 63, Issue 5, pp. 1098-1116.
2. Sohail, N & Sheikh, T. .H. (2018). A Study of Inventory Management System Case Study. Journal of Advance Research in Dynamical & Control Systems, 10(10), 1176-1190.

LECTURES 51 - 52

UNIT-IV

MANAGEMENT OF PAYABLE

OBJECTIVE:

Accounts Payable are the payments a business owes to suppliers for goods or services purchased on credit; a type of short-term debt. The aim of these lectures is to explain the objectives of Payable Management and importance of Payable Management for an business organization.

CONTENTS:

- Meaning of Accounts Payable
- Importance of Accounts Payable
- Accounts Payable Process
- Techniques for Accounts Payable Management
 - Payable Turnover Ratio
 - Days in Payable outstanding
 - Cash Conversion Cycle
 - Net Working Capital
 - Current Ratio

ARTICLES:

1. Nwakaego, D. A. & Ikechukwu, O. I. (2016). Management of Accounts Payable on the Financial Performance of Industrial/ Domestic Manufacturing Companies in Nigeria. IOSR Journal of Humanities and Social Science, 21(7), 54-61.
2. <https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/finance/ca-en-FA-strategies-for-optimizing-your-accounts-payable.pdf>
3. http://cdn2.hubspot.net/hub/181151/file-212692585-pdf/downloads/Accounts_Payable_Survey_The_Impact_of_Invoice_Automation_on_Financial_Performance.pdf%3Ft%3D1372688009000

LECTURE PLAN

RESEARCH METHODOLOGY

BBA-206

**COURSE OUTLINE
BBA - IV SEMESTER
RESEARCH METHODOLOGY BBA 206**

L - 4 Credits - 04

OBJECTIVE:

The course aims at equipping students with an understanding of various aspects of research, identify the various tools available to the researcher. Research methodology can help the business manager in decision making.

Outcomes:

The aim of the course is to provide participants with an introduction to research methods and report writing. On successful completion of the course students will be able to:

- Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
- Have basic knowledge on qualitative research techniques
- Have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis
- Have basic awareness of data analysis-and hypothesis testing procedures

INTERNAL ASSESSMENT AND ASSIGNMENT:

25 marks

1. Class Test-I – (Written Test)

15 marks

2. Class Assessment + Attendance

10 marks

COURSE CONTENTS:

UNIT I

(14 hours)

Introduction

- Meaning of research
- Scope of business research
- Purpose of research- Exploration, Description, Explanation
- Unit of Analysis- Individual, Group, Organizations
- Data series
- Conception
- Construct
- Attributes
- Variables
- Hypotheses

UNIT II

(14 hours)

Research process

- An overview
- Problem identification and definition
- Selection of basic research methods- field study, laboratory study, survey method, observational study, existing data-based research, longitudinal studies, panel studies.
- Questionnaire design

UNIT 3

(14 hours)

Measurement

- Definition
- Designing and writing items
- Unidimensional and multidimensional scales
- Measurement scales
- Ratings and ranking scale
- Thurston
- Likert and semantic differential scaling
- Paired comparison
- Reliability and Validity scale

Sampling

- Steps
- Types
- Sample size decisions
- Secondary data resources

Hypotheses testing

- Means and proportions
- ANOVA
- Chi square
- Non-parametric tests

UNIT 4

(14 hours)

Report Preparation:-

- Meaning
- Types and layout of research Report
- Steps in report writing
- Citations, Bibliography and annexures
- JEL Classification

Computerized Data Analysis:-

- Overview
- Features
- Role of computerized data analysis
- Advanced excel/SPSS

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Business Research for Management, and students are advised to go through the material for thorough understanding of the subject. The course is designed such to provide students with a working knowledge of various statistical techniques that are commonly used in business research.

➤ MAIN TEXT BOOKS

1. **Author's Name(s) :**Ranjit Kumar
Title: Research Methodology: A Step y Step Guide for Beginners
Edition: IV **Year:** 2014
Publisher: Sage Publication (ibid 1)
2. **Author's Name(s) :**Deepak Chawla and Neena Sondhi
Title: Research Methodology Concepts and Cases
Edition: II **Year:** 2016
Publisher: Vikas Publishing House Pvt. Ltd. (ibid 2)
3. **Author's Name(s):** Kothari, C.R.
Title: Research Methodology
Edition: III **Year:** 2019
Publisher: New Age International Publishers

➤ REFERENCE BOOKS

1. **Author's Name(s) :**Kumar V
Title: Marketing research: A global outlook
Edition: 2015
Publisher: Sage Publications (ibid 3)
2. **Author's Name(s) :**R. Cooper Donald, and S. Schindler Parmela
Title: Business Research Methods
Edition: XI **Year:** 2012
Publisher: Tata McGraw Hill (ibid 4)
3. **Author's Name (s):** GC Beri
Title: Marketing Research
Edition: 5
Year: 2013
Publisher: McGraw Hill Education (ibid 5)

4. **Author's Name (s):** Levin, Richard and Rubin,DS
Title: Statistics for Management
Edition: 7
Year: 2013
Publisher: Pearson Education (ibid 6)

➤ **JOURNALS:**

1. Competitiveness Review: An International Business Journal, Emerald
2. Measuring Business Excellence, Emerald
3. International Journal of Indian Culture and Business Management, Inderscience
4. **Vikalpa:** The Journal for Decision Makers is a quarterly publication of Indian Institute of Management, Ahmedabad, India
5. DIAS Technology Review: The International Journal for Business and IT, Delhi Institute of Advanced Studies
6. Abhigyan.
7. Asian Journal of Management Research
8. International Journal of Engineering, Business and Enterprise Applications
9. Global Business Review

UNIT - I

LECTURES 1-3

INTRODUCTION TO RESEARCH

OBJECTIVE:

The main objective of these lectures is to provide a basic understanding of the fundamental concepts of research. These lectures will acquaint the students with role and relevance of research in management and commerce.

CONTENTS:

- Meaning of research
- Meaning of research methodology
- Objectives of research
- What is a good research
- Motivation in research
- Basic research vs Applied research
- Research methods vs Methodology
- Research approaches
 - Quantitative
 - Qualitative
 - Inferential
 - Experimental
 - Simulation
- Introduction to research ethics
- Nature of research
- Applications of research

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q1-3, 5-10, 20-22.23-30

LONG ANSWER TYPE QUESTIONS: Q 1, 2, 4, 5, 20, 30.

OTHER ASSIGNMENTS:

- 1 ibid 3, Page 22-23.
- 2 ibid 2, Page 20-21

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 2, Page 3-18
- 2 ibid 3, Page 1-7.

LECTURES 4-7

UNIT OF ANALYSIS

OBJECTIVE:

These lectures will help the students to gain insights into the purpose and scope of research and to understand the concept of unit that must be undertaken to pursue research. The difference between different unit of analyses and thus, choosing their sample of study carefully along with review.

CONTENTS:

- Scope of business research
 - Purview of research
 - The future of research
 - Limitations of research
- Purpose of research
 - Exploration
 - Description
 - Explanation
- Unit of Analysis
 - Individuals
 - Groups
 - Organizations
 - Social
 - Unit of analysis in review
- Limitations of Unit of Analysis
 - Ecological fallacy
 - Reductionism
- Introduction to Literature review
 - Reviewing literature
 - Technical writing

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 14, 15, 19,20-22

LONG ANSWER TYPE QUESTIONS: Q 14, 21, 22,24.

OTHER ASSIGNMENTS:

- 1 ibid 3, Page 23
- 2 ibid 2, Page 64-66

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 3, Page 10, 20.
- 2 ibid 2, Page 51-64

ARTICLE:

Chinelo, L. (2019). Fundamentals of research methodology and data collection. Lambert publications.

LECTURES 8-11

DATA SERIES

OBJECTIVE:

These lectures will help the students to gain more understanding into the concepts of data, its types and properties. The introduction to various research related terminologies will also be done in these lectures.

CONTENTS:

- Meaning and types of data
 - Nominal
 - Ordinal
 - Interval
 - Ratio
- Data collection methods
- Concept of Data series
- Types of data series
 - Time series
 - Multiple time series
 - Cross sectional
 - Longitudinal
- Concept
- Construct
- Attributes/Characteristics

- Variables
 - Meaning
 - Difference between concepts and variables
 - Types of variables

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 12, 16, 27, 28.

LONG ANSWER TYPE QUESTIONS: Q 3, 23, 27, 30

OTHER ASSIGNMENTS:

1 ibid 3, Page 152

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 3, Page 122-125

LECTURES 12-14

HYPOTHESES

OBJECTIVE:

These lectures will help the students to develop an understanding about the meaning of hypotheses, its types, developing hypotheses for a particular study and testing them.

CONTENTS:

- Meaning of hypotheses
- Characteristics of hypotheses
- Role of hypotheses
- Types of hypotheses
 - Null hypotheses
 - Alternate hypotheses
 - Descriptive hypotheses
 - Relational hypotheses

UNIT I

MCQs: 3, 19, 20, 33, 44, 45.

SHORT ANSWER TYPE QUESTIONS: Q 4, 11, 13, 17, 18, 24-26.

LONG ANSWER TYPE QUESTIONS: Q 6-10, 15, 16, 28.

OTHER ASSIGNMENTS:

- 1 ibid 3, Page 230
- 2 ibid 2, Page 46-48

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 3, Page 184-195.
- 2 ibid 2, Page 40-42

ARTICLE:

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, Vol. 109. Elsevier.

UNIT II

LECTURES 15-17

OVERVIEW OF RESEARCH PROCESS

OBJECTIVE:

These lectures will enable the student to understand research is decision and dilemma centered, the research question is the result of careful exploration and analysis and sets the direction for the research project.

CONTENTS:

- Research process
 - Problem Identification
 - Development of an approach to the problem
 - Research design formulation
 - Fieldwork
 - Data preparation and analysis
 - Report preparation and Presentation
- The role of business research in decision making

UNIT II

MCQs: 1,5,7,13, 14, 19, 20, 21, 39.

SHORT ANSWER TYPE QUESTIONS: 23, 26, 29, 30

LONG ANSWER TYPE QUESTIONS: 5, 8, 12,18

OTHER ASSIGNMENTS:

- 1 ibid 3, Page 22.
- 2 ibid 2, Page 20.

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 3, Page 10-19
- 2 ibid 2, Page 9-12

LECTURES 18-19

PROBLEM IDENTIFICATION AND DEFINITION

OBJECTIVE:

These lectures aim at enhancing the students' understanding about the research problem, its definition and identification. The identification of right research problem gives a right direction to the research.

CONTENTS:

- Problem identification
 - Concept of problem identification
 - Need of defining the problem
 - Techniques involved in defining a problem
 - Clarifying the problem through exploration
 - Problem identification through secondary sources
 - Identification strategy
 - Mining internal resources

UNIT II

MCQs: 26-28, 34, 36.

SHORT ANSWER TYPE QUESTIONS: Q 15, 48, 49, 50, 51.

LONG ANSWER TYPE QUESTIONS: Q 1.

OTHER ASSIGNMENTS:

- 1 ibid 3, Page 30
- 2 ibid 2, Page 42-45

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 3, Page 24-29
- 2 ibid 2, Page 31-39

ARTICLE

Gugliomole, M. (2019). The day of the week effect in the cryptocurrency market. Elsevier Finance Research Letters, Vol 31. <https://doi.org/10.1016/j.frl.2018.11.012>

LECTURES 20-24

RESEARCH METHODS

OBJECTIVE:

These lectures provide the classification of different types of research design. Types of research methods and their application will also be discussed through appropriate illustrations from different business domain.

CONTENTS:

- Concept of research design
- Need for a research design
- Characteristics of a good research design
- Types of research design
- Meaning of research methods
- Types of research methods
 - Field study
 - Laboratory study
 - Survey method
 - Types of survey
 - Observational method
 - Types of observation
 - Existing data-based research
 - Longitudinal studies
 - Panel studies

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 11-14, 18, 26, 37.

LONG ANSWER TYPE QUESTIONS: Q 2, 3, 10, 13, 21.

OTHER ASSIGNMENTS:

- 1 ibid 3, Page 54
- 2 ibid 2, Page 64-67

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 3, Page 31-52
- 2 ibid 2, Page 52-54, 77, 124-151

LECTURES 25-28

QUESTIONNAIRE DESIGN

OBJECTIVE:

These lectures provide the basic understanding about the research questionnaire. The basic fundamentals of the development of the questionnaire will be discussed through examples and exercises.

CONTENTS:

- Questionnaire definition
- Questionnaire design process
 - Specify the information needed
 - Specify the type of interviewing method
 - Determine the content of individual question
 - Overcoming the respondent's inability to answer
 - Choose the question structure
 - Choose question wording
 - Arrange questions in order
 - Identify the form and layout
 - Reproduce the questionnaire
 - Eliminate problems by pilot

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 1, 2, 4, 5, 24, 25.

LONG ANSWER TYPE QUESTIONS: Q 6, 11, 12.

OTHER ASSIGNMENTS:

- 1 ibid 3, Page 121
- 2 ibid 2, Page 232-242

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 3, Page 95-118
- 2 ibid 2, Page 200-230

UNIT III

LECTURE 26-27

UNIT III

MEASUREMENT AND SCALING

OBJECTIVE:

In this lecture students will learn how to differentiate between different measurement scales and identify the criteria for good measurement.

CONTENTS:

- Introduction
- Types of measurement scales:
 - Nominal Scale
 - Ordinal Scale
 - Interval Scale
 - Ratio Scale
- Classification of scales
 - Comparative scales:
 1. Constant sum
 2. Rank Order
 3. Q-sort and other procedures
 4. Paired C comparison
 - Non-Comparative scales:
 1. Graphic rating scale
 2. Itemized rating scale

3. Likert
4. Semantic differential
5. Stapel
6.
 - Criteria for good measurement

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q28, Q23, Q36, Q15,17,18,19

LONG ANSWER TYPE QUESTIONS: Q30, Q27, Q50, Q18, 20

OTHER ASSIGNMENTS:

1. ibid 2, Page 191, Q1, Q2 and Q11

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 2, Page 167-191

REFERENCE BOOK:

LECTURE 28

SAMPLING CONSIDERATIONS

OBJECTIVE:

In this lecture students will be able to understand the basic concepts of sampling, meaning of design and the various types of sampling. From this they can extract appropriate sample from the universe.

CONTENTS:

- Sampling concepts
- Sampling design
- Sample v/s Census
- Sample V/s Non-sampling error

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q 3,10,16,23,

LONG ANSWER TYPE QUESTION: Q1,2,7, 11,15,20

OTHER ASSIGNMENTS

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 2, Page 249-253

LECTURES 29-30

SAMPLING TECHNIQUES

OBJECTIVE:

In these lectures students will be taught classification of sampling techniques. With the better understanding of sampling techniques students can pursue better research work.

CONTENTS:

- Sampling Techniques
 - Non-probability
 - Probability
- Non-probability
 - Convenience sampling
 - Judgment sampling
 - Quota sampling
 - Snowball sampling
- Probability
 - Simple Random
 - Systematic Sampling
 - Stratified Sampling
 - Cluster Sampling
 - Other Sampling Techniques
- Internet Sampling
 - Online Intercept Sampling
 - Recruited Online Sampling
- Online Intercept Sampling
 - Non-random
 - Random
- Recruited Online Sampling

- Panel
 - (a) Recruited panel
 - (b) Opt-in
- Non-panel
 - (a) Opt-in-list rentals

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q 3, 4, 5, 6, 8, 9, 10, 14- 17, 27

LONG ANSWER TYPE QUESTIONS: Q5, 7, 9, 10, 11, 12, 14, 15, 18-21, 25, 30

SUGGESTED READINGS:

OTHER ASSIGNMENTS

1 ibid 2, Page 269 Conceptual Questions Q1-13

TEXT BOOKS:

- 1 ibid 1, Page 234-246
- 2 ibid 2, Page 253-262

REFERENCE BOOK:

1 ibid 3, Page 226-246

LECTURES 31-32

SAMPLE SIZE DETERMINATION

OBJECTIVE:

In these lectures students will be taught determination of sample size. Appropriate sample selection is necessary for the appropriate research and problem solution and decision making.

CONTENTS:

- Definition and symbols
 - Parameters
 - Statistics
 - Finite population correction
 - Precision level
 - Confidence interval

- Confidence level
- The Sampling Distribution
- Statistical approach to determining sample size
- The confidence interval approach
- Multiple characteristics and Parameters
- Other Probability Sampling Technique
- Adjusting the statistically determined sample size
- Non-response issue in sampling
- Methods of improving response
 - Reducing Refusals
 - (a) Prior notification
 - (b) Motivating respondents
 - (c) Incentives
 - (d) Questionnaire design and administration
 - (e) Follow-up
 - (f) Other facilitators
 - Reducing not at homes
 - (a) Call backs

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q 11, 12, 35, 33, 43

LONG ANSWER TYPE QUESTIONS: Q 5, 7, 13, 16, 17, 22-24, 26-28, 39, 40, 49

SUGGESTED READING:

OTHER ASSIGNMENTS

1 ibid 2, Page 269-270 Application Questions Q1-8

TEXT BOOK:

1 ibid 2, Page 262-267

LECTURES 33-34

HYPOTHESES TESTING

OBJECTIVE:

The basic objective of these lectures would be to discuss the steps used in testing of hypotheses exercise and test the significance of a single population and between two different populations.

CONTENTS:

- Concepts
- Steps of testing of hypothesis
- Test of Significance
- One tailed and two tailed tests
- Test of mean of a normal population (one sample test)
- Test of difference of difference between means of two normal populations (Two sample test)
- Test of population proportions
- Test of equality of two population proportions
- The Chi-square tests of hypothesis
- Test of variance
- The goodness of fit test
- Test of independence
- Test of homogeneity

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q2, 5,6,13,23

LONG ANSWER TYPE QUESTIONS: Q44,45,48, Q4, Q5 Q29,30,31

SUGGESTED READINGS:

OTHER ASSIGNMENTS:

- 1 ibid 2 Page 395-397 Application Questions Q1-17
- 2 ibid 3, Page 313-314 Q 9.1-9.10, Page 319 Q 9.11-9.15, Page 326 Q 9.22-9.28, Page 329-330 Q 9.31-9.33, Page 338 Q 9.36-9.39

TEXT BOOK:

- 1 ibid 2, Page 365-393

REFERENCE BOOK:

- 1 ibid 3, Page 296-338

LECTURE 35-36

TECHNIQUES OF HYPOTHESES TESTING/NONPARAMETRIC TESTS

OBJECTIVE:

This lecture will help the students to understand the exact use of the right technique for testing the hypotheses about the population and the proportion. The objective of this lecture is to understand data analysis associated with non-parametric hypothesis testing for one sample, two independent samples, and paired samples.

CONTENTS:

- Introduction
- One sample tests
 - Sign test
 - One-sample Wilcoxon signed rank test
 - Run test (Test of randomness)
- Two sample tests
 - Two sample sign tests
 - Two sample Wilcoxon signed rank test (matched samples)
 - The Wilcoxon rank sum W-test/Mann Whitney U-test
- Chi square test
- The H-test/The Kruskal-Wallis test

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q 22, 23, 24, 25,26

LONG ANSWER TYPE QUESTIONS: Q 12, 14,15,18,23

OTHER ASSIGNMENTS:

- 1 ibid 2, Page 494-497 Application Questions Q1-21
- 2 ibid 3, Page 698 Q 17.7-17.10, Page 706 Q 17.14-17.17

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 2, Page 453-492.

REFERENCE BOOK:

1 ibid 3, Page 660-720.

ARTICLE:

1 Malati, N. Tiwari, P. and Sharma R. (2012), An Empirical Study of Employer Branding in Information Technology Companies, DIAS Technology Review, Vol 8, No.2, pp.36-42.

UNIT IV

LECTURES 37-38

REPORT PREPARATION AND PRESENTATION

OBJECTIVE:

In this lecture students will learn the final step of business research i.e report preparation and presentation of facts and results.

CONTENTS:

- Overview
- Importance of the report and presentation
- Types of Research Reports
 - Brief reports
 - Detailed reports
 - Technical Reports
 - Business Reports
 - The report preparation and presentation

ASSIGNMENTS FROM QUESTION BANK:

UNIT-IV

SHORT ANSWER TYPE QUESTIONS: Q25-27,28-30

LONG ANSWER TYPE QUESTIONS: Q6, 7, 13, 14, 15, 20,22,25

OTHER ASSIGNMENT:

1 ibid 2, Page 740 Conceptual Questions 7, Applications Questions Q1-3

SUGGESTED READING:

TEXT BOOK:

1 ibid 2, Page 717-719

LECTURE 39-40

REPORT STRUCTURE

OBJECTIVE:

In these lectures students will be acquainted with the report preparation and presentation skills by giving a definite structure to the report.

CONTENTS:

- Preliminary Section
- Main Report
- Interpretations of results and Suggested Recommendations
- Limitations of the Study
- End Notes

ASSIGNMENTS FROM QUESTION BANK:

UNIT-IV

SHORT ANSWER TYPE QUESTIONS: Q31, 32

LONG ANSWER TYPE QUESTIONS: Q 15,20,21,30

OTHER ASSIGNMENTS:

1 ibid 2, Page 739 Conceptual Questions Q2

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, Page 489-508

LECTURE 41-42

REPORT FORMULATION

OBJECTIVES:

In this lecture students will go through the concept of identifying the needs of the reader and formulate a report to match the requirements. Also highlighting the importance of oral presentations.

CONTENTS:

- Report format
- Report writing
- Guidelines for tables
- Guidelines for graphs
- Report distribution
- Oral presentation

ASSIGNMENTS FROM QUESTION BANK:

UNIT-IV

SHORT ANSWER TYPE QUESTIONS: Q27, 28, 29

LONG ANSWER TYPE QUESTIONS: Q4,6,13,16,20

OTHER ASSIGNMENTS:

1 ibid 2, Page 739-740, Conceptual Questions, Q1, Q3-6, Page 740 Application Questions Q1-3.

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, Page 727-737.

LECTURE PLAN

INFORMATION SYSTEMS MANAGEMENT

BBA 210

**COURSE OUTLINE
BBA IV SEMESTER
INFORMATION SYSTEMS MANAGEMENT – BBA 210**

L – 4 Credits- 4

OBJECTIVE:

The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

UNIT I

(14 hours)

- Introduction: Definition, Purpose and Objectives of MIS
- Pre-requisites for effective MIS
- Components of MIS
- MIS applications in business
- Information in decision making: Meaning and importance
- Sources and types of information
- Information requirements with particular reference to Management Levels
- Relevance of information in decision making

UNIT II

(14 Hours)

- Introduction to database systems: File system vs DBMS
- Structure of DBMS
- People dealing with database
- Introduction to data models
- Concept of normalization
- Introduction to entity relationship model
- Overview of database design
- Entities, attributes and relationships
- Introduction to relational model
- Integrity constraints
- Querying relational data using SQL
- DDL and DML commands
- Aggregate functions

UNIT III

(14 hours)

- Cost Benefit Analysis: Quantitative and qualitative aspects
- Assessing information needs of the organization

- System development: Concept of system
- Types of systems-open, closed, deterministic, probabilistic
- System approaches: system development life cycle
- Prototyping
- End user development
- Waterfall and spiral method
- System design, analysis and implementation

UNIT IV

(14 hours)

- Types of information systems: Transaction processing system
- Expert system
- Decision support system
- Executive information system
- Knowledge management system
- Information technology: Recent developments in the field of information technology
- Impact of IT on organizations
- Multimedia approach to information processing
- Centralized and distributing processing

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of operating systems, and students are advised to go through the material for thorough understanding of the subject:

The students are expected to actively participate in the discussions in the class, so that they may be able to gain sights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories.

MAIN TEXT BOOKS

- 1. Author's Name(s): Kenneth C. Laudon & Jane P. Laudon**
Title: Management Information Systems
Edition: XIIth **Year:** 2018
Publisher: Prentice Hall of India Pvt. Ltd. (ibid 1)
- 2. Author's Name(s): James A. O'Brien**
Title: Management Information Systems
Edition: Xth **Year:** 2019
Publisher: Tata Mcgraw Hill (ibid 2)

REFERENCE BOOK

- 1. Author's Name(s): Elmasri, Shamkant and Navathe**
Title: Fundamentals of database systems
Edition: 5th edition : 2018
Publisher: Pearson (ibid 3)
- 2. Author's Name(s): Waman S Jawadekar**
Title: MIS
Edition: 4th edition : 2019
Publisher: The McGraw Hill (ibid 4)

JOURNALS

1. ACM Sigmis
2. The ICFAI University Journal of Information Technology
3. ICFAI Journal of Systems Management
4. Sigmod Record
5. National Journal of Systems And IT
6. CSI Communication
7. IMS Manthan (Journal of Innovations)
8. The IUP Journal of Computer Sciences

UNIT I

LECTURES 1-4

MEANING AND ROLE OF INFORMATION SYSTEMS

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of Information systems, characteristics of information, Components of an IS, Information System Resources. A management information system provides information that organizations require to manage the system efficiently and effectively.

CONTENTS:

- Introduction to Information Systems
- Purpose of MIS
- Objectives of MIS
- Role of MIS in business organizations
- Pre-requisites for effective MIS
- The architecture of the MIS
- Planning for Information Systems
 - MIS goals and objectives
 - Strategy for the plan achievement
 - The architecture of the MIS
 - The system development schedule
 - Hardware and software plan
 - Ascertaining the class of information

UNIT 1

ASSIGNMENTS FROM QUESTION BANK

SHORT ANSWER TYPE QUESTIONS: Q1, 3, 5, 25

LONG ANSWER TYPE QUESTIONS: Q 1,3,4,10

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 36,
- 2 ibid 4, Page 23

SUGGESTED READINGS:

- 1 ibid 1, Page 17-33
- 2 ibid 4, Page 3-13

LECTURES 5-8

COMPONENTS AND APPLICATIONS OF IS

OBJECTIVE:

The objective of the lectures is to make the students understand the components of information systems. The applications of MIS in business and firms.

CONTENTS:

- Components of an IS
 - Data
 - Hardware
 - Software
 - Communication networks
 - People
 - Procedures
- MIS Applications in business
 - MIS effectiveness in business
 - Strategic management
 - E business enterprise
 - E communication
 - Real time enterprise
 - ERP & Business
 - Supply Chain Business Process Integration

ASSIGNMENTS FROM QUESTION BANK

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q7, 10, 12

LONG ANSWER TYPE QUESTIONS: Q 6, 7, 13

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 37.
- 2 ibid 4, Page 23.

SUGGESTED READINGS:

- 1 ibid 1, Page 13-21.
- 2 ibid 4, Page 33, 42, 80.

ARTICLES:

1. Pandey & Pandey, “Digital Disruptions Changing the Dynamics of business-A case of Selective Digital Disruptions” *The Management Accountant* Vol. 53 No. 2 February 2018, pp 103-107.
2. Sreedhar K.R. “Data Mining & Analysis- An Invaluable Tool for Management Accountants” *The Management Accountant* Vol. 52 No. 12 December 2017, pp 57-62.
3. Kamariotou, M., & Kitsios, F, “Information Systems Phases and Firm Performance: A Conceptual Framework”, In *Strategic Innovative Marketing*, 2017, pp. 553-560, Springer International Publishing.
4. Crişan, G. C., Pintea, C. M., & Palade, V., “Emergency management using geographic information systems: application to the first romanian traveling salesman problem instance”, *Knowledge and Information Systems*, 50(1), 2017, pp. 265-285.
5. Kauremaa, J., & Tanskanen, K., “Designing interorganizational information systems for supply chain integration: a framework”, *The International Journal of Logistics Management*, 27(1), 2016, pp. 71-94.

LECTURES 9-11

INFORMATION IN DECISION MAKING

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of decision making and role of information in it. The concept and basic fundamentals of information are also being disseminated.

CONTENTS:

- Information in decision making
 - Decision making concepts
 - Decision making process
 - MIS and decision making
- Sources of information
 - Concept of information
 - Classification of the information
 - Value of the information
 - Types of information

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

SHORT ANSWER TYPE QUESTIONS: Q 6, 19, 20

LONG ANSWER TYPE QUESTIONS: Q 2, 15

OTHER ASSIGNMENT:

1 ibid 4, Page 161

SUGGESTED READINGS:

1 ibid 4, Page 147-158

LECTURES 12-14

INFORMATION REQUIREMENTS

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of information in detail and its relevance in decision making and its reference to different management levels.

CONTENTS:

- Information requirements with particular reference to management levels
 - Strategic
 - Management
 - Operational
- Relevance of information in decision making

ASSIGNMENT FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTION: Q 21, 2

LONG ANSWER TYPE QUESTION: Q15, 17, 20

OTHER ASSIGNMENTS:

1 ibid 4, Page 191

SUGGESTED READINGS:

1 ibid 4, Page 168-179

UNIT II

LECTURES 15-18

INTRODUCTION TO DBMS

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of data and dbms. The lectures will cover the basic aspects of DBMS, its characteristics and structure.

CONTENTS:

- Meaning of data
- Difference between data and information
- Basics of Database Management Systems
 - Introduction to data, database & database Management Systems
 - Database Users
 - Database applications
 - Advantages of using the Database Approach
 - Characteristics of the Database Approach
 - Types of Databases and Database Applications
 - When Not to Use Databases
- Traditional file system vs DBMS
- Structure of DBMS
 - Three tier architecture
- Data Independence
 - Logical Data Independence
 - Physical Data Independence

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 1, 2,3, 5, 12, 13, 14, 15

LONG ANSWER TYPE QUESTIONS: Q1, 3, 5, 7, 15

OTHER ASSIGNMENTS:

1 ibid 3, Page 28

SUGGESTED READINGS:

1 ibid 4, Page 3-26

ARTICLES:

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6. Shojaie, A. A., Shadaloie, M. A. S. O. U. D., Khalili-Damghani, K. A. V. E. H., & Pakzad, M. R., “Development of a conceptual model of project management information systems for investigating its effective factors impacting the success of project using structural equation model” International Journal of Life Science & Pharma Research, Special, (1), 2016, pp. 17-29.
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LECTURES 19-22

DATA MODELS AND NORMALIZATION

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of data models. The process of normalization and its forms will also be discussed in detail.

CONTENTS:

- Classification of DBMSs
 - Based on the data model used

- Other classification
- Data Models and Their Categories
 - Data Model Operations
 - Data Model Structure and Constraints
 - History of Data Models
- Normalization
 - Normalization of Relations
 - Practical Use of Normal Forms
 - Definitions of Keys and Attributes Participating in Keys
 - First Normal Form
 - Second Normal Form
 - Third Normal Form

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q4, 17, 18, 26, 28, 30

LONG ANSWER TYPE QUESTIONS: Q4, 16

OTHER ASSIGNMENTS:

1 ibid 3, Page 54

SUGGESTED READINGS:

1 ibid 3, Page 30-49

LECTURES 23-24

ENTITY RELATIONSHIP MODEL

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of entities, the attributes and relationship types. The ER diagrams enhance the graphical understanding of DBMS.

CONTENTS:

- ER Model Concepts
 - Entities and Attributes
 - Types of Attributes
- Entity Types, Value Sets, and Key Attributes
- Relationships and Relationship Types

- Relationship type vs. relationship set
- Weak Entity Types
- Constraints on Relationships
- Many-to-one (N:1) Relationship
- Many-to-many (M:N) Relationship Displaying a recursive relationship
- Attributes of Relationship types
- Notation for Constraints on Relationships
- Alternative (min, max) notation for relationship structural constraints
- The (min,max) notation for relationship constraints
- Relationships of Higher Degree
- Discussion of n-ary relationships
- ER Diagrams - Notation

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q6, 7, 8, 9

LONG ANSWER TYPE QUESTIONS: Q 6, 12, 13, 14, 17

OTHER ASSIGNMENTS:

1 ibid 3, Page 92

SUGGESTED READINGS:

1 ibid 3, Page 57-79

LECTURES 25-28

DATABASE DESIGN, RELATIONAL MODEL

OBJECTIVE:

These lectures aim at enhancing the understanding of the students about the basic conceptual design of the database and the relational database models.

CONTENTS:

- Overview of Database Design Process
 - Database design
 - Applications design
- Relational Model Concepts
 - Informal Definitions
 - Example of a Relation

- Key of a Relation
- The Schema (or description) of a Relation
- Formal Definitions – Tuple
- Formal Definitions – Domain
- Formal Definitions – State
- Characteristics Of Relations
- Relational Model Constraints and Relational Database Schemas
 - Relational Integrity Constraints
 - Key Constraints
 - Relational Database Schema
 - Entity Integrity
 - Referential Integrity
 - Displaying a relational database schema and its constraints
 - Other Types of Constraints
- DDL commands
- DML commands
- Aggregate functions

ASSIGNMENT FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 10, 11, 32, 36

LONG ANSWER TYPE QUESTIONS: Q 2, 10

OTHER ASSIGNMENTS:

1 ibid 3, Page 166

SUGGESTED READINGS:

1 ibid 3, Page 145-161

ARTICLES:

1. Riley, J. M., Riley, J. M., Klein, R., Klein, R., Miller, J., Miller, J., & Sridharan, V., “How internal integration, information sharing, and training affect supply chain risk management capabilities”, *International Journal of Physical Distribution & Logistics Management*, 46(10), 2016, pp. 953-980.
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UNIT III

LECTURES 29- 30

COST BENEFIT ANALYSIS

OBJECTIVE:

The objective of the lectures is to make the students assess the information needs of organization with the help of cost benefit analysis.

CONTENTS:

- Cost Benefit Analysis
 - Quantitative Aspects
 - Qualitative Aspects
- Process of Cost benefit Analysis

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q1, 2, 12

LONG ANSWER TYPE QUESTION: Q2, 25

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 216
- 2 ibid 4, Page 75

SUGGESTED READINGS:

- 1 ibid 1, Page 185-194
- 2 ibid 4, Page 64-65

LECTURES 31-34

CONCEPT OF SYSTEMS

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of system, types of systems and relevance for the choice of system.

CONTENTS:

- Concept of system
- Types of System
 - Open System
 - Closed System
 - Deterministic System
 - Probabilistic System

- Systems controls
- Relevance of Choice of System in MIS
- System development life cycle
 - Prototyping
 - Rapid Application development
 - End user development
 - Outsourcing Information Systems
- Concerns for System Builders and Users

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q3, 4, 7, 8, 9, 10

LONG ANSWER TYPE QUESTION: Q 1, 22.

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 528
- 2 ibid 4, Page 252

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 494-502
- 2 ibid 4, Page 200-212

ARTICLES:

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3. Bookbinder, J. H., & Dilts, D., “Logistics information systems in a Just-In-Time environment”, 2016.
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LECTURES 35- 38

SYSTEM ANALYSIS

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of system, types of systems and relevance for the choice of system.

CONTENTS:

- General model of MIS
- The need for system analysis
- System analysis of the existing system
 - Procedure of analyzing the existing system
- System Analysis of a new requirement
- System development model
 - Waterfall model
 - Spiral model
- The system development methods

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q12, 20, 21

LONG ANSWER TYPE QUESTION: Q3, 5, 8, 9, 10, 11

OTHER ASSIGNMENTS:

1 ibid 1, Page 529

2 ibid 4, Page 257

SUGGESTED READINGS:

1 ibid 1, Page 503-519

2 ibid 4, Page 217-224

LECTURES 39- 42

STRUCTURED SYSTEM ANALYSIS AND DESIGN

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of system analysis and its design implications.

CONTENTS:

- System development process
- Requirement analysis
- Requirement definition
- System design
 - Input design
 - Process design
 - Output design
- System development
 - Structuring the modules
 - Developing the modules
 - Unit testing
 - Integration of the modules
 - Integrated systems testing
 - Implementation
 - Maintenance
- Object Oriented Analysis
- Object Oriented Technology

- Object oriented system analysis and design life cycle

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q24, 25

LONG ANSWER TYPE QUESTION: Q6, 7, 13, 15, 18, 19

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 257
- 2 ibid 4, Page 529

SUGGESTED READINGS:

- 1 ibid 1, Page 228-238
- 2 ibid 4, Page 511-526

UNIT IV

LECTURES 43-48

TYPES OF INFORMATION SYSTEMS

OBJECTIVE:

The objective of the lectures is to make the students understand the types of information systems in detail.

CONTENTS:

- Types of Information Systems
- Transaction Processing System
- Process of TPS
 - Data entry
 - Data Capture
 - Data validation
 - Processing and revalidation
 - Storage
 - Output generation
 - Query support
- Operations Support System
 - Transaction processing System
 - Process Control System

- Management Support System
 - Management Information Systems
 - Decision Support Systems
 - Executive Information Systems
- Expert System
 - Components of Expert System
 - Developing an Expert System
 - Critical Success Factors for Expert Systems
 - Advantages of Expert System
 - Limitations of Expert System
- Knowledge Management Systems
 - Knowledge management
 - Driving forces behind KM
 - Key aspects of knowledge management
 - Designing for business benefits from KM

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q28, 30

LONG ANSWER TYPE QUESTION: Q6, 7, 16

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 120
- 2 ibid 4, Page 496

SUGGESTED READINGS:

- 1 ibid 1, Page 80
- 2 ibid 4 Page 456-494

LECTURES 49- 51

RECENT DEVELOPMENTS IN IT

OBJECTIVE:

The objective of the lectures is to make the students understand the recent developments in IT and its implications on business organizations.

CONTENTS:

- Recent developments in IT
 - Artificial intelligence
 - Evolutionary computing
 - Human computer interface
 - Information retrieval
 - Intelligent agent and web applications
 - Intelligent business computing
 - Soft computing
 - Speech, image, and video processing
 - The Internet of things
 - Virtual reality and human-computer Interaction
- Ethical and Social Issues in Managing Information Systems Resources
 - Ethical Issues
 - Social Issues
- Multimedia Approach to Information System
- Office Automation
- E-Commerce
- Production Physical System
- Discussion based on the recent developments

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q4, 29, 32

LONG ANSWER TYPE QUESTION: Q1, 2 5, 8, 12

OTHER ASSIGNMENTS:

1 ibid 1, Page 208

2 ibid 4, Page 737

SUGGESTED READINGS:

1 ibid 1, Page 171-180

2 ibid 4, Page 690-730

LECTURES 52-56

CENTRALIZED SYSTEM

OBJECTIVE:

The objective of the lectures is to make the students understand the concept of system, types of systems and relevance for the choice of system.

CONTENTS:

- Centralized processing
- Distributed Processing
- Difference between centralized and distributed processing

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q47, 48

LONG ANSWER TYPE QUESTION: Q21, 24

OTHER ASSIGNMENTS:

1 ibid 4, Page 656

SUGGESTED READINGS:

1 ibid 4, Page 643-651