

## II SEMESTER

Subject Code	Title of the Paper	Hours per week	Total Marks	Credits
P115 MC 201	Cost Management	4	100	4
P115 MC 202	Business Ethics & Corporate Governance	4	100	4
P115 MC 203	International Human Resource Management	4	100	4
P115 AR 201	Quantitative Techniques & Operations Research	3	100	3
P115 AR 202	Managerial Economics	3	100	3
P115 AO 201	Retail Analytics /Applied Econometrics	3	100	3
P115 ACBE 201	Analysis of Current Business and Economics – II (VALUE ADDED COURSE)	2	Grade Points	1
P115 QTLR 201	Quantitative Techniques and Logical Reasoning- II (VALUE ADDED COURSE)	2		1
P115 EA 201	Extension Activity			1
<b>TOTAL</b>		<b>25</b>		<b>24</b>

## **P115 MC 201: COST MANAGEMENT**

### **Objectives:**

*To provide an in depth knowledge of the detailed procedures and documentation involved in cost ascertainment systems. Acquire knowledge and skills for application of tools and techniques for managerial decision making.*

### **Module 1:**

Basic Concepts – Types of costing, methods and techniques of costing, nature of variable, semi variable, fixed costs, sunk costs, opportunity cost, differential costs and revenues.

### **Module 2:**

**Marginal costing & CVP Analysis** - Marginal costing (practical application technique), key or limiting factors analysis, profit planning, optimizing product mix, make or buy decision, price fixation, discontinuance of product, diversification of product line, accept or reject new order, close down of operations. Relevant Cost Analysis, incremental costing, short term decision making.

Uses of CVP analysis, simple, elaborate, cash, control, profit volume charts.

### **Module 3:**

**Budgeting and Budgetary Control** - Budget Concepts and Budget Preparation, Fixed and Flexible Budgets, Fixed, variable, semi-variable and activity-based categorizations of cost and their application in projecting financial Results, Zero Base Budgeting (ZBB), Budgetary Control.

### **Module 4:**

**Pricing decisions** – differential price, shadow price, transfer price, export pricing, relation of cost and prices, mechanism of price fixation.

### **Module 5:**

**Contemporary concepts-** Activity based costing, life cycle costing, target costing, Cost of quality and TQM , Responsibility accounting & divisional performance measurement, Financial and nonfinancial performance measurement(ROI, RI, EPS, NPV etc.), target costing, Kaizen costing, Balance Score Card.

### **BOOKS FOR REFERENCE:**

1. *Arora M. N.: A Text Book of Cost Accountancy, Vikas Publishing Pvt. Ltd.*
2. *Asish Bhattacharya: Principles and Practice of Cost Accounting, Sultan Chand.*
3. *Bhabatosh Banerjee: Cost Accounting, World Press.*
4. *Bhar B. K.: Cost Accounting - Method & Problems, Academic Publishers.*
5. *Edmonds, Edmonds & Tsay: Fundamental Managerial Accounting Concept, Irwin McGraw Hill.*
6. *Eldon S. Hendriksen: Accounting Theory, Richard D. Irwin.*
7. *Horngren, Foster & Datar: Cost Accounting – A Managerial Emphasis, Prentice Hall.*
8. *Moriarity & Allen: Cost accounting, John Wiley.*
9. *Most K. S.: Accounting Theory, Holt, Rinehart & Winston.*
10. *Owler & Brown: Wheldon's Cost Accounting, Macdonald.*
11. *Prasad N. K. & A. K. Prasad: Cost Accounting, Book Syndicate.*
12. *Saxena & Vashist: Cost Accounting (Text), Sultan Chand.*
13. *Saxena V. K. & C. D. Vashist, Advanced Cost & Management Accounting – Problems & Solutions, Sultan Chand.*
14. *Van Horne J. C.: Financial Management and Policy, Prentice Hall.*
15. *Weston & Brigham, Essentials of Managerial Finance, Dryden Press.*

# PI15 MC 202: BUSINESS ETHICS AND CORPORATE GOVERNANCE

## Objectives:

*To provide knowledge, on emerging trends and how conflict of interests provoke unethical behaviour, in good corporate governance.*

## Module 1:

**Business Ethics an overview:** Nature - Need - Importance, Sources of Ethics: Religion, Philosophical System. Ethical Concepts: Values - Moral Standards – Principles of Rights – Justice – Equality- Care – Virtue- Agency – Prisoners Dilemma - Types and codes of ethics. Kantianism - Kohlsberg Vs Utilitarianism, Individualism Vs Collectivism. Ethical Decision Making Model.

## Module – 2:

**Ethical issues in Marketing Management** – Marketing Strategy, Marketing Mix – Pricing and Distribution- Advertising and its Impact. Product Safety - Due Care theory -Contractual theory – Strict Liability Theory.

## Module 3:

**Ethical issues in Human Resource Management** – Nature of employment contracts, Ethical hiring, equality of opportunity, Ethics and Remuneration; Ethics in Retrenchment.

## Module 4:

**Ethical issues in Finance and Accounts** – Importance of Financial Statements, Importance of Transparency in Disclosure, Ethical issues in Mergers and Acquisition, Insider trading, Money Laundering. Banking Ombudsman Scheme. Right to information Act.

## Module 5:

**Corporate Governance:** Meaning – Definition- Significance - Principle of Corporate Governance- Issues- Strategies and Techniques to Sound Corporate Governance- Indian Model. Obligation: investors, employees, customers, Managerial. Legislative Changes.

## Module 6:

**Corporate Social Responsibility:** Definition – importance – Scope – Advantages – Steps- Theoretical Justification for CSR- CSR as a Business strategy for sustainable Development- External Standards on CSR- Indian perspective- Ethics and CSR of business. Companies Act (Amendment) 2013 on CSR

### **BOOKS FOR REFERENCE:**

1. *Ferrell, O.C., Fraedrich, John, and Ferrell, Linda (2008). Business Ethics, Ethical Decision Making & Cases, Seventh Edition. Boston, MA: Prentice Hall. ISBN (10 digits) – 0-618-74934-9.*
2. *Manuel G. Valasquez, Business Ethics – Concepts and Cases, Pearson Education, 2002.*
3. *John R. Boatright., & Bibhu Prasan Patra., Ethics and conduct of Business, sixth edition, Pearson, 2011.*
4. *Parthasarathy S, Rangarajan P, Concepts and realities in Business Ethics, Sadagopan Publishers, 2003.*
5. *Bhatia SK, Business ethics and managerial values, Deep and Deep Publications, 2001.*
6. *Banerjee, R P., Ethics in business management, concepts and cases, Himalaya Publishing House, 2001.*

# PI15 MC 203: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

## Objectives:

*To understand the various concepts and techniques related with handling the human resource function in an international context.*

## Module 1:

**IHRM Practice and Environment** - Functions, Objectives of IHRM. Model of IHRM, Human Resources in a Comparative Perspective, Difference between Domestic HRM and IHRM, Managing International HR activities- HR planning, Recruitment & Selection .Stages in Internationalization, Path to Global Status (Modes of growth of a domestic business into being international). Employees participation – Practices in various countries: Comparative study of HRM practices in major global economies (Germany, Japan, US, India).

## Module 2:

**Global workforce staffing** - Staffing approaches, Developing International Staff and Multinational Teams, Managing Global, Diverse Workforce. Expatriates – meaning, expat selection, expat failures, how to minimize failures. Factors in Expatriate selection Technical ability, Cross-cultural suitability / (CCT), Understanding the various cultural factors that affect International HRM, Understanding the various functions of HRM and its implementation in international context, International HRM strategies adopted by various MNCs. ,Family requirements, MNE requirements.

## Module 3:

**HRM practices in international context** - Role of expat training, pre-departure training, developing staff through international assignments, Re-entry and career issues – culture shock, repatriation process, repatriation programme,

**International compensation** – Approaches to International Compensation , objectives, key components, approaches, Performance appraisal and management of international employees. Performance management, issues in performance management, Remuneration, Expatriate Compensation, Understanding the various cultural factors that affect an expatriate, Performance appraisal and management of international employees.

## Module 4:

**HRIS and Virtual Organization** - HR Information System – Meaning, Need, Advantages and uses. Designing of HRIS, Computerized HRIS, Limitation of HRIS. Computerized skill inventories, Global Talent Search.

**Virtual Organisation** – Meaning, Types of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization, Managing HR in virtual organization.

## **Module 5:**

**Industrial Relations and Other Issues in IHRM** - A framework for international industrial relations; Cross border ethics management; Designing organisations for dynamic international environment; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- Complexities, challenges, and choices in future, Emerging Trends in Employee Relations and Employee Involvement, Trade unions, Collective bargaining, Participative management & Quality circles.

**Industrial relations** – key issues - Cross Cultural Issues and Cross Cultural Relations in IHRM, Trade Unions, Who handles relations, ILO (Including its difference from the Indian Labour laws).

### **BOOKS FOR REFERENCE:**

1. *Anne Wil Harzing & Joris Van R: International Human Resource Management, Sage Publications.*
2. *Cynthia D. Fisher (etal): Human Resource Management, Houghton Mifflin.*
3. *Hilary Harris (etal): International Human Resource Management, VMP Publishers and Distributors.*
4. *Peter J. Dowling & Denice E. Welch: International Human Resource Management, Thomson Learning.*

# **P115 AR 201: QUANTITATIVE TECHNIQUES & OPERATIONS RESEARCH**

## ***Objectives:***

*The course is designed to provide the students the principles of advanced operations research techniques & their applications in decision-making. Students are also exposed to certain software packages.*

## **Module 1:**

**Probability Theory**-meaning and importance, Theorems of probability, conditional probability, joint probability, Baye's Theorem, Random variable, expectation and variance of random variable, Probability distributions-Binomial, Poisson, Normal and Exponential with business application.

## **Module 2:**

**Decision Theory**- Decision Tree, Decision making under certainty, uncertainty and risk, Bayesian approach.

## **Module 3:**

**Linear Programming**- Application & Model Formulation, Graphical Method of solving Linear Programming, Simplex Method – Maximisation and Minimisation case, Quality in Linear Programming, Special Cases in Linear Programming, Introduction to HNDO software.

## **Module 4:**

**Transportation & Assignment Problems**- Transportation Problem, Streamlined Simplex Method for the Transportation Problem, the Assignment Problem, the Simplex Explanation of the Hungarian Method, the Transshipment Model.

## **Module 5:**

**Queuing Theory**- Structure of a Waiting Line System, Single Channel Multiple-Channel Waiting Line Model with Poisson Arrivals & Exponential Service Times, Economic Analysis of Waiting Lines, Waiting Line Models with Finite Calling Populations.

## **Module 6:**

**Simulation**- Essence of simulation, applications of simulation, generation of random numbers, generation of random observations from a probability distribution, outline of a major simulation study, performing simulations on spreadsheets, variance, reducing techniques, regenerative methods of statistical analysis.

**BOOKS FOR REFERENCE:**

1. *Anderson Sweeney Williams: An Introduction to Management Science Quantitative Approaches to Decision*, Thomson.
2. *George K Chacko: Applied Operations Research/Systems Analysis in Hierarchical Decision Making*, North Holland Publishing Co.
3. *Hamdy A Taha: Operations Research – Prentice Hall India.*
4. *Hiller / Lieberman: Introduction to Operations Research*, Tata McGraw Hill
5. *Sharma S. D.: Operations Research*, Kedarnath Ramnath & C

## **P115 AR 202: MANAGERIAL ECONOMICS**

### **Objectives:**

*To provide a unifying theme of managerial decision making around the theory of the firm with applications in a globalized economy.*

### **Module 1:**

**The Nature and Scope of Managerial Economics:** Definition of Managerial Economics, Relationship to Economic Theory, Relationship to Decision Sciences, The Basic process of Decision making. Theory of the Firm: Reasons for the existence of Firms and their Functions, Objective and Value of the Firm, Constraints on the operation of firm, Limitations of the Theory of the Firm. Business versus Economic Profit. Theories of Profit. Functions of Profit. International Framework of Managerial Economics.

### **Module 2:**

**Optimization Techniques and New Management Tools:** Methods of Expressing Relationships: Total, Average and Marginal Relationships. Optimization Analysis. Constrained Optimization, New Management tools for Optimization: Bench marking, TQM, Reengineering, Other Management Tools for Optimization.

### **Module 3:**

**Demand Analysis, Estimation and Forecasting:** Demand theory, Price Elasticity of Demand: Point, Arc, Price Elasticity, Total Revenue and Marginal Revenue, Using Elasticities in Managerial Decision Making. Demand Estimation: Identification Problem, Marketing Research Approaches to Demand Estimation: Consumer Surveys and Observational Research. Demand Forecasting: Qualitative and Quantitative Forecasts.

### **Module 4:**

**Production Theory and Estimation:** The Organization of Production and the Production Function with One-variable and Two-variable inputs, Optimal Combination of Inputs: Isocost Lines, Optimal input Combination for Minimizing Costs or Maximizing output, Profit maximization, Effect of Change in Input Prices. Returns to Scale. Empirical Production Functions (Cobb-Douglas). The Innovation Process.

### **Module 5:**

**Cost theory and Estimation:** The Nature of Costs: Plant size and Economies of Scale, Learning Curves, Minimizing Costs Internationally- the New Economies of Scale. Logistics Management. Cost-Volume- profit Analysis and operating Leverage. Empirical Estimation of Cost functions.

## **Module 6:**

**Regulation and Anti Trust: the Role of Government in the Economy:** Government Regulation to Support Business and to Protect Consumers, workers and the environment. Externalities and Regulation. Public Utility Regulation. Antitrust: Government Regulation of Market structure and Conduct. Enforcement of Antitrust Laws and the Deregulation Movement. Regulation of International Competition. The Effect of Taxation on Business Decisions.

### ***BOOKS FOR REFERENCE:***

1. *Atmanand, Managerial Economics, EB*
2. *Sk Misra and VK Puri, Indian Economy, HPH*
3. *Dominick Salvatore, Managerial Economics, Thomson*
4. *Damodaran, Managerial economics, Oxford*
5. *Keating and Wilson, Managerial Economics, Biztantra*
6. *Craig Peterson, Chris Lewis and Sudhir Jain, Managerial Economics, Person*
7. *Chirstopher Thomas and Charles Maurice, Managerial Economics, TMH*
8. *Mankar, Business Economics, McMillan*
9. *Paul Keat and Philip Young, Managerial Economics, Pearson*
10. *Johnston, J., Econometric Methods, McGraw Hill Book Company, New Delhi, 1994.*
11. *Gujarati, D.E., Essentials of Econometrics, 3<sup>rd</sup> ed. macMillan.*

## **P115 AO 201 RETAILANALYTICS**

### **Objective:**

*To learn the latest trends in retail industry and to find out the maximum utilization of data and how effectively it is been used by the company in order to take appropriate decisions at the right time.*

### **Module 1:**

**Retail Overview** – Introduction, Channels, Formats, Evolution of Retail, Retail Today.

### **Module 2:**

**Retail Strategy** – Introduction, Market Identification, Proposition Design, Competitive, Advantage.

### **Module 3:**

**Retail Business** - Retail P & L, Real Estate, Buying, Retail Distribution, Store Design, Retail Operations.

### **Module 4:**

**Analytics in Retail** - Category Scorecard, RFM, Market Mix Modelling, Store Clustering, Market Basket Analysis.

### **BOOKS FOR REFERENCE:**

1. *Retail Analytics- Integrated Forecasting and Inventory Management for Perishable Products in Retailing*  
*ByAnna-Lena Sachs*
2. *Retail Analytics: The Secret Weapon**ByEmmett Cox*

## **P115 AO 202: APPLIED ECONOMETRICS**

### **Objectives:**

*The objective of the course is to acquaint students of the methodology of econometrics and make them capable of applying it to business problems. The emphasis will be on application aspects with theoretical understanding.*

### **Module 1:**

**Basic Concepts** - Definition and scope of econometrics; model specification; desirable qualities of models; evaluating an econometric model; Random variables, stochastic variables and the stochastic error term; probability distributions(review); estimators, desirable qualities of a good estimator; maximum likelihood estimators (definition)

### **Module 2:**

**The Multiple Regression Model** - The 3 variable model; partial regression and correlation coefficients; assumptions of the classical linear model; Derivation of Ordinary Least Squares Estimators; Properties of OLS estimators, OLS AS BLUE; Variances and Standard deviations; Goodness of fit; R – squared and adjusted R-Squared; Tests of significance t and F tests; Hypothesis testing involving more than one parameter; Forecasting; Evaluation of Forecasts; Mean Squared error, RMS error.

### **Module 3:**

**Relaxing the Assumptions of the Basic Linear Model** – 1) Multi-co-linearity: Perfect and imperfect multi-co-linearity; consequences of multi-co linearity, detection and solution. 2) Heteroscedasticity: Nature and Causes; Consequences; Detection by graphical analysis of residuals and Parks test; Solution of Heteroscedasticity: Weighted Lease Squares. 3) Autocorrelation: nature and causes; Consequences; Detection by graphical analysis and D.W. Test, Solution for AR (1) acheme. 4) Error in measurement. 5) Specification bias. 6) Simultaneous Equation Bias.

### **Module 4:**

**Extensions of the Basic Linear Model** – 1) Model transformable to linear form: Estimation of elasticity by log-linear models; Growth rates by semi-log models; lin-log models; polynomial regression models (esp quadratic), 2) Qualitative variables; Qualitative independent variables and dependent variables (into only); applications of dummy variables; Time dummy, intercept dummy and structural change.

### **Module 5:**

**Panel data regression** : Panel data – Pooled OLS regression –The fixed Effect and Random effect

## **Module 6:**

**Time series Econometric and forecasting** – Stochastic processes-unit root stochastic process- test of stationarity- unit root test - Approaches to Forecasting –ARIMA modeling –estimation of ARIMA Model- measuring volatility in financial time series (ARCH models).

### ***BOOKS FOR REFERENCE***

1. *Basic Econometrics*, 29 September 2011, by Damodar Gujarati and Dawn Porte.
2. *Econometrics By Example Indian ed*, by Damodar Gujarati
3. *Applied Econometric Time Series* , [Walter Enders](#)