

Syllabus
Assistant Professor in Business Administration
in Kerala Collegiate Education

1. PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Schools of Management thought- Classical management: Scientific management, Bureaucratic Management Administrative Management-Behavioural school: Human relations approach, Behavioural science approach- Quantitative school-Systems school-Contingency school.

Nature and importance of planning, Types of plans, Planning process- organizing – organization design – structure & process –span of control- line & staff – delegation – centralization and decentralization. Directing and controlling – Dimensions of leadership- Trait approach and contingency approach to leadership -control techniques. Functions of management in the context of globalization and opening up of economy – Coping with economic downturns.

Contributing disciplines to the understanding of OB – Historical evolution of OB – contemporary applications and challenges of OB – Developing a comprehensive and holistic of OB – Theoretical perspectives of human behaviour: Perception, Learning, Motivation and Personality.

Interpersonal dynamics: Developing interpersonal awareness – Johari Window – Transaction analysis – Empathy and Assertiveness Groups: Definition and classification of groups – Development of groups – groups structure – Roles, norms, and status – Organisational culture- Change management.

Decision Making: Decision making models – Reasoning and problem solving – Factors affecting decision making – Communication: Communication process – Factors affecting communication – Channels of communication – barriers to effective communication – Improving interpersonal and organization communication.

2. BUSINESS RESEARCH METHODS

Introduction to business research - Meaning of Research - Need for Business Research – Elements of Science in Research -The Research Process –Problem Formulation- Statement of problem, framing objectives. Literature survey -role, process and presentation - Theoretical Frame Work in research - Research design – Exploratory, descriptive and Experimental designs.

Types of data – Sources of primary and secondary data. Data collection methods: Interview – Types. Observation- types. Questionnaire - design and guidelines, Reliability and validity - Goodness of Measures - Projective techniques.

Sampling design –Population, Sampling Frame, sampling unit – Sampling types- probabilistic and non-probabilistic methods- Sample size - Determination of sample size- Sampling and non sampling error- Types of variables-Scaling Techniques - Nominal, Ordinal, Interval, Ratio Scales - Guttman Scale – Likert Scale.

Data preparation – Editing, Coding, Classification and Tabulation - Data analysis - Testing goodness of fit of data - Cronbach’s Alpha - Parametric and Non-Parametric tests - Multivariate analysis - Analysis of Dependence – Analysis of Interdependence - Multiple Regression Analysis - Discriminant analysis - Factor Analysis - Cluster Analysis - SPSS.

Research Proposal - Research Report – Components, Steps, and Types - Characteristics of Well Written Reports - Bibliographic Formats-APA, MLA - Style of Listing the Sources- books, Encyclopaedia, Dictionary, Magazines & Newspaper Articles, Website or Webpage, Online Document - Oral Presentation.- Research follow up.

3. OPERATIONS MANAGEMENT

Production vs. Operations, Role of operations, History-Cost focus, quality focus, Customisation, mass customisation, Productivity- Operations strategy, Decision areas in operations. Product design: Robust design, Modular design, Concurrent engineering, Value analysis, Green manufacturing.

Process Design: Product –Process matrix, Single stage and multi stage process. Layout design: Importance, types of layouts. Job design: Work study, Work measurement techniques with numerical problems-Location selection for manufacturing and services- Relevant factors, Methods with numerical problems.

Scheduling: Capacity planning, Aggregate Production Planning methods, Short term scheduling.

Quality-Dimensions, Cost of quality, Total Quality Management- TQM tools. Benchmarking, Kaizen, Employee empowerment, JIT. Quality management Systems- ISO 9000, ISO 14000, BIS. Production Planning and Control, Theory of Constraints.

Materials Management: Inventory control techniques, Purchase decision- Quantity and Period of purchase- Deterministic and stochastic models with numerical problems. Stores Management. MRP-I, MRP-II, ERP. Vendor management. Supply Chain Management- Make or Buy decision, Drivers of Supply Chain Performance.

Maintenance and Reliability- Types of maintenance, Total Productive Maintenance, Six sigma, Agile Manufacturing, Lean Systems, Computer Integrated Manufacturing. Project management- Stages, CPM, PERT.

4. HUMAN RESOURCE MANAGEMENT

Human resource management – functions – changing roles – Human Resource Planning – Job Analysis – Steps, Guidelines and Methods – Job Description – Recruitment: Sources – Employee testing and Selection – Type of Tests – Cognitive test, Achievement Test and Personality Test – Types of Interviews – Design and Conduct of Interviews

Induction and Placement – Training and Development – On the Job and Off the Job Training Methods – Management Development Programme – Evaluating the training and development Performance Appraisal – Techniques

-Wage and Salary Administration – Theories of Wages – Components of Salary – Factors affecting Wage and Salary – reward systems- Performance Appraisal methods – Coaching – Career Management- Succession planning.

Occupational Health – safety and Social Security – Discipline – Employee grievance and Redressal -Employee Empowerment – Quality Circles – Management of Change – Resistance to Change – Change Management Strategies.

Industrial Relations – ILO- IR System in India – Trade Union Movement in India – Trade Union Act – Industrial Employment Standing Order Act- Industrial Disputes Act – Collective Bargaining- Promoting Ethics at Workplace.

5. MARKETING MANAGEMENT

Introduction to Marketing Management: Evolution of marketing concept - marketing environment - micro environment of marketing and macro environment of marketing – domestic marketing and international marketing - fundamentals of strategic marketing planning - customer lifetime value - marketing organization and control systems -marketing control techniques - annual plan control - profitability control - strategic control

Consumer Behaviour: Consumer and business markets - buying roles - steps involved in buying process - factors influencing buying decision - consumer adoption process - Marketing Information System and Research - demand estimation and sales forecasting - market segmentation - targeting and positioning - effective segmentation - market targeting - positioning methods and strategies

Product and Pricing Decisions: Concept of product - product line and product mix -new product development – packaging and labelling - Branding – Concepts of branding, brand

types, brand equity, branding strategies- product life cycle stages and strategic marketing decisions - Pricing concepts, factors influencing price decisions - pricing strategies
Promotion and Distribution Decisions: Promotion mix - integrated marketing communication- advertising - sales promotion - personal selling – publicity - public relations - direct marketing - distribution channels - physical distribution systems - channel intermediaries - channel management - wholesaling and retailing - retail marketing
Emerging trends in marketing - Social Marketing – Digital Marketing - Green Marketing – Retro Marketing-Rural marketing- Marketing Analytics - Current Developments in Marketing- Services marketing mix -Ethics in Marketing

6. BUSINESS ACCOUNTING AND FINANCIAL MANAGEMENT

Financial Statements– Meaning – Objectives –The structure and contents of financial statements Techniques of Financial Statement Analysis: Ratio analysis-Types and uses.- Fund Flow Statement Analysis – Preparation of Statement of change in working capital – Computation of fund from operation and preparation of fund flow statement.

Cash flow statement- computation of cash from operations – Preparations of cash flow statement. Cost Accounting – Meaning and Objectives – Classification – Direct cost – Overheads – Cost Sheet - Preparations of Cost Sheet –Marginal Costing: - Breakeven point analysis , Contribution, PV Ratio, Margin of Safety. Budget – Budgeting and budget control – types of budgets – Preparation of Flexible and fixed budgets, and Cash budget.

Objective of financial management – Financial forecasting – Financial planning –Time value of money- Estimating financial requirements- Financial market and financial institutions in India-Sources of funds: Long term – short term and medium term –Equity shares – preference shares – Debentures and Bonds – Retained earnings-Lease financing-Venture capital.
Investment Decisions: Capital Budgeting – methods of appraisal - Payback period, Accounting rate of return, Net Present Value ,Internal Rate of Return, Profitability Index - Financing Decisions: Capital Structure Theory - Net Income Approach - Net Operating Income Approach – MM Approach –Cost of Capital - computation of cost of debt, cost of preference shares, cost of equity, weighted average cost of capital.

Dividend Decisions: Dividend Policies-Types of dividends-Dividend models-Dividend Theories-Gordon and walters model-Working Capital Management: Working capital Policies – Management of cash, inventory and receivables - Forecasting Working Capital requirements.

7. MANAGEMENT INFORMATION SYSTEMS

System concept – Information Systems — Components – Resources – Dimensions of information system - Contemporary approach to information systems - Organizational Foundation of Information Systems - Management Information System – Concept – strategic role – Objective – Impact – Limitation - Challenges

MIS- Level wise Classification- Transaction Processing System- Knowledge Management System- Types, application. Decision Support system— Model driven and Data driven DSS Group Decision Support System (GDSS) - Executive information System (ESS) MIS- Function wise Classification- Marketing IS, Human Resource IS, Operations IS, Financial IS- Structure, Applications.

System building approaches, System Development Life Cycle, Prototyping, End user Development, Standard Software Package, Outsourcing- advantages and disadvantages. Challenges in system implementation- change management.

Information Security Management – Hackers and cyber vandalism - Computer crime and Cyber terrorism – Malicious software – Technology and tools for protecting information resources – ISO 27001 Information security management system

Business analytics- application. Internet of Things (IoT). Impact of IT on people- Health and Social Life. IT and Ethics- Privacy of People- Technical solutions. IT Act 2000- Major provisions and implications on business.

8. STRATEGIC MANAGEMENT

Strategy, Business strategy-Nature and value, Strategic management process, Corporate, business and functional level strategies-Strategic intent- Vision, mission, business definition goals and objectives. External audit- micro and macro environment scanning- PESTLE analysis, five forces model and value chain model, SWOT analysis, TOWS matrix.

Strategy alternatives, Stability strategy, Growth strategy- Intensification and Diversification, Ansoff matrix. Defensive strategies- types. BCG matrix, GE matrix.

Strategy implementation- role of organisation structure, culture, leadership and technology. 7 'S' framework. Routes for executing strategy- Start up, merger and acquisition, joint venture, strategic alliances.

Strategy evaluation and control- evaluation criteria, strategic control, operational control. Balances Scorecard. Characteristics of effective control system. Contingency planning- Strategies for Non Profit Organisations and MSMEs.

Corporate Governance – Need, Importance, Issues Corporate Governance, Role of auditors - Corporate Social Audit - Corporate Board, Attributes, Duties, Responsibilities - Corporate Social Responsibility (CSR) - Transparency & Disclosure - Corporate Scams - Fair Trade Practices - Emerging Trends in Corporate Governance.

9. QUANTITATIVE TECHNIQUES AND OPERATIONS RESEARCH

Permutations and Combinations: Theory of probability, Concept of random experiment: outcomes, sample space, events disjoint events, A priori or mathematical probability Definitions probability (Classical, frequency and axiomatic). Addition rules: Conditional probability, Problem solving with these concepts

Descriptive Statistics: measures of central tendency: Arithmetic mean – combined mean – Median – Measures of dispersion –Range, Mean deviation, standard deviation/variance – Quartile deviation – ‘Coefficient of variation. Skewness : Karl Pearson’s and moment measures of skewness, Kurtosis : moment measures of kurtosis- Probability Distributions: Random variable, probability density function, standard distributions – Binomial, Poisson distribution.

Decision making with O.R: Linear Programming: Formulation of the problem; Methods of solution, Applications of LPP in Industry and Management. Transportation Problem: Formulation; Methods of solution (Initial solution by North-West Corner Rule, least cost method & Vogel’s method; test of optimality, MODI method for final solution). Assignment problem: Enumeration method, Hungarian method; Multiple optimal solutions; Restrictions on assignments; Unbalanced problems; Travelling Salesman problem – Queuing Theory: M/M/1 Queue; Standard problems.

Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; Staffing problem- Simple Inventory Problems: Deterministic inventory with and without shortage; Single period probabilistic inventory models with and without setup cost – Game Theory: Two persons Zero-sum game- principle of dominance solutions in to linear programming.

Simulation: Introduction to Simulation and modelling – Decision Theory: Concepts of decision making: Decision under uncertainty: Maximin criterion, Minimax criterion, Laplace criterion, Hurvicz criterion; Decision making under Risk: Expected minatory value, Expected value, of perfect information, OpportModuley loss.

10 MANAGERIAL ECONOMICS AND BUSINESS LAWS

Demand Analysis – Demand curve– Elasticity of demand – Demand Forecasting. Production and cost of production – production function – practical applications of cost functions – Economics of scale and scope. Market structure and price – output decisions – pricing under perfect competition – pricing under monopoly – pricing under Oligopoly – Nash Equilibrium – Cournot Model Collusion and Cartel

National Income Accounting and their implication in business decision – Aggregate Demand and Supply–Consumption, Investments, Exports, Imports, Liquidity preference, wages and profits, Employment Equilibrium of the Keynesian Model – solutions for income, employment and interest rate – Multiplier and Accelerator

Monetary Theory and practice – Quantity theory of money – objectives and Instrument of monetary policy – Bank Rate policy – changes in SLR, CRR, Open Market operations, Selective Credit Controls – Exchange Rate Management – Financial Markets – Indian and International.

Contract Law : Essentials of a Valid Contract – void, voidable, unenforceable and illegal contracts – discharges of contracts – breach of contract and remedies-Laws relating to partnership, Rights and Liabilities – Dissolution of a firm. Laws of Agency – Sale of goods – agreements to sell-contact for work – bailment, mortgage of goods – time purchases and relationships with sale – conditions and warranties – rights of an unpaid seller.

Company Law: Evaluation – comparison of types of companies, incorporation, capital-kinds of shares, directors, meetings and resolutions accounts and audit, winding up different modes. Preliminary ideas regarding Income Tax Act and Sales Tax Act and GST- Negotiable Instrument Act – Cheques, Bills of Exchange, promissory Notes.
