



University of Kelaniya Sri Lanka

Bachelor of Business Management General Degree (External) Programme

Syllabus

**Centre for Distance and Continuing Education
University of Kelaniya
Kelaniya**

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University of Kelaniya*

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Bachelor of Business Management General Degree (External) Programme

First Year

BMGT 18015	Principles of Management
BMGT 18025	Financial Accounting
BMGT 18035	Business Law
BMGT 18045	Business Mathematics
BMGT 18055	Information Technology
BMGT 18065	Business Economics
BMGT 18075	Business Communication

Second Year

BMGT 28015	Marketing Management
BMGT 28025	Human Resource Management
BMGT 28035	Management Accounting
BMGT 28045	Business Statistics
BMGT 28055	Management Information Systems
BMGT 28065	Organizational Studies

Third Year

BMGT 38015	Strategic Management
BMGT 38025	Innovation and Entrepreneurship
BMGT 38035	Operations Management
BMGT 38045	Managing Organizational Behavior
BMGT 38055	Quality for Business Excellence
BMGT 38065	Financial Management

Grading System :-

Marks obtained in respect of a course unit will be graded according to a twelve-category system as follows:

Marks	Grade	Grade Point Value
85-100	A+	4.00
70-84	A	4.00
65-69	A-	3.70
60-64	B+	3.30
55-59	B	3.00
50-54	B-	2.70
45-49	C+	2.30
40-44	C	2.00
35-39	C-	1.70
30-34	D+	1.30
25-29	D	1.00
00-24	E	0.00

Students should complete all course units they have registered for, and if they fail to produce valid reasons for not completing a particular course unit, it will be considered as "E" grade.

Grade Point Average :-

GPA is the credit-weighted arithmetic mean of the Grade Point Values. That is, the GPA is determined by dividing the total credit-weighted grade point value by the total number of credits.

GPA shall be computed to the second decimal place.

For an example, a student who has completed six course units with grades A, C, B+, D, E, A+ would have the GPA,

$$\begin{aligned} & \frac{5 \times 4.0 + 5 \times 2.0 + 5 \times 3.3 + 5 \times 1.0 + 5 \times 0.0 + 5 \times 4.0}{5 + 5 + 5 + 5 + 5 + 5} \\ &= \frac{20.0 + 10.0 + 16.5 + 5.0 + 0.0 + 20.0}{30} \\ &= \frac{71.5}{30} = 2.38333 \\ &= 2.38 \end{aligned}$$

BMGT 18075 Business Communication is a core subject and not considered for the GPA calculation

First Year

BMGT 18015 Principles of Management

Learning outcomes:

At the end of the course unit, students should be able to;

- Describe the nature of management and managers.
- Explain classical, behavioral, quantitative and system perspectives of management.
- Explain the nature and components of organizational environment.
- Discuss four basic functions of management.
- Conduct preliminary analysis of practical management problems.

Course content:

Introduction to management: Definition of management, Evolution of management, Nature of management, Scope of management, Skills, roles of a typical manager, Overview of management process, Principles of management, Contemporary changes in management.

Organizational Environment (OE): Components of OE, Scanning OE. **Analyzing Organizational Environment (AOE):** Overview of types of AOE, Porter's five forces, McKinsey's 7s framework, PESTAL analysis SWOT analysis, Way of executing analytical tools.

Planning: Definitions of planning, Meaning of main concepts in planning, Levels and types of planning, Planning process, Trends,

problems and challenges in planning and decision making. **Organizing -designing organizational structure:** Defining organizing, six elements of organizational design, Purposes of organizing, Mechanistic and organic structure, Traditional and contemporary organizational designs, Contemporary factors affecting organizational structure.

Organizing-managing human resource: Define HR, Efficient and effective utilization of human resources, Importance of HRM, Role of high performance work practices, HRM process, Environmental factors effect on HRM, Current issues and challenges in HRM today.

Organizing - creating and managing groups and teams: Define groups and teams, Stages of group development process, Major components of determining group performance and satisfaction, compare groups and teams, Characteristics of an effective teams, Challenges of managing global teams. **Directing - understanding**

and managing individual behavior: Definitions of directing, Goals of understanding individual behavior within organizations, Determinants of individual behavior, Role of attitudes play in job performance Personality theories, Values and emotions. **Directing - being an**

effective leader: Leader and leadership, Leader vs. Manager, Early theories of leadership, Contingency theories of leadership, Contemporary views of leadership, Contemporary issues affecting leadership. **Directing – motivating employees:** Definitions of

motivation, Classical theories of motivation, Contemporary theories in motivation, Cross cultural challenges of Motivation, Challenges managers face in motivating unique groups of workers. **Directing -**

managing communication: Definitions of communication, Nature of communication, Types of communication, Interpersonal

communication, Communication process, Methods of interpersonal communication, Barriers for effective interpersonal communication, Ways of overcoming communication barriers. **Controlling:** Definition of controlling, Meaning of main concepts in Controlling, Controlling process-phases of controlling process, Methods of controlling, Trends, problems and challenges of controlling. **Contemporary issues in management:** Management trends and contemporary issues

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Robbins S. P., & Coulter M. (2016). *Management* (13th ed.). Pearson India Education Services Pvt.Ltd.
2. Rajaran, K.Ching, K. W, and Chua, R. Y. L. (2016). *Experiential and Active Learning Handbook for Management Principles, Skills and Competencies-Nurturing Global leader towards Managerial Excellence*. McGraw Hill (ISBN: 978-9-814-74290-0)
3. Bateman, T. S., & Snell, S. (2015). *Management: Leading & collaborating in a competitive world* (11th ed.). McGraw-Hill Irwin.
4. Schermerhorn, J. R. (2015). *Introduction to management* (13th ed.). John Wiley & Sons.

BMGT 18025

Financial Accounting

Learning outcomes:

At the end of the course unit, students should be able to;

- Explain principles of accounting and accounting standards.
- Explain concepts and techniques of business accounting.
- Use financial information in preparing financial statements.
- Use business accounting information for managerial decision making.

Course content:

Nature and scope of financial accounting: Introduction to accounting, Definitions of stakeholder ethics, accounting equation, Business transactions. **Accounting principles; accounting concepts, accounting methods and policies:** Accounting principles, accounting concepts, Accounting methods and policies, Debit and credit, recording process, journals, ledger, financial statements. **Accounting standards:** Adjusting the Accounts, Timing and accounting, Accrual basis adjustments, Adjusted trial balance. **Manufacturing accounting:** Cost of good manufactured, Accounting cycle for manufacturing company, Direct costs and indirect costs. **Financial statements of sole proprietorships:** Income statement, Statement of financial position, Adjustments to ledgers, Statement of changes in owner's equity, Statement of cash flows. **Accounting for partnerships:** Formation of a partnership, Goodwill & revaluation of assets, financial statements

and dissolution of partnerships. **Accounts for limited companies:** Introduction to corporates, Issue of shares and debentures, transactions, dividends, and retained earnings, Redemption of preferred shares and debentures, Preparation of financial statements, Analysis of financial statements, Cases related to corporates. **Accounting ratios:** Profitability ratios, Efficiency ratios, Liquidity ratios, Gearing ratios, Investor's performance ratios.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. J. Dyckman, T. R., Hanlon, M. L., Magee, R. P., & Pfeiffer, G. M. (2014) *Financial Accounting*. Cambridge Business Publishers.
2. Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2015). *Accounting principles*. John Wiley & Sons.
3. Maynard, J. (2017). *Financial Accounting, Reporting, and Analysis*. Oxford University Press.

BMGT 18035

Business Law

Learning outcomes:

At the end of the course unit, students should be able to;

- Identify the fundamentals of law.
- Describe the laws related to business activities and regulating employment.
- Use relevant rules and regulations in resolving practical issues in business context.

Course content:

Introduction to law: What is law?, Branches of law, The common law, Historical evolution of law, Law and morals personal laws applicable in Sri Lanka, Role of law in business. **Law of contract:** The contract, Offer, Acceptance, Legal intention and consideration, Contractual capacity, Terms of a contract, Free consent of parties, Discharge of a contract. **Law relating to the sale of goods:** Sale of goods contract, Essential elements of a sale of goods contract, Conditions and warranties in a sale of goods contract. **Law of Agency:** Creation of agency, Types of agents; duties and responsibilities of agents, Delegation of authority of agents, Termination of agency relationship. **Law relating to negotiable instruments:** Laws relating to negotiable instruments in Sri Lanka, Bill of exchange, Cheques in the business context. **Partnership law:** What is a partnership, Prevailing law of partnership in Sri Lanka Authority, duties and responsibilities of

partners , Dissolution of a partnership. **Company law:** Incorporation of a company, Registration of a company, Legal documents relating to the incorporation of a company, Directors and shareholders of a company, Winding-up of a company. **Contract of employment:** Independent contractor, Types of employment. **Acts related to regulating terms and conditions of employment:** Shop and Office Employees Act, Wages Boards Ordinance, Employees' Provident Fund Act and Employees' Trust Fund, Payment of Gratuity, Maternity Benefits Ordinance. **Acts related to regulating industrial relations:** Trade unions Ordinance, Industrial Dispute Act ,Termination of Workmen Act.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Gamage, P. N. (2015). *Law of Contracts*. Colombo 10, Sri Lanka: Godage & Brothers.
2. Gogna, P. P. (2015). *A Textbook of Mercantile Law* (5th ed.). New Delhi: S. Chand & Company Ltd

BMGT 18045

Business Mathematics

Learning outcomes:

At the end of the course unit, students should be able to;

- Identify the various mathematical methods required in managerial decision making.
- Describe management issues using mathematical techniques.
- Apply business mathematics rules and theories to real business issues and problems.
- Solve problems in business using appropriate mathematical techniques.

Course content:

Number system: Introduction to real numbers, Integers, Prime numbers, even numbers, Odd numbers, Natural numbers, Rational numbers, Irrational numbers. **Algebra:** Fundamental algebraic concepts, Basic operations with expressions, Factoring, Indices and logarithms. **Equations:** Simple, quadratic, and simultaneous equations, Basic real world applications. **Set theory:** Union, Intersection, Universal set, Subsets, Cardinality of a set, Set builder, notation. **Permutations, combinations, and binomial theorem:** Permutations, Combinations, Binomial theorem a Pascal's triangle. **Progressions:** Sequences, Arithmetic progressions, Geometric progressions. **Mathematics of finance:** Discounts, Simple interest, Compound interest, Present value of an investment, Annuities. **Functions:** Identify

functions, The domain and range functions, Inverse of a function, Graphs of functions. **Modeling using linear and quadratic functions:** Use linear models to model cost, revenue, profit, demand, supply, breakeven points, and equilibrium points (Without using calculus). **Calculus:** Limit of a function and a sequence, Differentiation, Integration, Maxima and minima, Applications of calculus in business and economics. **Matrix algebra:** Basic arithmetic operations on matrices, Matrix multiplication, Solve systems by reducing matrices, Inverse of a matrix and solve systems using the inverse of a matrix.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Ronald, J.S., & James, J.R. (2019). *Mathematical Applications, For the Management, Life, and Social Sciences* (12th ed.). USA: Cengage Learning, Inc.
2. Bharadwaj, R. (2012). *Mathematics for Managers* University Science Press. Delhi.
3. Johnsonbaugh, R. (2012). *Discrete Mathematics* (6th ed.). New York: Education Asia Ltd.
4. Slater, J. (2016). *Practical Business Math Procedures* (12th ed.). New York: McGraw Hill.
5. Waner, S., & Costenoble, S. R. (2017). *Mathematics and Applied Calculus*. Canada: Nelson Education Ltd.

BMGT 18055

Information Technology

Learning outcomes:

At the end of the course unit, students should be able to;

- Analyze the computer environment.
- Determine required office applications and use them in practical scenarios.
- Discuss the software, hardware, networking and internet requirements for business.
- Differentiate between manual and automated processes in information technology.
- Explain the viability of introducing different Information Communication Technology (ICT) solutions.

Course content:

Introduction to computer and hardware systems: Basic operations of a computer, Internal data representation of a computer. **Computer software and software types:** System software, Application software, General purpose software, Special purpose software. **Personal computer and office applications:** Word, Excel, PowerPoint, Access. **Input and output devices:** Input devices and methods, Output devices and methods. **Computer storage and storage devices:** Computer storage units, Magnetic disks and tapes, Optical disks, Flash memories. **Data communication and computer networks:** Data transmission media, Switching types, Networking

topologies, basic data communication equipment; switches, hubs, gateways, etc., Advantages of computer networks. **Internet and email:** Internet, Word wide web, Internet and web services., Web browsers. **Databases and database systems:** Relational database concept, Creating a database, Entity relationship modelling, Database system software, Internet databases. **Computer security and ethics:** Types of internet and network attacks and security threats, Safeguard against Security threats and attacks, Ethics and privacy issues. **Information systems and their applications in business:** Types of information systems used in business, Intranets, Extranets. **Recent developments in computer technology and future trends:** Cloud computing and storage, Mobile computing, Future trends.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Vermaat, M. E. et al. (2017). *Discovering Computers Essentials: Digital Technology, Data, and Devices*. Cengage Learning.
2. Nordell, R., Stewart, K., Easton, A., & Graves, P. (2019). *Microsoft Office 365: In Practice, 2019 Edition*. New York: McGraw-Hill Education.
3. Reynolds, G. (2018). *Ethics in Information Technology*. Cengage Learning.
4. Laudon, K. C., & Laudon, J. P. (2017). *Management Information Systems: Managing the Digital Firm*. Pearson Education.

BMGT 18065

Business Economics

Learning outcomes:

At the end of the course unit, students should be able to;

- Define the basic concepts and analytical tools of business economics.
- Describe the rationale for economic decisions made by individuals, firms, and the society.
- Explain the aggregate behaviour of macroeconomic policies and practices.
- Identify the implications of macroeconomic problems in the context of organisations.
- Apply micro and macroeconomic knowledge to deal with identified micro and macroeconomic problems faced in managerial decision making.

Course content:

Introduction to business economics Fundamental concepts in economics, Economic systems, Difference between micro and macro economics. **Demand and supply:** The law of demand and supply, Determinants of demand and supply, Demand and supply curves shifters, Market equilibrium, Consequences of price fixing by government, Role of price mechanism. **Elasticity concepts and its applications:** Practical importance of elasticity calculations, Determinants of demand and supply elasticity, Distribution of tax burden among producer and

consumer, Consumer and producer surplus. **Individual consumer behavior and utility maximization:** The law of diminishing marginal utility, Equilibrium for two products, Derivation of individual demand curve. **Indifference curve analysis:** Properties of indifference curves, Budget line and consumer equilibrium, Effects of changes in money income and prices of goods, Price consumption curve and derivation of consumer demand curve, The income and substitution effects. **Business firms and production decisions:** Production function, Application of economics in production decisions, Production with one variable input; The stages of production, The law of diminishing returns, production with two variable inputs, Long run firm equilibrium, Production expansion path and Ridge lines. **Cost of production:** Short run and long run costs, Economics and diseconomies of scale profit maximization, Total approach and marginal approach. **Introduction to market structures:** Price, output and short and long run equilibrium under perfect competition, Monopoly, Monopolistic Competition, Oligopoly. **Introduction to macroeconomics:** Theories, models and policies of macro economics. **National income equilibrium:** National income approaches, Changes in national income equilibrium, Multiplier effect. **Goods and money markets (IS-LM Model):** Changes in IS-LM equilibrium, Interaction and effectiveness of monetary and fiscal policies. **Aggregate Demand and Aggregate Supply Model (AS– AD Model):** Define AD and affecting factors, Define AS and affecting factors, Shifting of AS- AD curves, AS-AD equilibrium, Reasons for changes in AS - AD Equilibrium, Long term and short-term equilibrium, Use AS – AD model to explain inflation, unemployment and economic growth. **Fiscal and monetary policies:**

Fiscal policy, How fiscal policy works, Monetary policy, How monetary policy works, Crowding out effect. **Inflation and unemployment:** Definition of Inflation, Measuring the rate of inflation, Causes of inflation, Effects of inflation, Remedies, Firm-level strategies to combat inflation, Unemployment and related concepts, Phillips curve. **International trade:** Central bank interest rate policies, Global trends in macroeconomics by developed developing and underdeveloped countries, International trade.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Dwivedi, D. N. (2015). *Macroeconomics: theory and policy* (4th ed.). McGraw-Hill Education.
2. Lipsey, R.G. & Chrystal, A. (2015). *Economics*, Oxford University Press. UK
3. Fonseka, A.T. (2016). *Economics: Concepts & Applications*. Colombo.
4. Miller, R. L. R. (2017). *Economics today: The Micro View* (19th ed.). MA: Addison- Wesley

BMGT 18075

Business Communication

Learning Outcomes

At the end of the course unit, students should be able to;

- Explain business communication and its key elements.
- Design business correspondence documents according to generally accepted formats.
- Identify nonverbal signals in interpersonal communication.
- Demonstrate effective listening skills.
- Demonstrate basic skills in preparing individual and group oral presentations.
- Use communication technology effectively in business communications.
- Conduct team meetings and small group discussions in an efficient and effective manner.

Course Content

Introduction to business communication: What is communication?, Communication process, Communication methods, Importance of business communication, Communication barriers.

Business correspondence: Memo and letter writing, Writing business reports, Email drafting. **Listening and non-verbal communication:**

Effective listening skills, Hidden messages sent by managers, Body language. **Presentation skills:** Effective

presentation skills, Guidelines for preparing effective visual Aids.

Selecting and using communication technologies: Choosing media, Technologically mediated Communication. **One to one communication:** Interviewing skills and techniques, giving instructions and feedback, Questioning techniques. **Meetings, conferences, and small group communications:** Communications in teams, Presentations in teams, Conducting effective meetings and conferences.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended Readings

1. Brown, L., & Kaarlgard, R. (2019). The only business writing book you'll ever need (1st ed.). W. W. Norton & Company
2. Guffey, M. E., & Loewy, D. (2019). Essentials of business communication (11th ed.). Cengage Learning.
3. Shwom, B. L. (2015). Business communication: Polishing your professional presence. Pearson/Prentice Hall.
4. Timm, P.R. (2007), How to make a winning presentation (5th ed.). Mumbai: Jaico Publishing House.

Second Year

BMGT 28015 Marketing Management

Learning outcomes:

At the end of the course unit, students should be able to;

- Describe key marketing concepts, theories and techniques for analysing a variety of marketing situations.
- Explain the dynamic nature of the environment within which marketing decisions are taken, and their implications for marketing strategy determination and implementation.
- Demonstrate knowledge and understanding of the marketing theory and practice as a business function and as a business philosophy locally and internationally.

Course content:

Introduction to marketing management: The value of marketing, The scope of marketing, Core concepts of marketing, The new marketing realities: new consumer capabilities & new company capabilities. **Creating customer value and engagement:** The value delivery process, The value chain, Core competencies, Changing channels. **Developing marketing strategies and plans:** The central role of strategic planning, Corporate and division strategic planning, Business unit strategic planning, The nature and contents of a marketing plan. **Marketing environment:** Task environment, Broad environment. **Marketing research:** The scope of marketing research,

The marketing research process. **Consumer markets and buying behavior:** What influences consumer behavior?, Key psychological processes, The power of sensory marketing, The five stages of buying decision model. **Market segmentation, targeting and positioning:** Bases for segmenting consumer markets, How should business market be segmented, Effective segmentation criteria, Market targeting, developing a brand positioning, Establishing a brand positioning. **Building customer value- product, services and brands:** Product characteristics and classifications, Differentiation, Design, Luxury products, Product and brand relationships, Packaging, labelling, warranties and guarantees. **Developing new products and managing product life cycle:** New product development, Product life cycle. **Competitive dynamics:** Growth, Competitive strategies for market leaders, Other competitive strategies, Marketing in a slow- growth economy. **Pricing and pricing strategies:** Identifying pricing, Setting the price, Adapting the price, Initiating and responding to price changes. **Distribution (marketing channels, retailing and wholesaling):** Marketing channels, The role of marketing channels, Channel - design decisions, Channel - management decisions, Retailing, Wholesaling. **Promotion (advertising, public relations, sales promotion, personal selling, direct, online, social media, events and mobile marketing):** The role of marketing communications, developing effective communications, Selecting communication channel, developing and managing an advertising programme, Evaluating advertising effectiveness, Public relations, Sales promotion, Personal selling, Direct marketing, Online marketing, Social media, Events, Mobile marketing. **Designing and managing services:** The nature

of services, the new services realities, Achieving excellence in services marketing, Managing service quality, Managing product- support services. **Introducing new market offerings:** New product-options, Challenges in new product development, Organizational arrangements, Managing the development process, The consumer adoption process. **Managing holistic marketing program:** Trends in marketing practices, Holistic marketing dimensions, Marketing implementation and control.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended Readings

1. Kotler, P., & Armstrong, G. (2018). Principles of Marketing. (17th ed.). New Jearsey: Pearson Education Inc.
2. De Alwis, A. C. D. & Darshani, R. K . N . D. (2018). Marketing Mix: With More Practical Example in Sri Lankan Context. Sanduni Publishers.
3. Kotler, P & Keller, K. L. (2016). Marketing Management. (15th ed.). England: Pearson Education Limited.
4. Robbins S.P., & Coulter M., (2016). Management. (13th ed.). Pearson India Education Services Pvt.Ltd.
5. Rajaran, K.Ching, K. W, and Chua, R. Y. L. (2016). Experiential and Active Learning Handbook for Management Principles, Skills and Competencies-Nurturing Global leader towards Managerial Excellence. McGraw Hill (ISBN: 978-9-814-74290-0)

6. Bateman, T. S., & Snell, S. (2015). *Management: Leading & collaborating in a competitive world*. (11th ed.). McGraw-Hill Irwin.
7. Schermerhorn, J. R. (2015). *Introduction to management*. (13th ed.). John Wiley & Sons.

BMGT 28025

Human Resource Management

Learning outcomes:

At the end of the course unit, students should be able to;

- Identify key concepts in Human Resource Management (HRM).
- Describe various HRM perspectives, the evolution of HRM and the different levels of analysis of HRM.
- Examine the contemporary trends and challenges in HRM.
- Discuss main HR administration processes, HR maintenance processes and HR development.

Course content:

Introduction to HRM: Definitions, HR models, HR roles, competencies, and criticisms. **Evolution of HRM:** Evolution of HRM, Different stages in the development of HRM, The success of each stage of HRM evolution. **Trends and challenges in HRM:** Introducing trends and challenges in HRM, Impact of challenges in HRM on business success/failure, Strategies to confront challenges in HRM. **HR administration processes:** Introducing HR administration processes, Job design, Job analysis, HR planning,

Recruitment and selection, Induction and socialization, Performance appraisal, Training and development, Reward management. **HR maintenance processes:** Introducing HR maintenance processes, Employee relations, Grievance handling, Discipline management, Safety and health, Welfare. **HR development:** Introducing the meaning of HR development, Individual development, Career development, Performance management, Organizational development

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended Readings

1. Armstrong, M., & Taylor, S. (2017). *Armstrong's Handbook of Human Resource Management practice* (14th ed.). London: Kogan Page.
2. Chalofsky, N., Rocco, T., & Morris, M. L. (2014). *Handbook of Human Resource Development*. Wiley.
3. Dessler, G. (2015). *Human Resource Management* (14th ed.). New Delhi: Prentice Hall
4. Opatha, H. H. N. D. P. (2017). *Human Resource Management* (4th ed.). Department of HRM, University of Sri Jayewardenepura.
5. Wilkinson, A., Redman, & T., Dundon, T. (2017). *Contemporary Human Resource Management Text and Cases* (5th ed.). London: Pearson. (5th ed) & London (Pearson)

BMGT E28035

Management Accounting

Learning outcomes:

At the end of the course unit, students should be able to;

- Explain the nature and purpose of management accounting.
- Apply cost accounting techniques for decision making.
- Prepare budgets for planning and controlling.
- Analyse the variance to understand how actual costs vary from standard costs.
- Calculate organizational performance.

Course content:

Introduction to management accounting: Introduction management accounting, Definition management accounting, Financial accounting vs management accounting, Similarities of financial accounting and management accounting, The decision making planning and control process, Functions of management accounting. **Working capital**

management: Definition of working capital, Types of working capital, Working capital cycle, Factors determining working capital, Working capital financing policies, Management of working capital, Ratios associated with working capital. **Inventory management:** Inventory and types of inventories, Inventory management, Inventory costs, Popular inventory control tools, Inventory cycle, Economic Order Quantity (EOQ), Inventory valuation. **Ratio analysis:** Definition of ratio analysis, Utility of ratios, Main areas of ratio analysis; profitability,

liquidity, stability, efficiency and investor's ratios, Calculating different ratios. **Investment appraisal:** Introduction to capital budgeting, Capital budgeting decisions, Characteristics of capital budgeting, Capital budgeting techniques. **Measurement of cost behavior:** Cost drivers and cost behavior, Management influence on cost behavior, Cost functions, Methods of measuring cost functions, Marginal costing, Absorption costing. **Accounting for overhead costs:** Accounting for factory overhead, Illustration of overhead application, Problems of overhead application, Variable vs absorption costing, Fixed overhead and absorption costs of product. **Cost behavior and cost - volume - profit relationships:** Identifying activities, Resources, costs, and cost drivers, Variable cost and fixed cost behavior, Cost behavior: Further Considerations, Cost-Volume-Profit Analysis; additional uses of CVP analysis, contribution margin and gross margin. **Standard costing and variance analysis:** Standard costing practice, Using budgets and Variances to evaluate results, Revenue and cost variances, The role of standards in determining variances, Finding explanations for variances, More detailed analysis of flexible budget Variances, Overhead variances. **Budget and budgetary control:** Budgeting systems, static budget, flexible budget systems, Functional budgets; sales budget, production budget, direct materials purchases budget, direct labour cost budget, factory overhead cost budget, cost of goods sold budget, selling and administrative expenses budget, Master budget, Budgeted income statement, Cash budget, Capital expenditures budget, Budgeted balance sheet.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Brewer, P., Garrison, R., and Noreen, E. (2015) *Introduction to Managerial Accounting* (7th ed.). McGraw-Hill Education.
2. Horngren, C. T., Sundem, G. L., Burgstahler, D, and Schatzberg, J. (2014) *Introduction to Management Accounting*. (16th ed.). Pearson Prentice Hall.

BMGT 28045
Business Statistics

Learning outcomes:

At the end of the course unit, students should be able to;

- Identify the various statistical techniques available for analysing data.
- Explain different methods of collecting, organizing, analysing and presenting business data to make valid and reasonable decisions in the business field.
- Describe how to make business decisions under risk and uncertain situations.

- Apply descriptive and inferential statistical techniques to real business issues and problems.
- Solve business related problems with the use of statistical techniques.

Course content:

Introduction to statistics: Definitions of statistics, Data sources, Scope of statistics, Nature of Statistical investigation, Importance of statistics, Limitations of statistics. **Data collection:** Rules of collecting data, Observation method, Self-administered questionnaire, Interview method. **Classification and tabulation of data:** Data array, Classify data tabulate data, Main parts of statistical tables, Types of frequency, Different types of frequency tables. **Measure of central tendency and measure of locations:** Requirements of a good average, Types of averages, Properties of central tendency measures, Properties of measures of location. **Measures of Dispersion, Skewness and Kurtosis:** Average and dispersion, Relative measures of dispersion, Absolute measures of dispersions, Difference between absolute and relative measures of dispersions, Skewness, Kurtosis. **Basic probability:** Definitions of probability, Basic terminology in probability, Probability and business field, Probability rules. **Conditional probability:** Introduction to conditional probability, Multiplicative theorem, Independent events, Business issues and multiplicative theorem. **Random variable and probability distribution:** random variable, probability distribution, characteristics of a probability distribution, probability models. **Probability distribution: binomial distribution:** Characteristics of a binomial distribution, Solving business

issues using binomial distribution. **Probability distribution: poisson distribution:** Characteristics of a poisson distribution, Solving business issues using poisson distribution. **Probability distribution: normal distribution:** Characteristics of normal probability distribution, Normal distribution in the business field, Standard normal distribution. **Sampling distributions and confidence interval estimation:** Central limit theorem, Random and non- random sampling, Determining sample size, Confidence intervals – single sample, Confidence intervals- two samples. **Hypothesis testing:** Hypothesis testing methodology, Two tailed -test of a mean, Two tailed -test of a Proportion, One- tailed test, Two sample tests of means, Two- sample tests of proportions. **Non-parametric test:** Reasons to use non- parametric test, Types of non-parametric test. **Correlation analysis:** Correlation coefficient, Properties of correlation coefficient, Rank correlation coefficient. **Simple linear regression:** Types of regression models, Linear Regression equation, Measures of variations, Assumptions. **Multiple regression:** Develop the multiple regression model, Residual analysis for the multiple regression model. **Time series analysis:** Component factors of time- series model, Smoothing the annual time series, Least-squares trend fitting.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended Readings

1. Lind, D.A., Williams, G.M., Wathen., S.A (2018). *Basic Statistics for Business and Economics*, (9th ed.). New York: McGraw Hill.
2. James, T., McClave, P., George, B., (2017). *Statistics for Business and Economics* (13th ed.). Pearson.
3. Levine, D.M., Szabat., K.A., Stephan. (2015). *Business Statistics: A first course* (7th ed.). Pearson.
4. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., & Cochran, J.J. (2014).

BMGT 28055

Management Information Systems

Learning outcomes:

At the end of the course unit, students should be able to;

- Discuss the importance of Information Systems (IS) for today's business and management.
- Explain how a manager can use IS to create a competitive advantage in the turbulent business environment.
- Analyse ways to optimize the firm's returns on IS investments.
- Recognize the right tools related to IS in the right places for improved performance of organizations.

Course content:

Information systems in business today: Transformation of businesses by Information systems (IS), Management, organization, and technology components of an IS; complementary assets. **Global e-business and collaboration:** Business processes and their relationship to information systems, Role played by systems serving in various levels of management in a firm, Information systems and information system department's function in a firm. **Information systems, organizations, and strategy:** Features of organizations, Porter's competitive forces model, Value chain and value web models, Core competencies. **Ethical and social issues in information systems:** Ethical, social, political, privacy and intellectual property issues associated with ISs and various approaches in solving them. **IT infrastructure and emerging technologies:** IT infrastructure, Stages and technology drivers of IT infrastructure evolution, The contemporary computer hardware platform, Challenges in managing IT infrastructure and management solutions. **Databases and business intelligence:** Transaction databases, Big data, Data warehouse, Data mart, Data mining. **Achieving operational excellence with enterprise applications:** Enterprise systems, Supply chain management systems, Customer relationship management systems, Knowledge management techniques and knowledge management systems. **E-commerce, digital markets, and digital goods:** E-commerce, digital markets, and digital goods, Principal e-commerce business and revenue models, M-commerce, Building an e-commerce web site. **Enhancing decision making:** Different types of decisions, Stages in the decision-making process, Role of information systems, business intelligence,

and business analytics in the managerial decision-making process.

Building information systems and its impact on the organization:

Organizational changes posed by building new information systems, Automation, rationalization, business process redesign, Paradigm shift, Core activities in the systems development process, Systems development life cycle approach, Managing information systems development projects.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Laudon, K. C., & Laudon, J. P. (2018). *Essentials of MIS*. Pearson Education.
2. Laudon, K. C., & Laudon, J. P. (2017). *Management Information Systems: Managing the Digital Firm*. Pearson Education.
3. Galliers, R. D., & Stein, M. K. (2017). *The Routledge Companion to Management Information Systems*. Routledge.
4. Peppard, J., & Ward, J. (2016). *The Strategic Management of Information Systems: Building a Digital Strategy*. West Sussex: John Wiley & Sons.

BMGT 28065

Organizational Studies

Learning outcomes:

At the end of the course unit, students should be able to;

- Define the theories, concepts and design options.
- Identify the various groups and structures of the organizations.
- Analyse organizations in different perspectives.
- Illustrate needed adjustments for organizational elements for better outcomes.
- Discuss how to apply knowledge necessary for achieving organizational effectiveness.

Course content:

Nature and scope of organization theory: What is an organization, What is organization theory, What is organization design. **Perspectives of organizations:** The system perspective, The life-cycle perspective, The contingency perspective, The importance of each perspective in understanding and managing organizations. **Organization designs:** Common elements in organizations, The machine bureaucracy, The professional bureaucracy, The divisional structure, The adhocracy, Weber's bureaucracy, Dysfunctional consequences of bureaucracy, Applicability of bureaucracy in today's world. **Fundamentals of organizational structures:** Principles of structures, Information processing perspective on structure, Functional structure, Divisional structure, Geographic structure, Horizontal structure, Matrix structure,

Modular structure. **The external environment of organizations:**

The environmental domain, Task environment and general environment, Environmental uncertainty, Adapting to environmental uncertainty, Resource dependence, Controlling environmental resources.

Organizational technology: Introduction about technology, Organizational level manufacturing technology, Organizational level service technology, Workflow interdependence among departments, Impact of technology on job design. **Contemporary trends in organizational design:**

The global environment, Attributes of organizational excellence, Designs for the global arena, Structural design for global operations, Transnational model, The trend toward empowerment, Leading the change toward learning organization, Assessing the impact of top leadership, Managing organizational decline

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Daft, R. L. (2015). *Organizational Theory and Design* (11th ed.). Mason: South-Western Cengage Learning.
2. Daft, R. L. (2018). *Management* (13th ed.). Boston, MA, USA ; Cengage Learning
3. Shafritz, J. M., Ott, J. S., & Jang, Y. S. (2016). *Classics of organization theory*. Boston, MA, USA ; Cengage Learning

Third Year

BMGT 38015 Strategic Management

Learning outcomes:

At the end of this course unit, students should be able to:

- Identify the components of crafting strategies within highly competitive and turbulent environment.
- Explain the strategic management process.
- Analyse environmental forces and appropriate course of actions.
- Formulate strategies for exploiting business opportunities.
- Apply acquired knowledge in developing corporate business plan.
- Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.

Course content:

Introduction to strategic management: Strategy, Strategic Management (SM), Evolution of SM, SM model, Role of Strategists, SM as a cross- disciplinary subject. **Types of strategies:** Strategic thinking, Planned strategies, Emergent strategies, Strategic fit, Strategic intent industry foresight. **Strategic management process:** Environment analysis, Organizational analysis, Assessing capabilities, Deciding strategic course of actions, Strategic plan. **Corporate level**

strategies: Growth strategies, Stabilization strategies, Retrenchment strategies, Concentration, Concentric and conglomerate diversification.

Business level strategies: Competitive strategies, Cooperative strategies, Porter's Generic Strategy Matrix, Coopetition hyper competition, Strategic alliances. **Functional level strategies:** HRM

strategies, Marketing strategies, Finance strategies, Logistics strategies, Purchasing strategies, Pricing strategies, critical incidents analysis relating to functional level strategies. **Strategy implementation:**

Strategy and the culture, Strategy and the structure, Strategy and staffing, Action plans, Downsizing. **Evaluation and control:** Systems of strategic control, Financial controls, Non-financial controls, Balanced score card, Benchmarking, Strategic review and renewals.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Fred, R. D. (2016). *Strategic Management: Concepts and Cases* (16th ed.). London: Prentice Hall PTR.
2. Johnson, G., Scholes, K., & Whittington, R. (2017). *Exploring Corporate Strategy* (11th ed.). London: Pearson Education Ltd.
3. Thompson, A., Strickland, A. J., Gamble, J. E. & Jain, A. K. (2016). *Crafting and Executing Strategy* (20th ed.). New Delhi :Tata McGraw Hill

BMGT 38025

Innovation and Entrepreneurship

Learning outcomes:

At the end of the course unit, students should be able to;

- Identify the needs and opportunities for valuable innovations and new ventures.
- Illustrate theories of business innovation and entrepreneurship, the evolution of industries and economies, and the roles of entrepreneurs.
- Describe how entrepreneurs perceive opportunity, manage risk, organise resources, and add value.
- Explain concepts underlying the domain of entrepreneurship and innovation.
- Discuss the attitudes, values, characteristics, behaviour, and processes associated with possessing an entrepreneurial mind-set and engaging in successful appropriate entrepreneurial behaviour.
- Develop a comprehensive and well-structured business plan for a new venture.
- Develop a plan for implementing entrepreneurial activities in a globalised and competitive environment is responsible for the social, ethical, and cultural issues.

Course content:

Introduction to entrepreneurship: Entrepreneur and Entrepreneurship, Entrepreneurship – origin, Functions of an entrepreneur and varieties of entrepreneurship, Roles of entrepreneurs, Characteristics of successful entrepreneurs, Concepts of entrepreneurial traits, The different rewards of entrepreneurship, Community capacity building through community – based enterprises.

Entrepreneurial environment and entrepreneurial culture: Business environment, Process of creating a culture, Classification of environment, Entrepreneurial culture, Factors influencing entrepreneurial environment. **Innovation and entrepreneurship:** The concept of innovation and types of innovations, Need for innovation and entrepreneurship, Innovative skills., Invention vs innovation, Indicators and characteristics of innovation in different sectors.

Economics and management of innovation: Creative destruction, The evolutionary theory, The model of the dynamic capabilities, Competitive advantages: the model of the five competitive forces, The value chain, The systematic innovation, Innovations diffusion speed adoption, Learning cycle, The roles of the innovator, Business model vs. classical approach, The evolution of the business model, The business model canvas. **Project identification:** Project ideas, Purpose and need for project identification, Methodology for project identification.

Project formulation, feasibility study and project report: Stages in project formulation, Main criteria in the project formulation process, Feasibility study, Format of feasibility report, Components of detail project report, Project report vs. feasibility report. **Project appraisal:** Significance of project appraisal, Difference between project feasibility study and project appraisal, Advantages and disadvantages, Project appraisal process, Market and demand appraisal, technical appraisal,

financial appraisal, socio- economic appraisal, appraisal of managerial competence. **Developing a business plan:** Purpose of a business planning, Business planning principles, General business plan development guidelines, Stages of developing a business plan, General business plan format. **Buying an existing business:** Factors to consider when buying an existing business, Advantages and disadvantages of buying an existing business, Documentation on buying an existing business.

Starting a new business: Acquire the necessary funding, Challenges for starting a new business, Advantages and disadvantages of starting a new business, Home-based start-up. **Franchises and buyouts:** Definition of franchising, Dealership, networking and franchising, Franchising options, The documents and processes of franchising, Evaluating franchise opportunities, Brand licensing, Franchising examples in the international marketplace. **Growth of Enterprises:** Building of wealth, Strategies for the growth of enterprises, Role of the dealership, and networking, Business growth, Product life cycles, Impact of personal feelings for business growth, Practical challenges and chances of growing a business, Brand licensing, Valuing a business, Leaving the business and exit strategies. **Financing business:** start-up investment and payback calculations, Bootstrapping, Debt financing and effects of debt financing, Equity financing and effects of equity financing, Benefits of buying an existing business, Financing alternative for different stages of the business development. **Protecting the business:** Value of intellectual property law to entrepreneurs, Methods for property protection, Conditions for a valid business contracts, Legal remedies for contract and intellectual property law, Violations of intellectual property law, Relationship between insurance and risk management, Different business insurance options, Qualities of good

insurance agents and good policies, Methods to reduce business risk.

Family - Owned Business (FOB): Define Family Owned Business (FOB), Difference between family-owned and a non -family owned business, Unique features of FOBs, Special Management issues in small and medium scale FOBs, Growth and sustainability of FOBs, Succession planning in FOBs, Business succession planning, FOBs contribution to the national economy. **Women Entrepreneurship:**

Types of women entrepreneurs, Qualities of women entrepreneurs, Strategies for developing women entrepreneurship, Institutions assisting women entrepreneurship, Unique problems of women entrepreneurs.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Burns, P. (2014). *New Venture Creation: a framework for entrepreneurial start-ups*. UK: Palgrave Macmillan. ISBN: 978-1-137-33289-9.
2. Bygrave, W., & Zaccarakis, A. (2014). *Entrepreneurship* (3rd ed.). John Wiley and Co. ISBN: 9781118582893.
3. Frederick, H., O'Connor, A., & Kuratko, D. (2019). *Entrepreneurship theory process practice* (5th ed.). Asia Pacific edition south Melbourne, Vic Cengage learning.
4. Swanson, L. A. (2017). *Entrepreneurship and Innovation Toolkit* (3rd ed.). Saskatoon, Saskatchewan.

BMGT 38035

Operations Management

Learning outcomes:

At the end of the course unit, students should be able to;

- Identify the concepts and functions of operations management.
- Describe the relationships among people, process, technology, productivity and quality and how those contributes to the competitiveness of organizations.
- Examine the situations in a production system environment that suggests the use of certain quantitative methods.
- Discuss the practical problems relating to the real-world scenarios.

Course content:

Introduction: Historical evolution of Operations Management (OM), Factors affecting OM today, Different approaches in studying OM: production as a system, production as an organization function, Decision making in OM. **Operations planning:** Forecasting in OM, Forecasting models, Short-range and long- range forecasting. **Designing and developing products and production processes:** Developing new products, improving designs of existing products, Process planning and design, technology selections and management. **Capacity planning:** Measurement of capacity, Forecasting capacity demand, Allocation of capacities thorough decision tree analysis, Allocation of capacities thorough linear programming. **Facility**

location: Factors affecting location decisions, Types of facilities and their dominant location factors, Integrating quantitative and qualitative factors into location decisions. **Facility layout:** Factors affecting layout, Basic production layout formats, Service facility layout. **Operations decisions: planning production to meet demand:** Production planning system, Independent demand inventory system, Material requirement planning (MRP), Just-in-time (JIT) manufacturing, Material management and purchasing. **Operations for productivity, quality and reliability:** Productivity and human behavior, Job designing, Work study and work measurement, Quality control, Planning and controlling projects.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Slack, N., & Brandon - Jones, A. (2019). *Operations Management* (9th ed.). New York: Pearson education.
2. Everett, E. A., & Ronald, J. E. (2012). *Production & Operations Management* (10th ed.). New Jersey : Prentice Hall Inc.
3. Chary, S.N. (2015). *Production & Operations Management* (6th ed.). Mc Grow Hill.
4. Mahadevan, B. (2017). *Operations Management; Theory and practice* (3rd ed.). Pearson publications.
5. Lewis, M. A. (2019). *Operations Management*. (1st ed.). London: Routledge.

BMGT 38045

Managing Organizational Behavior

Learning outcomes:

At the end of the course unit, students should be able to;

- Define the nature and the scope of the organizational behaviour.
- Explain the levels of behavior in organizations.
- Identify the factors affecting to behavior at various levels.
- Apply the knowledge on organization behavior to solve the problems related to human behaviour.
- Discuss the methods for predicting and controlling of human behavior in organization.

Course content:

Introduction to organizational behavior: Definitions, nature and scope of organizational behavior, Challenges and opportunities for organizational behaviour, **Personality and emotions:** Definition about personality, MBTI test, Big five personality model, Define emotions, Differentiate emotions from moods, Sources of emotions and moods, Emotional labour, Affective events theory Emotional intelligence. **Perception:** Defining perception, Factors influencing perception, Perception errors, Perception and decision making. **Learning:** Defining learning, Theories of learning, Intellectual abilities. **Values and attitudes:** Defining values, Terminal and instrumental values, Defining attitudes, Three components of attitudes, Relationship between attitudes and behaviour. **Motivation:** Defining motivation, Motivation

theories, Workplace applications. **Stress:** What is stress?, Sources of stress, Managing stress, Workplace application. **Group dynamics and teams:** What is a team, Teams and groups, Types of teams, Stages of team development, Key components of effective team. **Group conflicts and negotiation:** Defining conflicts, Perspectives of conflicts, Conflict process, Define negotiation, Distributive and integrative bargaining, Negotiation process. **Leadership:** Leadership vs Management, Theories on leadership, Charismatic and transformational leadership, Challenges to effective leadership, **Power and politics:** Leadership and power, Influence tactics and the importance of a political perspective., Individual and organizational factors that stimulate political behaviors, Defensive behaviour. **Organizational culture:** Organizational culture and its common characteristics, Functional and dysfunctional effects of organizational culture, Factors that create and sustain an organization's culture, Ethical culture, National culture may affect the organizational culture. **Organizational change and development:** Forces to change and development, Forces for resistance to change, Ways of creating a culture for change.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Fred, L. (2015). *Organizational Behavior: an evidence based approach* (5th ed.). Boston: McGraw Hill Inc.
2. Prasad, L.M. (2016). *Organizational Behavior*. Sultan Chand and Educational Publishers.
3. Robbins, S. P., & Judge, T. A. (2015). *Organizational Behavior* (15th ed.). New Delhi :Pearson education.
4. Opatha, H. H. D. N. P. (2015). *Organizational Behaviour* (1st ed.). Sri Lanka : Feather Print Service.

BMGT 38055

Quality for Business Excellence

Learning outcomes:

At the end of the course unit, students should be able to;

- Describe the importance of the quality and quality for business excellence.
- Describe the principles of quality management.
- Apply how quality management principles can be applied within quality management systems.
- Examine strategies to implement a Total Quality Management (TQM) based organization by addressing the key aspects of TQM.
- Apply Lean Six Sigma Methodology for the success of the organization.

Course content:

The Total Quality approach to quality management - achieving organizational excellence: Define quality, Total Quality Management (TQM) and TQM framework, Dimensions of quality, Three views of quality, Two aspects of quality. **Key Principles of TQM:** Customer focused, Total employee involvement, Process centered, Integrated system, Strategic and systematic approach, Continual improvement, Fact-based decision-making communication. **Quality and global competitiveness:** Relationship between quality and competitiveness, Factors that inhibit competitiveness., Human resources as a factor in competitiveness., The characteristics of world-class organizations., Why management-by- accounting is the antithesis of total quality, Compare and contrast quality management practices in Asia with those in the Sri Lanka. **Basic Lean Six Sigma Concepts:** Defining Six Sigma, Six Sigma history and applications, When to use Six Sigma, Define Lean, Define Lean Six Sigma, Basic Six Sigma concepts. **Process improvement and Lean Six Sigma:** Lean Six Sigma (LSS) quality focus on the business process, Objectives of process improvement, Cross-functional focus, Nature of LSS process improvement, Determining process ownership, Selection, responsibilities, and authority of the process owner, Process definition and the process. **Waste identification:** Variation, Understanding and controlling variation, Waste, Nine type of waste. **Lean Concepts, Tools, and Methods:** Traditional organization operational philosophy, Lean operational philosophy, Lean management Concepts (Value-Added Activities, Value Stream Management, Continuous Flow, Pull Systems, Point of Use, Quality at the Source, Just-in-Time, Kaizen,

5M's, KPIVs, KPOVs), Lean Management Tools (5S, OEE, Mistake proofing, Kanban, Value stream Mapping, Visual controls). **Three faces of change:** Resistance to change, Overcoming resistance to change, Kaizen, Kaikaku, Kakushin. **On Integrating LSS and DMAIC (Define, Measure, Analyze, Improve and Control) with DMADV (Define, Measure and Analyze, Design, Verify)** Goal of Lean DMAIC, Goal of DMAIC / DMADV, Integrating Lean with DMAIC/DMADV. **Lean Six Sigma Advanced Non-Statistical Tools (I):** Benchmarking, Bureaucracy elimination methods, Conflict resolution, Critical to Quality (CTQ), Cycle Time Analysis and Reduction (CTAR), Fast-Action Solution Technique (FAST). **Lean Six Sigma advanced non-statistical tools:** Matrix diagram/Decision matrix, Pareto diagram, Prioritization matrix, Quality Function Deployment (QFD), Root cause analysis, Scatter diagrams, Selection matrix (Decision matrix), SIPOC diagram, Three diagram. Assessment methods:

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Besterfield, D. H. (2015). *Total Quality Management*. New Delhi: Pearson.
2. Edition, E., Goetsch, D.L., & Davis, S.B. (2016). *Quality Management for Organizational Excellence Introduction to Total Quality*. Pearson Education, Inc.
3. Oakland, S. J. (2014). *Total Quality Management and Operational Excellence*. UK: Florence Production Ltd.
4. Voehl, F., Harrington, H. J., Mignosa, C., & Charron, R. (2014). *The Lean Six Sigma Black Belt Handbook Tools and Methods for Process Acceleration*. CRC Press Taylor & Francis Group N

BMGT 38065
Financial Management

Recommended readings:

At the end of the course unit, students should be able to:

- Identify the role of finance function and its importance.
- Exhibit essential knowledge pertaining to the field of financial management.
- Apply the financial management concepts in managerial decision making.
- Analyse the financial information for managerial decision making.

Course content:

Introduction to financial management: Evolution of financial management, Difference between financial and management accounting, Finance functions, Role of the financial manager, Goals of financial management, Agency relationship. **Time value of money:** Concept of Time value of money, Present value of cash flows, Future value of cash flows, Future value and present value of annuities, Loan amortization. **Sources of finance:** Different sources of financing, Advantages and disadvantages of each different sources of financing. **Financial statement analysis:** Purpose of financial statement, Users of financial statement, Common size financial statement analysis, Ratio analysis, Trend analysis. **Cost of capital:** Introduction to cost of capital, Cost of equity, Cost of preferred stock, Cost of debt capital, Weighted Average Cost of Capital (WACC). **Capital budgeting:** Nature of investment decisions, Accounting rate of return (ARR) method, Pay back and discounted payback period methods, Net Present Value (NPV) method, Internal Rate of Return (IRR) method, Profitability index method, Risk analysis in capital budgeting. **Risk and return:** Return on Investment (ROI), Risks associated with investments. **Working capital management:** Definition of working capital, Types of working capital, Working capital cycle, Factors determining working capital, Working capital financing policies, Management of working capital, Ratios associated with working capital. **Budgeting:** Budgeting objectives, and its impact on human behaviour, Basic elements of the budget process, Two major types of budgeting, Master budget, Basic income statement budgets and balance sheet budgets. **Stock valuation:** Future dividends and dividend

growth, Value stocks using multiples, Stock market equilibrium, Efficient market hypothesis and levels of market efficiency. **Capital structure and leverage:** Financial leverage, Capital structure and its impact. **Dividends and payout policy:** Dividends, Dividend policy decisions, Stock repurchase.

Learning methods:

Lectures & Seminars

Assessment methods:

Final examination / Assessment

Recommended readings:

1. Brigham, E. F., & Ehrhardt, M. C. (2017). *Financial Management: Theory & Practice*. Cengage Learning.
2. Pandey, I. M. (2015). *Financial Management*. Vikas Publishing House Pvt Limited.
3. Titman, S., Keown, A. J., & Martin, J. D. (2018). *Financial Management: Principles and Applications*. Pearson Education.