

Semester I Syllabus

FT-101C FUNDAMENTALS OF MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective:

- To help the students to understand the functions and responsibilities of the managers.
- To provide tools and techniques to be used in the performance of managerial job.
- To enable students to analyze and understand the environment of the organization.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

External exam will have 2 Sections A and B. Section A worth 36 marks will consist of 5 theory questions, out of which students will be required to attempt any 3 questions. Section B worth 24 marks will comprise of 3 questions of an Analytical (Case let/Research Situation)/Practical nature of which students will be required to attempt any 2 questions. A question can have one or more sub-parts.

Course Contents:

Unit 1: Concept of Management:

- Definition of management
- Management functions (planning, organizing, staffing, directing, coordinating, controlling)
- Management & Administration
- Nature of management (management as art, science and profession)
- Roles of managers
- Evolution of management thoughts
- The scientific management school (Taylor)
- The management process school (Fayol's Principles of Management)
- Bureaucracy theory school
- Developing excellent managers.

Suggested Cases:

1. BHEL (L M Prasad)
2. Image is Everything (Stephen P Robins & Mary Coulter)

Unit 2: Planning:

- Nature and purpose of planning, Principles of planning
- The planning process, Types of planning
- Advantages and limitations of planning.

Suggested Cases:

1. Westward Exports Ltd (R S Raju & A Parthasarathy)
2. MTV's World (Stephen P Robins & Mary Coulter)

Unit 3 : Concept of Objectives:

- Types of objectives, Importance of objectives, Setting objectives
- Management by Objectives (MBO), Benefits and Weaknesses of MBO.

Suggested Cases:

Municipal Water District (Harold Koontz and Heinz Weihrich)

Unit 4: Strategies and Policies:

- Concepts of corporate strategies- Vision, Mission, Objectives
- Strategic planning process
- Brief introduction to SWOT analysis, TOWS matrix, Portfolio matrix- GE matrix, BCG matrix
- Porter's generic strategies
- Types of policies, Principles of formulation of policies
- Decision making process, Individual decision making models

Suggested Cases:

1. Turbulent Flight Plan (Stephen P Robins & Mary Coulter)
2. McDonald's- Serving Fast Food Around the World (Harold Koontz and Heinz Weihrich)

Unit 5: Organizing and staffing:

- Nature and Purpose of organizing
- Bases of Departmentation
- Span of Management, Determinants of Span of Management
- Line and staff relationships, Line-staff conflicts
- Brief introduction to Mintzberg Organization
- Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization
- Definition of staffing, Factors affecting staffing, Recruitment and Selection.

Suggested Cases:

1. Major Tools Ltd (R S Raju & A Parthasarathy)
2. Competitive Challenges for Carmakers (Harold Koontz and Heinz Weihrich)

Unit 6: Directing:

- Principles of Directing, Problems in Human Relations, Nature and causes of Human Relation Problems
- Strategies for establishing healthy Human relations in an organization

Suggested Cases:

1. Belden Electronics Company (Harold Koontz and Heinz Weihrich)
2. Ram Dhin (R S Raju & A Parthasarathy)

Unit 7: Controlling:

- Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a feedback system, Feedforward control, Preventive control
- Use of Computers for controlling and Decision making.

Suggested Cases:

1. The Kappa Corporation (Harold Koontz and Heinz Weihrich)
2. Mehta Bank Ltd (R S Raju & A Parthasarathy)

Text Readings:

1. R D Agrawal, Organization and Management, New Delhi, Tata McGraw Hill, 1990.
2. Harold Koontz and Heinz Weihrich, Essentials of management, McGraw Hill, 5th edition.
3. T N Chhabra, Principle and Practice of management, Dhanpat Rai & Sons.

Suggested Readings:

1. Stephen P Robins and Mary Coulter, Management, Pearson publications, 7th edition.
2. L.M. Prasad, Principles & Practice of Management, S. Chand & Sons, 2005
3. Robert Krietner, Management, New Delhi, AITBS Publishers and Distributors, 7th edition.

FT-102C QUANTITATIVE TECHNIQUES

Level of Knowledge: Working Knowledge.

Objective:

- To develop conceptual understanding of fundamentals of quantitative and statistical methods
- To develop the understanding of its applications in management with the help of examples.

Scheme of Examination:

Total Marks: 100

Internal Evaluation: 40

External Evaluation: 60

External examination will have 8 questions, out of which a student has to attempt any five. Each question will carry equal marks. A question can have one or more sub-parts which may contain theoretical and/or practical problems.

Course Contents:

Unit 1: Sets and Functions:

- Definition, representation of sets, types of sets, Venn diagrams, cardinal number of a set, subsets, universal set, operations on sets (Union, Intersection, Difference, Symmetrical difference), complement of a set, disjoint sets, properties of union and intersection (Closure, Associative, Commutative, Identity, Inverse, Distributive Law and Demorgan's Law), applications of sets operations in solving business problems.
- Ordered pairs and Cartesian product of sets, Relations, Domain and range of relation, Types of relation
- Mapping and function, definition and its types (one-one, many-one, onto, into, invertible, even and odd, monotonic, continuous, discontinuous, algebraic and transcendental), some common functions with their properties and graphs (Linear, quadratic, exponential, logarithmic, modulus), Cost function, Revenue function, Profit Function and break even analysis, practical problems.

Unit 2: Sequences and Series:

- Introduction to Arithmetic, Geometric and Harmonic Progressions
- Nth term, No of terms, Sum of n terms, AM, GM and HM. Numerical problems
- Discounting, Compounding and Annuity along with the Numerical problems.

Unit 3: Matrices:

- Definition, Types of matrices
- Operations on matrices (addition, subtraction and multiplication)
- Transpose of a matrix, Determinant of matrix, Ad joint of a matrix, Inverse of a matrix, Elementary row operations.
- Solutions of simultaneous linear equations using matrices (Cramer's Rule, Matrix Inverse Method)
- Numerical and practical problems.

Unit 4: Introduction to Statistics:

- Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions
- Primary and secondary data, method of data collection, classification and tabulation of data, frequency distribution, diagrammatic and graphical representation of data (Bar diagram, Pie diagrams, histogram, frequency polygon, Ogives)
- Measurement of Central Tendency (AM: simple, weighted and combined for discrete and continuous series, Introduction to GM and HM, Median, Quartiles, Deciles, Percentiles and Mode of Discrete and Continuous series), practical problems
- Measurement of Dispersion (Range, Interquartile Range/Quartile deviation, Mean deviation, Standard Deviation, Variance, Coefficient of Variation), Practical Problems.

Unit 5: Correlation & Regression:

- Correlation (Karl Pearson's and Spearman's Coefficient)
- Probable error, Standard error and coefficient of determination
- Principle of Least squares, regression coefficients, Regression lines and equations.
- Fitting of second degree parabola, Practical problems.

Unit 6: Time Series:

- Time Series and its Components and Analysis Models of Time Series
- Methods of Studying Components of Time Series
- Measurement of trend (moving average, exponential Smoothing and least squares method). Practical problems.

Unit 7: Probability Theory:

- Introduction, Experiment, Trails and events (exhaustive, mutually exclusive, dependent and independent), Sample space, Favorable and Unfavorable events.
- Odds, Calculation of probability, Theorem of probability (addition and multiplication)
- Conditional Probability, Baye's Theorem, Mathematical Expectations, Practical Problems
- Basic concepts of Binomial, Poisson and Normal Distribution.

Text Readings:

1. Sharma, J. K., Mathematics for Management and Computer Applications, New Delhi: Galgotia Publication, 2008.
2. Gupta, S. P., Statistical Methods, New Delhi: Sultan Chand and Sons, 35th Edition, 2007.

Suggested Readings:

1. Ghosh, R. K. and Saha, S., Business Mathematics and Statistics, Kolkata: New Central Book Agency, 2000
2. Goel, Ajay and Goel Alka, Mathematics and Statistics, New Delhi: Taxman Allied Services, 2007
3. Sancheti, D.C. and Kapoor, V.K., Statistics: Theory Methods and Applications, New Delhi: Sultan Chand and Sons, 2001

FT-103C ACCOUNTING FOR MANAGERS

Level of Knowledge: Working Knowledge.

Course Objectives:

- To Lay a conceptual framework for financial accounting, Cost Accounting and Management accounting.
- To develop ability in the students to apply theoretical concepts in practical life problems.

Scheme of Examination:

Total Marks 100

Internal Marks 40

External Marks 60

Section A: 24 Marks Comprising Three Theory questions out of which a student will be required to attempt any two questions.

Section B: 36 Marks Comprising Four Practical Problems and out of which three questions will be required to attempt.

Course Contents:

Unit 1: Introduction to Accounting:

- Meaning & Need of Accounting
- Generally Accepted Accounting Principles (GAAP)
- Concepts of Accounting:
 - Going Concern
 - Entity Concept
 - Historical Cost
 - Money Measurement
 - Accounting Period Concept
 - Matching Cost Concept
 - Accrual Concept
- Conventions of Accounting:
 - Conservatism
 - Consistency
 - Materiality
- Concepts of Double Entry System Of Accounting
- Rules for Debit and Credit Entries ,Types Of Accounts
 - Nominal
 - Real
 - Personal
- Distinction between Capital and Revenue Expenditure.

Unit 2: Elements of Annual Accounts:

- Defining & Understanding the Terms Share Capital
- Reserves

- Surplus
- Shares
- Share Premium
- Loan Funds
- Debentures
- Bonds
- Mortgage Loans
- Secured Loans
- Unsecured Loans
- Current Liabilities & Provisions
- Contingent Liabilities
- Fixed Assets, Leased Assets
- Current Assets, Advances
- Investments, Deferred Revenue Expenses Instruments like Cheque and its Types
- Demand Drafts/Pay Order
- Crossing Etc.

Unit 3: Accounting Procedures:

- Recording of Journal Entries
- Posting In Ledger Accounts
- Cash Book:
 - Single Column
 - Double Columns
 - Three Columns
- Concepts and Preparation of Subsidiary Books:
 - Purchase and Purchase return/outward books
 - Sales and Sales return/outward book
- Preparation of Trial Balance.

Unit 4: Preparation of Final Accounts:

- Profit and Loss Account
- Profit and Loss Appropriation Account
- Preparation of Balance Sheet with Basic Adjustments
 - Prepaid Expenses
 - Outstanding Expenses
 - Provisions for Doubtful Debts
 - Accrued Income
 - Income Accrued but not Due
 - Depreciation, Closing Stock
- Conceptual Knowledge and Final Accounts of Non Profit Making Organizations

Unit 5: Bank Reconciliation Statement:

Unit 6: Depreciation:

- Concepts of Depreciation
- Two Methods of Providing Depreciation WDV and SLM
- Simple Practical Problems Relating to Depreciation

Unit 7: Introduction to Cost and Management Accounting:

- Nature, Role, Scope, Concepts of Cost Centers and Cost Units
- Classification of Cost
- By Nature: Material, Labour and Overheads
- By Behavior: Fixed Costs, Semi-Variable Costs and Variable Costs
- Concepts and Distinction between:
 - Marginal and Absorption Costing
 - Period and Product Cost
 - Cost Reduction and Cost Control
- Concept of Total Cost.

Unit 8: Standard Costing:

- Standard Costing and Variance Analysis Concepts of Standard Costing,
- Concepts of Variances
- Calculation of :
 - Material Variances:
 - Material Cost Variance
 - Material Price and
 - Material Usage variance
 - Material Mix Variance
 - Labour Variances:
 - Labour Cost Variance
 - Labour rate Variance
 - Labour Efficiency Variance
 - Labour Idle Time Variance
 - Labour Yield variance
 - Overheads Variances:
 - Total Overheads Cost Variance
 - Fixed Overheads Cost Variance
 - Variable Overheads Cost Variance
 - Variable Overheads Efficiency Variance
 - Variable Overheads Expenditure Variance
 - Fixed Overheads Volume Variance
 - Fixed Overheads Expenditure Variance

Unit 9: Decision Making:

- Cost Analysis for Decision Making, Make or Buy decisions, Accept and Reject Decisions.
- Simple Problems Based thereon.

Text Readings:

1. R.L. Gupta, V.K. Gupta, Principles of Accountancy, New Delhi, Sultan Chand and Sons.
2. S.N Maheshwari, Introduction to Accounting, New Delhi, Vikas Publishing House
3. S.N Maheshwari, Cost Accounting, Theory and Problems, New Delhi, Vikas Publishing House.

Suggested Readings:

1. S.P Iyengar, Cost Accounting , New Delhi, Sultan Chand and Sons.
2. Gupta Radha Swami, New Delhi, Sultan Chand and Sons.
3. Hanif Mukharjee, Modern Accountancy, Tata McGraw Hill.

FT-104C: IT Fundamentals

Level of Knowledge: Working Knowledge.

Course Objectives:

- To provide basic knowledge about the computer fundamentals.
- To develop conceptual understanding of MS-Office and Internet.

Scheme of Examination:

Total Marks: 100

Internal Marks: 20

External Marks: 60

Practical Marks: 20

External examination will have 8 questions, out of which a student has to attempt any five. In the external examination, there will be two sections, A and B. Section A, worth 24 marks, will consist of four theory questions out of which a student will be required to attempt any two questions. Section B, worth 36 marks, will have five numerical problem(s)/ practical problem(s), out of which a student will be required to attempt any three questions. Each question will carry equal marks. A question can have one or more sub-parts. There will be practical and external via-voce of 50 marks to assess the computer proficiency.

Course Contents:

Unit 1: Computer Fundamentals:

- Introduction to Computer:
 - Characteristics
 - Block Diagram
- Parts of Computer:
 - Processor
 - Input/Output Devices
 - Primary and Secondary Memory
- Types of Computers:
 - Micros
 - Mini
 - Mainframe
 - Super Computer
- Level of Languages:
 - High and Low Languages
 - Their characteristics
- Software:
 - System Software (compiler, Interpreter, Assembler and operating system)
 - Application Software

Unit 2: Operating System:

- Introduction of Operating System:
 - Features

- Types of Operating System
- Windows XP:
 - Using Taskbar
 - Start Menu options
 - My Computer
 - Recycle Bin
 - My Network Place
 - My Documents
- Windows Accessories:
 - Calculator
 - Note Pad
 - Word Pad
 - Paint
 - Entertainment
 - Address Book
- Control Panel:
 - Installation of Software
 - Addition of new hardware
 - Installation of Modem
 - Sound card
 - Printers and Scanner
 - Date and time
 - Taskbar and Start Menu
- Windows Explorer:
 - Creating a new folder and other explorer facilities
 - Changing the look and feel of windows (Desktop, Wallpaper, Screen saver etc.)

Unit 3: Application Software-I (MS-Word 2003 and MS-Excel 2003):

❖ **MS-WORD:**

- Getting Started with MS-Word
 - Document Creation
 - Document Manipulation
 - Printing a word document
 - Header and Footer
- Table Handling:
 - Inserting
 - Filling and Formatting a table
- Finding Replacing and Proofing text:
 - Spell check
 - Grammar check
 - Find and Replace
 - Creating Macros
 - Mail-Merge

❖ **MS-EXCEL:**

- Introduction to MS-Excel:

- Application of Electronic Spreadsheet
- Features, Starting MS-Excel
- What is a Workbook
- Entering Data, Entering Series
- Editing Data, Saving a workbook
- Closing a workbook
- Quitting MS-Excel
- Cell Referencing, Ranges and Functions
 - Cell referencing
 - Ranges
 - Ranges names
- Formulae (names in a formula, formula editing, copying formula) , Functions(Mathematical and Statistical)
 - Formatting Worksheet and Creating Charts
 - Formatting Data
 - Creating charts
 - Graphical presentations such as line, bar, stacked bar, pie
- Printing Excel Sheet
- Creating Macros

Unit 4: Application Software-II (MS-PowerPoint 2003 and MS-Outlook):

❖ MS-PowerPoint:

- Starting MS-PowerPoint:
 - Creating a presentation
 - Creating new slides
 - Layout of slides
 - Deleting a slide
 - Running a slide show
 - Saving a Presentation
- Working With Slides:
 - Changing the order of the slides
 - Editing the slide master
 - Changing the background
 - Adding a text
 - Clip Art
 - Scanned objects and Image
 - Drawing Objects
 - Controlling the Slide Show(Animation, Transition, Special effect, Slide timing)
 - Printing a Presentation

❖ MS-Outlook:

- Working with Outlook:
 - Address book (add contact, find contact, sorting, filtering)
 - Changing View
 - Calendar
 - Managing task

- Email With outlook:
 - Configuring outlook for mail
 - Sending and Receiving of Mails
 - Saving mails
 - Mail Format
 - Mail Setup
 - Signature

Unit 5: Internet Basics:

- Concepts and Services
- Hardware and Software requirements
- Type of Internet connections
- Advantages and Disadvantages of Internet
- WWW
- E-mail
- Browsers
- Search Engines
- Internet Addressing
- Domain Name
- URL
- Protocols (TCP/IP, FTP, HTTP)
- Overview of Intranet and Extranet
- Video conferencing
- Overview of HTML.

Text Readings:

1. Sinha P.K., Computer Fundamentals New Delhi : BPB Publications, Third Edition,2001
2. Saxena Sanjay, First Course in Computers New Delhi: Vikas Publishing House,2003
3. Leon Alexis and Methews Leon,Internet for Everyone,Chennai:Leon Press and Vikas Publishing House,1999
4. Microsoft windows XP STEP BY STEP - PHI

Suggested Readings:

1. Jaiswal S., Information Technology Today, New Delhi: Galgotia Publications Pvt.Ltd.,2001.
2. Christian Crumlish, ABCs of the Internet, New Delhi: BPB Publications,1998

FT-105C BUSINESS AND ECONOMIC ENVIRONMENT

Level of Knowledge: Working Knowledge.

Course Objective:

- To familiarize the students with the business environment prevailing in India and globally.
- To understand its implications to business.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 Marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1: Business Environment:

- Components
- Significance Economic Scope
- Cultural
- Political and Technological factors.
- External Factors Influencing Business Environment
- Dimensions of International Business Environment
- Challenges.

Suggested Case:

Technology implementation for Card based business – case of Deutsche Bank, Italy

Unit 2: Economic Planning & Development:

- Economic systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors
- Industrial Policy of the Government – Policy Resolutions of 1956, 1991 Industrial Policy and Economic Policy – Subsequent policy Statements.

Unit 3: Indian Companies:

- Competitiveness
- Changes
- Challenges
- Sustainable Development.
- Emerging Trend in Indian Business Environment.

Unit 4: International Trade Theories:

- Balance of Payments
- Concepts
- Disequilibrium in BOP
- Methods of Correction
- Trade Barriers and Trade Strategy
- Free Trade vs. Protection
- World Financial Environment: Foreign Exchange Market Mechanism
- Exchange Rate Determination and Euro Currency.

Suggested Case:

Where is the fair play

Unit 5: Strategies for Going Global:

- International Economic Integration
- Country Evaluation and Selection
- Foreign Market Entry Method
- International Trading Blocks and their Objectives.
- WTO- Origin, Objectives, Organization Structure and Functioning
- WTO and India.

Suggested Case:

Different for gamble

Unit 6: Theory of Demand, Firms & Market Structure:

- Demand function
- Income and substitution effects
- Revealed preference approach
- Demand forecast.
- Profit Maximization
- Sales Maximization
- Organizational slack
- Ownership and Control.
- Competition
- Monopoly
- Duopoly
- Oligopoly
- Non-Price Competition.

Suggested Case:

Country wide venture.

Text Readings:

1. Francis Cherunilam, Business Environment: Text & Cases, New Delhi, HPH, 2007.
2. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2007.
3. Justin Paul, Business Environment: Text & Cases, New Delhi, Tata McGraw Hill, 2008
4. Aswathappa, Essentials of business environment, Himalaya Publications.

5. M.L jhingan, Micro economics, Vrinda publications
6. H.L Ahuja, Principles of micro economics.

Suggested Readings:

1. K.V. Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi.
2. Avid W. Conklin, Cases in Environment of Business, Sage Response Books.
3. Vivek Mittal, Business Environment, Exdcel, ND.
4. Sundaram & Black : International Business Environment Text and Cases, PHI.
5. Raj Agarwal : Business Environment, Excel Publications.
6. E. Bhattacharya: International Business, Excel Publications.
7. Govt. of India, Latest Economic Survey.

FT-106C: ORGANIZATIONAL BEHAVIOR

Level of Knowledge: Working Knowledge.

Course Objective:

- To understand human behavior in organizations in order to improve managerial effectiveness.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 Marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks Comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1: Foundations of Individual & Organizational Behavior:

- Introduction to OB & Basic OB Model.
- Personality-Determinants & Attributes, The Big Five Model.
- Attitude-Components, Job Attitude
- Learning-Theories of Learning.
- Perception-Factors affecting Perception, Cognitive Dissonance Theory.

Suggested Cases/s:

1. Prejudice in work places: Real or Perceived? (K. Aswathappa)
2. Breakout Performer (Azim Premji) (K. Aswathappa)

Unit 2: Motivation:

- Concept
- Definition
- Theories:
 - Maslow's Hierarchy of Needs
 - Herzberg's Two Factors
 - Theory X and Y. Vroom's Expectancy
 - Reinforcement Theory.

Suggested Case/s:

1. Jinjian Garment Factory: Motivating Go slow workers. (Gerard H. Seijts).
2. When the Perks Fade (Stephen P. Robbins and Seema Sanghi).

Unit 3: Groups and Teams:

- Defining and Classifying groups.
- Stages of Group Development
- Group Structure

- Group v/s Team
- Types of Teams

Suggested Case/s:

1. Groups make a difference at Brazil's Semco (K. Ashwathappa)
2. A virtual team at Nanawati Associates. (Stephen P. Robbins and Seema Sanghi)

Unit 4: Leadership:

- Definition and Concepts.
- Trait Theory
- Behavioural Theories-Ohio State, Michigan Studies, Managerial Grid.
- Contingency Theories-Fiedler's Model , Hersey & Blanchard's Situational Theory, Leader Member Exchange Theory, Path Goal theory.

Suggested Case/s:

1. GE's Controversial Leader (K. Ashwathappa)
2. Narayan Murthy & Infosys (Stephen P. Robbins and Seema Sanghi).

Unit 5: Conflict:

- Defining
- Types of Conflict
- Conflict Process.
- Conflict Management Techniques.

Suggested Case/s:

1. Escalation of conflict through Endowed Chair (Uma Sekaran)
2. Schneider Nation(Stephen P. Robbins and Seema Sanghi)

Unit 6: Organization Culture:

- Defining
- Creating and Sustaining Culture
- Creating an Ethical Organizational Culture.
- Creating a positive Organizational Culture.
- How Employees learn Culture.

Suggested Case/s:

1. Cultural Change efforts at the U.S. Postal Service. (Stephen P. Robbins and Seema Sanghi)
2. South west airlines faces new challenges. (Stephen P. Robbins and Seema Sanghi)

Unit 7: Organization Change & Stress Management:

- Forces of Change, Resistance to Change
- Lewin's Three Step Model
- Stress –Potential Sources, Managing Stress.

Suggested Case/s:

1. Case of ABB Poland, (Gerard H. Seijts).
2. A dark day.(Stephen P. Robbins and Seema Sanghi)

Text Readings:

1. Stephen P. Robbins & Timothy A. Judge. **Organizational Behaviour, 13th ED.**, New Delhi, Prentice Hall.
2. K. Aswathappa, **Organizational Behaviour**, Himalaya Publishing House, Mumbai.
3. Fred Luthans, **Organizational Behaviour**, McGraw Hill, New York.

Suggested Readings:

1. Gerard H. Seijts, **Cases in Organization Behaviour**, Sage Publication, New Delhi.
2. John W. Newstorm & Keith Davis, **Organization Behaviour**, Tata McGraw Hill, New Delhi.

FT -107C BUSINESS COMMUNICATION

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the fundamentals of business communication
- To develop the conceptual understanding by grasping the elementary and the general concepts
- To substantiate a theoretical knowledge by practical knowledge of the subject

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 Marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks Comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1: Introduction:

- Defining Communication
- Process of Communication
- Communication Situation
- Communication Models
- Objectives of Communication
- Principles of Effective Communication
- Importance of Business Communication
- Importance of Feedback

Suggested Case:

Arvind Pandey caught in Business Web

Unit 2: Factors affecting Communication:

- Barriers to Communication
 - Wrong Choice of Medium
 - Physical Barriers
 - Different comprehension of Reality
 - Socio-Psychological Barriers
- Effective Listening:
 - Steps of Listening
 - Importance of Listening
 - Blocks to Effective Listening
 - Improving Listening Skills

Suggested Case:

Communication Failure

Unit 3: Types, Channels and Forms of Communication:

- Formal and Informal Communication
- Upward Communication (Objectives, Merits and Demerits)
- Downward Communication (Objectives, Merits and Demerits)
- Horizontal Communication, Grapevine,
- Consensus (Process, Advantages, Disadvantages)
- Verbal Communication, Nonverbal Communication

Suggested Case:

Wave (ATV: Advertising Radio FM Band)

Unit 4: Designing for Effective Communication:

- Understanding the composition Process
- Defining the purpose
- Analyzing the audience
- Establishing the main idea
- Transaction Analysis

Suggested Case:

The Case for Ambiguous Communication

Unit 5: Fundamentals of Business writing:

- Adaptation and Selection of Words
- Construction of clear sentences and paragraphs
- Directness in Good News Letter and Neutral Situations
- Indirectness in Bad News Letter
- Persuasive Messages

Suggested Case:

On Writing Well

Unit 6: Employment Messages:

- Application Letters
- Writing the Opening Paragraph,
- Summarizing the key Selling Points
- Writing the closing paragraph
- Writing a perfect Resume - Format, Style, Contents

Unit 7: Reports and Proposals:

- What is a Report?
- Importance of a Report
- Oral and Written Reports
- Types of Business Reports
- Characteristics of a Good Report
- Sample Reports

Unit 8: Negotiation Skills:

- Negotiation Skills:
- What is Negotiation?
- Nature of Negotiation
- Need to Negotiate
- Factors affecting Negotiation

Practical:

- Spoken English
- Presentations
- Group Discussions
- Public Speaking

Text Readings:

1. Rajendra Pal and J.S. Korlahalli, Essentials of Business Communication, Sultan Chand and sons 2005.
2. Urmila Rai and S.M. Rai Business Communication , Himalaya Publication House II/e 2001
3. P.D. Chaturvedi and Mukesh Chaturvedi ,Business communication : concepts, cases and applications ,Pearson Education 2004

Suggested Readings:

1. Effective Business Communication- M.V. Rodrigues, Concept Publishing Company, New Delhi
2. Business correspondence and Report Writing- Prof. R.C. Sharma and Krishna Mohan, Tata McGraw Hill & Co. Ltd., New Delhi
Bill Scott, The Skills of Communication, Bombay, Jaico, 1995
3. William V. Ruch, Business Communication, New York, Maxwell Macmillian, 1991

FT-108 C OPERATIONS MANAGEMENT

Level of Knowledge: Working Knowledge.

Course Objectives:

- To help students understand the concepts of material management, operation functions, various tools used for solving problems faced by operations managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

External examination will have 8 questions, out of which a students has to attempt any five. In the external examination, there will be two sections, A and B. Section A, worth 24 marks, will consist of four theory questions out of which a student will be required to attempt any two questions. Section B, worth 36 marks, will have five numerical problem(s)/ practical problem(s), out of which a student will be required to attempt any three questions. Each question will carry equal marks. A question can have one or more sub-parts

Course Contents:

Unit 1: Materials Management:

- Meaning, Definition, Areas, Objectives, Importance,
- Role of Materials Manager.
- Meaning, Concept, need, Scope and Advantages of Integrated Materials management.
- Factors affecting Materials planning, Techniques of planning.
- Materials Budgeting.

Unit 2: Stores Management:

- Materials Identification:
 - Need
 - Importance
 - Classification of Materials.
- Codification of Materials:
 - Codification Systems
- Standardization:
 - Aims and Advantages
 - Standards of Institutions
- Stores Layout
- Materials Handling:
 - Unit Load Concept
 - Materials Handling Principles
 - Material Handling Equipments (Fixed path, variable path and auxiliary)

Unit 3: Inventory Management:

- Importance and scope

- Selective Inventory Control
- Cost concept in Inventory
- Types of Inventories Problems

- Inventory Control Models:
 - Deterministic and Stochastic (EOQ, EBQ, EOQ with shortages, EOQ with discounts, Single Period Model, Periodic Model)
 - Practical Problems.

Unit 4: Introduction to Operations Management (OM):

- Meaning and functions of OM
- Current trends in OM
- OM manufacturing and service industries
- Issues of OM (short-term and long-term)
- Challenges faced by OM
- Priorities of OM.

Unit 5: Facility Planning:

- Product and Process selection:
 - Product development process
 - Tools of efficient product development
 - Determinants of process characteristics (volume, variety and flow)
 - Types of process systems (continuous flow, intermittent flow and jumbled flow)
 - Product-Process mix
 - Issues in process design
 - Technology selection.

- Layout of facility:
 - Product
 - Process
 - Fixed group
 - Project layouts

- Layout design:
 - Relationship based and Load-Distance-Cost matrix
 - CRAFT method
 - Practical problems

- Location of facility:
 - Factors affecting location decisions
 - Center of Gravity and Median Models
 - Dimensional Analysis, Factor rating method
 - Brown and Gibson Model
 - Practical Problems

Unit 6: Resource Planning:

- Capacity Planning:
 - Meaning of Capacity and Capacity Utilization
 - Capacity planning framework
 - Machine and Labour requirement estimations

- Capacity Augmentation, Alternatives of Capacity Augmentation (waste elimination, Multi-skilling of work force, sub-contracting and outsourcing)
 - Practical Problems
 - Learning-Curve applications
 - Practical Problems.
- Materials Requirement Planning (MRP):
 - Introduction
 - Multiple levels in Products
 - Product Structure
 - Bill of Materials.
 - Rules for determining Lot Size (Lot-for-lot, Fixed order quantity, EOQ, Period order quantity, POQ based on EOQ)
 - Practical Problems.

Unit 7: Production Planning and Control:

- Aggregate Production Planning:
 - Necessity and framework
 - Alternatives of managing demand and supply
 - Level Production (Inventory Cost and Stock-Out Cost)
 - Chase (Vary the Work Force) and mixed strategies
 - Practical Problems
- Operation Scheduling and production control:
 - Mass manufacturing (Assembly line balancing using priority rules- Rank Positional Weight, Longest Activity Duration and Largest Number of Successors)
- Batch Processing (Sequencing using Run-Out Time) and Job Shop :
 - n - job on single machine (using EDD, SPT, FCFS, ST, CR)
 - n-jobs on two/three machines (Jhonson's Rule, Gantt Chart)
 - 2 jobs on n-machines (Graphical Method-Aker's Algorithm)
 - Practical Problems

Text Readings:

1. Verma M.M, Materials Management, New Delhi, Sultan Chand and Sons.
2. Chitale, A. K. and Gupta R.C., Materials Management: Text and Cases, New Delhi: PHI, 2006.
3. Paneerselvam, R., Production and Operations Management, New Delhi, Prentice Hall of India Publications.
4. Mahadevan,B., Operations Management Theory and Practice, New Delhi, Pearson Education (Dorling Kindersley (India) Pvt. Ltd.)

Suggested Readings:

1. Chary, S.N., Cases and Problems in Production and Operations Management, New Delhi, Tata McGraw Hill Publications.
2. Evans, J. R., Anderson, David R., Sweeney, D. J. and Williams, T.A., Applied Production and Operations Management, Newyork: West Publishing Co., 1985.
3. Dobler Donald W., Lamer Lee Jr. and David N. Burt, Purchasing and Materials Management, New Delhi, Tata McGraw Hill Publications

Semester II

FT-201 C HUMAN RESOURCE MANAGEMENT

Level of Knowledge: Working Knowledge.

Course Objective:

- To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1: The Field of HRM:

- Overview
- Concept and Functions
- Personnel to HRM
- ASTD HRM Model

Suggested cases:

1. Demands of Employees Wife
2. Authority of Personnel Manager at Regional Level.

Unit 2: Acquisition of Human Resources:

- Objectives
- Human Resource Planning
- Job Analysis, Job Description, Job Specification
- Job Design- Nature, Job Characteristics, Reengineering Jobs.
- Recruitment, Promotion, Transfer

Suggested Cases:

1. Job Specification
2. Which is more important – Recruiting or Retaining?

Unit 3: The Human Resource Organization:

- Structure of Human Resource Management
- Selection
- Induction
- Placement

- Formulation and Essentials of Sound HR Policies

Suggested Cases:

1. How to select a new employee?
2. Introduction of Induction

Unit 4: Development of Human Resources:

- Training and Development
- Evaluation of Training
- Performance Appraisal
- Introduction to Career and Succession Planning.

Suggested Cases:

- Evaluation of Executive Development Program
- Career Opportunities

Unit 5: Maintenance of Human Resource:

- Job Evaluation
- Designing and Administering Wage and Salary Structure
- Grievance Handling Procedure.

Suggested Case:

- Parity-Is it Fair or Unfair?

Unit 6: Separation Processes:

- Turnover, Retirement, Layoff
- Retrenchment and Discharge
- VRS- Mechanism, VRS in Public and Private Sector
- Rehabilitation of Surplus Employees.

Unit 7: Emerging Trends in HRM and International HRM:

- Emerging Trends and Challenges in HRM
- International HRM- Cultural Differences and HRM
- International Policy- Recruitment, Selection, Training & Development.

Suggested Case:

- The Case of Hushed Relationship

Text Readings:

1. VSP Rao, Human Resource Management, 2nd Edition, Excel Publications, A, 45Naraina, Phase-I, New Delhi
2. P. Subba Rao, Human Resource Management and Industrial Relations, 3rd Edition, Himalaya Publications House, Mumbai.
3. David S. Decenzo and Stephen P. Robbins, Personnel/ Human Resource Management, New Delhi, Prentice Hall, 3rd edition.

Suggested Reading:

1. William B. Werther Jr. and Keith Davis, Human Resource & Personnel Management, Singapore, McGraw Hill, 4th Edn. 1993
2. Arun Monappa and Mirza S. Saiyadain, Personnel Management, New Delhi, Tata Mcgraw hill, 1995.

FT202C- SUPPLY CHAIN MANAGMENT

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the Basic Concepts of Supply Chain Management
- To Make the students understand the Role of IT in Supply Chain Management

Scheme of Examination:

Total Marks 100

Internal Marks 40

External Marks 60

The External Examination will have Two Sections. Section A will carry 36 Marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks comprising of one or more Case(s). A question can have one or more sub-parts.

Course Contents:

Unit 1: Introduction to Supply Chain Management:

- Definition
- Objectives
- Importance
- Decision Phases
- Examples of Supply Chain.
- Supply Chain Drivers such as Facilities
- Inventory, Transportation
- Logistics
- Information,
- Sourcing
- Pricing etc.

Suggested Case:

Wall Mart's Supply Chain Management practice

Unit 2: Purchasing and Supply Chain Management:

- Purchasing Organization
- Purchasing Principles, Procedure, and Systems
- Buyer-Seller Relations
- Negotiation

Unit 3: Logistics and Supply Chain Management:

- Definition, Scope, Functions, Objectives and Importance for Business excellence. Customer service for competitiveness, Customer service phases, service attributes, Value added logistical services
- Packaging, Packaging Material & Cost.
- Logistics Outsourcing, benefits, 3 PL, 4 PL, Selection of service provider, Value added services, Critical issues.

Suggested Case:

Mc Donald's Food Chain

Unit 4: Distribution Network Design in a Supply Chain:

- Role of distribution in supply chain, Factors influencing Distribution network design, Design options for a distribution network, E-Business & Distribution network.
- Role of Network Design in Supply Chain, Factors influencing network design decisions, framework, Role of IT in network design.

Suggested Case:

Managing Growth at SportStuff.com

Unit 5: Planning Supply and Demand in Supply Chain:

- Variability in supply chain
- Managing Supply
- Managing Demand
- Solution to Variability

Suggested Case:

Strengthening the Supply Chain: A Case of Delta-Sigma Pvt. Ltd (Source: PIMR Monograph titled Cases in Management: Indian Experience eds Upinder Dhar, Santosh Dhar, and Sapana Parashar,

Unit 6: Coordination in Supply Chain:

- Bull-Whip Effect
- Impact of Lack of Coordination on Supply Chain Performance
- Obstacles, Building Strategic Partnership & trust
- Collaborative Planning, Forecasting & Replenishment.

Suggested Case:

Supply Chain Competency through Collaborative Relationship (Source: Prestige Journal of Management and Research.

Books Recommended:

1. Chopra, S, and P. Meindl, 2004, Supply Chain Management? Strategy, Planning and Operation, 2nd edition, Pearson Education (ISBN 81-297-0172-3).
2. Sople, V. V. (2004). Logistics Management: Supply Chain Imperatives, New Delhi: Pearson Education.
3. Raghuram, G. and N. Rangaraj, 2000, *Logistics and Supply Chain Management: Cases and Concepts*, Macmillan, New Delhi.
4. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, 2nd Edition, Irwin, McGraw-Hill.
5. Ballou, RH (2004), Business Logistics/Supply Chain Management: Planning, Organizing, and Controlling the Supply Chain (5th edition), New Delhi Mc. Graw Hill.

* Case Studies in Supply Chain Management, Volume 1, ICFAI Press, Hyderabad.

FT-203C FINANCIAL MANAGEMENT

Level of Knowledge: Working knowledge

Course Objectives:

- To Lay a Conceptual Framework for Financial Management
- To develop the ability in the students to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

Section A: 24 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 36 Marks Comprising Four Practical Problems and out of which a student will be required to attempt any Three questions.

Course Contents:

Unit 1: Introduction to Financial Management:

- Meaning, Nature and Scope
- Objectives of Financial Management
- Basic concepts of Break Even Point, Margin of Safety, Profit Volume ratio.
- Time Value of Money:
 - Computation of Present and future value of a Single cash flow
 - Computation of Present and future value of an Ordinary annuity
 - Computation of Effective rate of Interest, Present value of a Deferred annuity

Unit 2: Capital Budgeting:

- Evaluation of Projects using DCF and Non DCF methods and simple problems based thereon on the Methods like:
 - Payback Period method
 - Discounted Payback
 - Payback reciprocal
 - Internal Rate of Return
 - Net Present Value
 - Profitability Index
 - Accounting rate of return

Unit 3: Cost of Capital:

- Simple problem based on Computation of Cost of Individual source of finance (Equity, Debt and Preference) and Weighted average cost of capital (WACC) using Book value and Market value Weights.

Unit 4: Leverage Analysis:

- Meaning and Significance of Leverages
- Simple problem based on the Computation of Operating, Finance and Combined/Total/Composite Leverage

Unit 5: Ratio Analysis:

- Meaning of Terms like Liquid/Quick Assets, Net worth, Capital employed, Shareholder's funds/Equity/Proprietor's funds etc.
- Meaning, Computation and Significance of the Following Ratios
 - Current ratio
 - Quick ratio
 - Gross Profit and Net Profit ratio
 - Return on Investment
 - Return on Equity
 - Return on Capital Employed
 - Earning per share
 - Price-Earning Ratio, Dividend Pay out ratio, Retention ratio
 - Inventory and Debtors Turnover ratio
 - Capital Employed and working capital Turnover ratio
 - Debt-Equity ratio, Debt-service coverage ratio

Unit 6: Cash Flow and Fund Flow:

- Simple problems based on Preparation of Cash flow and Fund flow Statement

Unit 7: Sources of Finance and Introduction to Working Capital:

- Introduction to Short Term and long term sources of Finance
- Meaning and Conceptual framework of working capital
- Analyzing Equity, Debt and Preference on the basis of Risk, Cost and Control
- Theoretical Questions based on working capital

Text Readings:

1. Shashi K Gupta and R.K. Sharma, Kalyani Publications
2. Prasanna Chandra, Tata McGraw-Hill Publishing Company Ltd.
3. M Y Khan and P K Jain Text and Problems and Cases Tata McGraw-Hill Publishing Company Ltd.

Suggested Readings:

1. R.P. Rustagi, Galgotia Publication Company
2. I M Pandey, Vikas Publication House Pvt. Ltd.

FT204C: e-BUSINESS FUNDAMENTALS

Level of Knowledge: Working Knowledge

Course Objective:

- To help the student to understand the basics of e-Business and e-Commerce
- To help the student to understand the securities and other issues related to e-Business.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

There will be an internal assessment of 40 marks and external examination of 60 marks. External examinations will have 8 questions out of which a student has to attempt any five questions. Each question will carry equal marks.

Course Contents:

Unit 1: E-Business:

- E-Business Fundamentals
- E-Business framework, E-Business application
- Technology Infrastructure for E-Business
- Strategies for Electronic Business
- Web portals and Vortals concepts.

Unit-2: Mobile and Wireless computing fundamentals:

- Mobile and Wireless computing fundamentals
- Mobile computing, framework
- Wireless technology and switching method
- Mobile information access device
- Mobile computing application.

Unit-3: Payment Systems:

- Payment Systems
- Type of E-payment
- Digital token-based e-payment
- Smart card, credit card payment systems
- Risk on e-payment, designing e-paymen

Unit-4: Security Environment:

- Security Environment
- Client-server security
- Data and message security
- Document security, firewall
- Cyber Laws
- Cyber Crime and Frauds

- Types and Tools of Hacking

Unit-5: EDI:

- EDI
- Application in business
 - Legal
 - Security
 - Standardization
- EDI software implementation
- VANs (value added net work) Internet based EDI.
- ERP: The Basics of Enterprise Resource Planning, ERP Architecture

Unit-6: Online Marketing Concepts:

- Online Marketing Concepts
- Consumer and Business markets-Online-Ordering Process
- Advertisement and Marketing on Internet
- Electronics Customer Support.
- Web-Catalogues,
- Business care for Documents Library
- Types of Digital Documents
- Documents Infrastructure
- Data Warehouses.

Text Readings:

1. Ravi Kalakotta & Whinston B., “**Frontiers of e-Commerce**”, Pearson Education, Reprint 2009 New Delhi
2. Laudon and Traver. **E-Commerce: Business Technology Society**, 4th Edition, 2009 Pearson Education, New Delhi
3. Schneider ,**e-Commerce Strategy Technology and Implementation**, 1st, edition, 2008, Cengage Learning, India

Suggested Readings:

1. Daniel Amor, “**The E-Business (R) Evolution**”, PHI Learning, New Delhi,
2. Hanson, **E-Commerce & Web Marketing**, Cengage Learning, India, 1st edition, 2009
3. Kamlesh K. Bajaj & Debjani Nag, “**E-Commerce**”, Tata McGraw Hills, New Delhi,
4. Joseph, **E-commerce, Indian Perspective**, PHI, 3RD Edition, 2009
5. Murthy C. S. V., **e-Commerce**, 2007, Himalaya Publishing House.
6. Parag Kulkarni & P.K.. Chande, **IT Strategy for Business**, 1st edition Oxford University , Press 2008

FT-205C MARKETING MANAGEMENT

Number of classes - 40

Level of Knowledge: Working knowledge

Course Objectives:

- To develop a strong understanding of the concepts in Marketing Management which would allow the student to apply theory learnt to Case Studies or situations with Marketing as a central theme.

Evaluation:

40 Marks – Internal (comprising of Presentation, Attendance, Comprehensive Viva, Internal test);

60 Marks – The Question paper will comprise of two sections, A and B. Section A shall be of 40 marks in which the student would need to answer any four of five questions, testing primarily his/her conceptual understanding. Section B will be of 20 marks and will consist of one or two case studies.

Contents:

Unit 1: Introduction to Marketing Management:

- Core Marketing Management Concepts
- Company Orientation towards their business-the development of the Marketing Concept
- The current Marketing Scenario in India/Marketing Management in the 21st Century

Unit 2: Marketing Environment:

- Macro-environmental variables
- Micro-environmental variables

Unit 3: Consumer Behaviour:

- Factors affecting Consumer behaviour
- The Purchase Decision making process
- Buying situations (habitual; special, etc)
- Marketing implications.

Unit 4: Market Segmentation:

- Need for segmenting
- Bases of Market segmentation
- Targeting
- Targeting strategies

Suggested Case:

A case of segmentation: Lacoste

Unit5: Market Positioning:

- Positioning
- Meaning

- Bases

Unit 6: Product life cycle:

- Meaning
- Different strategies
- PLC stages.

Unit 7: New Product Development:

- The eight steps

Suggested Case:

Soyabean Milk: As an Alternative (Page no. 65)

Unit 8: Product:

- Definition of a product
- Product Mix decisions
- Branding

Unit 9: Price:

- Steps in setting the Price
- Pricing Methods

Unit10: Place:

- Determining the Distribution Strategy
- Intensive
- Exclusive and Selective distribution
- New formats of distribution departmental stores, malls.

Suggested Case:

Finding the Ideal strategy

Unit 11: Promotion:

- Steps in deciding the promotion strategy
- The Promotion Mix
- Choosing the promotion tools

Suggested Case:

Godrej Vs Samsung – Promotion War

Unit 12: New Developments in Marketing Management:

- Internet marketing
- Rural marketing
- Global marketing

Books Referred:

- Marketing Management, Philip Kotler, 12th Ed.
- Marketing Management-3rd or 4th Ed., V S Ramaswamy, S Namakumari

Long Case Studies:

The case studies have a basic objective of learning how theory learnt in class is applied in real life marketing situations. The case studies are 5-6 pages long and therefore, the students are required to read a few days prior to the case discussion. The case shall be discussed in teams of 5-6 students with each team presenting a particular facet of the case.

1. New Product Development: Designing Speedo LZR Racer, pp.35, ICFAI Case Folio, July, 2009
2. The Marketing Mix: Tata Sky's Marketing strategies, pp. 33, ICFAI Case Folio, Nov, 2009.
3. Segmentation, Targeting and positioning: Realities of Emerging Markets: Some lessons from Unilever's strategy for Lifebuoy and Sunsilk in India, pp. 23, ICFAI Case Folio, Feb, 2009.
4. Consumer Behaviour: Kraft Foods Inc. observes consumer behaviour as prices soar in the US., pp. 7, ICFAI Case Folio, Aug, 2008
5. Distribution strategies- 'Transforming Bata', pp. 11, ICFAI Case Folio, May 2009.
6. A case of brand rejuvenation: Bajaj-Auto, From 'Hamara Bajaj' to 'Distinctly Ahead', pp.07, ICFAI Case Folio, March, 2008.
7. Cases and Simulations in Marketing Management By Prof. M. K. Rampal & Dr. S. L. Gupta.

FT-206C BUSINESS LAWS

Number of classes - 40

Max Marks-100

Level of Knowledge: Working knowledge

Course Objective:

The objective of this course is to acquaint the student with various laws which are to be observed in performing the day-to day business. The emphasis here is on different latest provisions of the law and how these can be used in the best interest of the organization without violating them.

Examination:

The marks will be awarded out of 100 marks, 40 marks will be for internal assessment which may comprise of assignments, internal tests, co-curricular activities, presentations, Viva Voice, etc. The Semester examination shall be of 60 marks comprising of two sections A and B. Section A of 36 marks shall have three questions to be attempted by student and Section B of 24 marks shall comprise of one or more cases.

Course Content:

Unit 1: Business Organization:

- Types of Business Organization: Proprietorship, Partnership and Company
- Various Registrations under different acts
- The Indian Contract Act, 1872
 - Essentials of a Valid Contract, Section 18, 29
 - Void and Void able Contracts and Void Agreements, Section 19 to 30, 32, 36, 56
- Performance of Contracts
- Breach of a Contract and its Remedies
- Quasi-Contracts

Unit 2: Mercantile Laws and Companies Act:

- The Sale of Goods Act, 1930:
 - Formation of a Sales Contract
- The Negotiable Instrument Act, 1881:
 - Nature and Types
 - Negotiation and Assignment
 - Holder in due course
 - Dishonor and Discharge
 - Crossing of Cheques
- The Companies Act, 1956:
 - Types of Companies, Formation of a Company
 - Memorandum and Articles of Association
 - Shareholders and Debenture Holders, Section 41
 - Minority Protection, Winding Up, Section 425 to 560, 582 to 590
 - Consumer Protection Act, 1986: Related Definitions, Section 2
 - Consumer Rights, Section 6
 - Procedures for Complaint under the Section 12,13,22,24,26
 - Nature and Scope of Remedies under the Section 14

- Appeals Section 15,19,23,24
- Enforcement of Orders and Penalties, Section 25, 27

Unit 3: Indian Partnership Act:

- The Indian Partnership Act, 1932:
 - Definition and Nature of Partnership, Section 2 to 8
 - Formation of Partnership, Section 56 to 71
 - Rights, Duties and Liabilities of Partners, Section 17, 21, 25 to 27, 29,31 to 33,35 –37
 - Dissolution of Partnership Firm, Section 39 to 53 and 55

Unit 4: Industries Act:

- The Industries (Development and Regulations) Act, 1951:
 - Regulation of Scheduled Industries, Section 10 to 18
 - Powers of IDRA, Section 19 to 29
 - Industrial Licensing Policy

Unit 5: Information Act:

- Right to Information Act, 2005:
 - Right to Information and Obligations of Public Authorities, Section 3 to 11
 - The Central Information Commission, Section 12 to 14
 - The State Information Commission, Section 15 to 17
 - Powers and Functions of the Information Commissions, Appeal and Penalties, Section 18 to 20

Text Readings:

1. Mercantile Law, K.C. Garg, V.K. Sareen, Mukesh Sharma, R.C. Chawla, Kalyani Publishers
2. Bare Acts from website lawmin.nic.in
3. Business Law(5th Edition), M C Kuchhal, Vikas Publishing House (P) Ltd. ISBN No. 978-81259-31379.
4. Business Law (3rd Edition), S S Gulshan, Excel Books, ISBN No. 81-7446-561-8
5. Business Law, Chandra Bose, PHI Learning (P) Ltd., ISBN No. 978-81-203-3530-1
6. Right to Information Act, 2005 – A primer, Tata McGraw Hill, ISBN No. 0070611262

Suggested Readings:

1. A Manual of Mercantile Law, R.C. Shukla, S. Chand & Co. Ltd.,
2. Mercantile Law, Avtar Singh, Eastern Book Company
3. Business Law of Management, Bulchandani, Himalaya Publishing House
4. General and Commercial Laws, Taxman
5. Mercantile and Commercial Law, Rohini Aggarwal, Taxmann
6. Right to Information Act, 2005 by Ministry of Human Resource Development, National

FT-207C OPERATIONS RESEARCH

Level of Knowledge: Working Knowledge

Course Objectives:

- To help student understand the concepts of Operations Research, various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

External examination will have 9 questions out of which a student has to attempt five. In the external examination, there will be two sections A and B. Section A, worth 24 marks, will consist of four theory questions out of which a student will be required to answer any two. Section B, worth 36 marks, will have five practical/ Numerical problem(s), out of which a student will be required to attempt any three. Each question will carry equal marks. A question may have one or more sub-parts.

Unit 1: Operations Research:

- Introduction, Meaning
- Scope and Applications
- Advantages and Limitations.

Unit-2: Linear Programming:

- Introduction
- Applications
- Advantages
- Limitations.
- Formulation of a LPP
- Standard and Canonical forms
- Solution of LPP:
 - Graphical method
 - Simplex Method
 - Big-M method.
 - Duality Dual of a LPP.

Unit-3: Transportation Model:

- Formulation
- Initial basic feasible solution:
 - N-W corner method
 - Least Cost method
 - Vogel's Approximation method.
 - Optimization using Modified Distribution method
 - Stepping Stone method.
- Duality in a Transportation Model

- Assignment Model:
 - Formulation
 - Solution by Hungarian method
 - Traveling salesman problem.

Unit-4: Game Theory:

- Introduction
- Minimax and Maximin Principles
- Pure and Mixed strategies
- Saddle point
- Solution using Algebraic and Graphical methods.
- Game Theory and linear Programming.

Unit-5: Queuing Models:

- Introduction
- Scope in Management decisions
- Kandall's notation $M/M/1$ (finite and infinite populations)
- Probability calculations
- Applications of $M/M/C$ (infinite population).

Unit-6: Replacement Models:

- Introduction and scope in managerial decision making
- Single Equipment Replacement
- With and without considering time value of money
- Replacement of items that fails suddenly
- Group Replacement policy
- Mortality, staffing problem.

Unit-7: Markov Chain Analysis:

- Computation of sequential probabilities of states for different periods
- Steady state probability
- Applications.
- Simulation
 - Introduction
 - Monte-Carlo technique and its applications.

Unit-8: Special topics (Concepts Only):

- Goal Programming
- Integer Programming
- Quadratic Programming
- Dynamic Programming
- Kuhn-Tucker conditions

Text Reading:

1. P.K. Gupta and D.S. Hira, Operations Research, New Delhi, Sultan Chand Publications.
2. J.K. Sharma, Operations Research Theory and Practice, New Delhi, McMillan India Ltd.

Suggested Reading:

1. N.D. Vohra, Quantitative Techniques, New Delhi, Tata McGraw Hill Publications.
2. V.K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Sultan Chand and Sons.

FT 208C RESEARCH METHODOLOGY

Level of Knowledge: Working Knowledge

Course Objective:

- To help the students to understand the Concept and Methods of Business Research.
- To provide the knowledge to the students so that they will be able to plan, design and execute research proposals
- To familiarize the students with the various methods of data analysis and prepare the research reports.

Scheme of Examination:

Total Marks: 100

Internal Marks: 20

External Marks: 60

Project Marks: 20

External exam will have 2 Sections A and B. Section A worth 36 marks will consist of 5 theory questions, out of which students will be required to attempt any 3 questions. Section B worth 24 marks will comprise of 3 questions of an Analytical (Case let/Research Situation)/Practical nature of which students will be required to attempt any 2 questions. A question can have one or more sub-parts.

Course Contents:

Unit 1: Introduction (05):

- Meaning and Objectives
- Types of Research
- Scope of Research
- Research Process
- Features of Good Research
- Problems in Research

- Defining the Research Problem
 - Definition
 - Techniques involved in defining a Research Problem

Unit 2: Research Design (04):

- Meaning and Need of Research Design
- Different Research Designs:
 - Completely Randomized Design
 - Latin Square Design
 - Factorial Design

Unit 3: Sampling Methods (06):

- Introduction
- Definition of Population and Sample
- Need

- Sampling Unit
- Sampling Frame
- Sampling Process
- Different Types of Sampling Design
 - Probability Sampling:
 - Simple Random
 - Systematic
 - Stratified
 - Cluster Area
 - Non-probability Sampling
 - Convenience,
 - Judgment
 - Quota
- Characteristics of a Good Sample Design.

Unit 4: Methods of Data Collection (05):

- Primary and Secondary Data
- Basic Methods of Collecting Data:
 - Observation Method
 - Questionnaire Method
 - Interview
 - Mail
 - Telephone
 - Survey.
- Designing the Questionnaire:
 - Process
 - Characteristics of a Good Questionnaire
 - Types of Questions:
 - Open
 - Multiple Choice
 - Dichotomous

Unit 5: Attitude Measurement and Scales (5):

- Types of Scales:
 - Nominal
 - Ordinal
 - Interval
 - Ratio
 - Semantic
 - Differential
 - Thurstone
 - Likert
 - Constant Sum
 - Paired Comparisons
- Disguised Scaling Techniques:
 - Word Association
 - Sentence Completion Test
 - Thematic Apperception Test

Unit 6: Data Analysis (10):

- Hypothesis Testing
- Definition
- Null and Alternative Hypothesis
- Type I and Type II errors
- Level of Significance
- Critical and Rejection Regions
- One Tailed and Two Tailed Tests
- Confidence Interval

- Hypothesis Testing:
 - Means
 - Difference Between Means
 - Comparing Two related samples
 - Proportions
 - Difference Between Proportions
 - Limitations.

- Types of Hypothesis Tests:
 - Z-test.
 - t- test
 - One Sample Tests
 - Sign test
 - Chi Square
 - Run Test for Randomness
 - F-test
 - One Way ANOVA
 - Two Way ANOVA.

Unit 7: Interpretation and Report Writing (3):

- Meaning of Interpretation
- Techniques of Interpretation
- Precautions in Interpretation
- Significance of Report Writing

- Types of Reports:
 - Technical
 - Survey Based Research Report

- Report Format

Text Readings:

1. William G. Zikmund, **Business Research Methods, 7th edi.** Thomson Learning
2. Kothari, C R., **Research Methodology, 2nd Ed.**, New Delhi; New Age International
3. Panneerselvam R., **Research Methodology** , 7th reprint (May 2009) , New Delhi, PHI Learning
4. Agarwal Sangeeta, **Marketing Research**, New Delhi, Global Business Press.

Suggested Readings:

1. Donald S. Tull, Del I. Hawkins, **Marketing Research, Measurement and Methods**, 6^t edition, PHI Learning,2009
2. Naresh Malhotra and Satya Bhushan Das, **Marketing Research: An applied Orientation**, Pearson Education, 2008.
3. Mcburney, **Research Methods**, 7th edition, Cengage Learning, India

Semester III

FT-301C: STRATEGIC MANAGEMENT

Level of Knowledge: Working knowledge.

Course Objectives:

- The aim of this subject is to impart an understanding to the student of MBA-3rd semester of the concept of Strategic Management. The course also seeks to prepare the student in analytical and decision-making skills whereby he/she can analyze real business problems in the form of case studies and take decisions accordingly.

Evaluation:

The course will have a weightage of 100 marks with 40 marks from internal assessment and 60 marks from External assessment. The Internal assessment will include marking on presentations, case studies, assignments, attendance and internal tests. The external main exam will consist of two sections—Section A will test the conceptual knowledge of the student and will be of 30 marks; Section B shall test the student's analytical and decision making skills by presenting one or two case studies of 30 marks.

Course Contents:

Unit 1: An Overview of Strategic Management:

- Understanding Strategy
- Defining and Explaining Strategy
- Levels at which Strategy operates
- Strategic Decision-making
- Schools of Thought on Strategy Formulation
- The Process of Strategic Management

Unit 2: Strategic Intent:

- Vision
- Mission
- Defining Business
- Goals and Objectives

Unit 3: The General Environment:

- General Environment
- Analyzing the Environment
- Diagnosis of Environment
- Environment Appraisal:
 - Concept of Environment,
 - Environment Sector & Scanning
- Organizational Appraisal:
 - Dynamics of Internal Environment
 - Methods & Techniques used for Organizational Appraisal

Unit 4: Corporate Level Strategies:

- Grand Strategies
- Stability Strategies
- Expansion Strategies—Diversification
- Mergers
- Takeovers
- Joint Ventures
- Strategic Alliances
- Retrenchment Strategies
- Combination Strategies

Unit 5: Business Level Strategies:

- Business level Strategies
- Generic business,
- Tactics for Business strategies.

Unit 6: Strategic Analysis and Choice:

- The process of Strategic Choice
- Corporate level Strategic Analysis:
 - Corporate Portfolio Analysis- BCG Matrix
 - GE matrix
 - Hofer's Product/Market Evolution Matrix
 - Directional Policy Matrix
- Business Level Strategic Analysis-Experience Curve Analysis:
 - Life Cycle Analysis
 - Industry analysis
 - Porter's Five Forces Model of Industry Attractiveness
 - Strategic group analysis
 - Competitor analysis
 - Coming to a Strategic decision.

Unit 7: Strategy Implementation:

- Activating Strategies:
 - Interrelationship between Formulation & Implementation
 - Project & Procedural Implementation
 - Resource Allocation
- Structural Implementation:
 - Structures for Strategies
 - Organization Design & Change
- Behavioral Implementation:
 - Leadership Implementation
 - Corporate Culture, Politics
 - Personal Values, Social Responsibility & Business Ethics
- Functional & Operational Implementation:
 - Functional Strategies
 - Functional, Financial, Marketing, Operational & Personal Plans

- Functional, Financial, Marketing, Operational & Personal Policies
- Operational Implementation

Unit 8: Strategic Evaluation & Control:

- An overview of Strategic Evaluation and Control
- Strategic & Operational Control
- Techniques of Strategic Evaluation & Control

Text Readings:

1. Azhar Kazmi, *Business Policy and Strategic Management*, 2nd Ed., Tata-McGraw Hill
2. Lawrence R. Jauch, Rajiv Gupta and William F. Glueck, *Business Policy and Strategic Management*, 7th Ed., Frank Bros and Co.,
3. Thompson and Strickland, *Strategic Management-Concepts and Cases*, 12th Ed. Tata McGraw Hill.

FT-302C: PROJECT MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To acquaint students with project management method and to develop skills on project planning, analysis implementation and control.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination, carrying 60 marks will have two Sections, A and B. Section A, worth 24 marks, will consist of four theory questions out of which a student will be required to answer any two. Section B, worth 36 marks, will have five practical/ Numerical problem(s)/ or cases, out of which a student will be required to attempt any three. Each question will carry equal marks. A question may have one or more sub-parts.

Course Contents:

Unit 1: Project Planning and Phases:

- Need and importance
- Phases of capital budgeting
- Project analysis facts
- Resource allocation framework:
 - Investment strategies
 - Portfolio planning tools
 - Interface between strategic planning and capital budgeting
- Generation and Screening of Project Ideas.

Unit-2: Project analysis:

- Market and demand analysis (Including demand forecasting)
- Technical Analysis and Financial Analysis:
 - Cost of Project
 - Working capital requirement & its financing.

Unit-3: Project Selection:

- Project cash flows
- Time value of money
- Cost of capital
- Appraisal criteria
- Analysis of Risk.

Unit-4: Project Management and Control:

- Project Organizations

- Planning and Control of project
- Human aspects of project management
- Project control tools:
 - Gantt Charts
 - Line off Balance

Unit-5: Network techniques for Project Management:

- Basic concepts of networks
- line estimation and determination of critical path:
 - PERT models
 - CPM models
- Network cost systems and activity crashing
- Resource leveling.

Unit-6: Project Review: Need for reviews:

- Initial review
- Performance evaluation
- Abandonment analysis,
- Evaluating the capital budgeting systems.

Text Reading:

1. Prasanna Chandra. “Project Planning, Analysis, Selection, Implementation and Review”, New Delhi, Tata McGraw Hill Publications, 2007.
2. Vasant Desai “Project Management” Mumbai, Himalaya Publishing House, 2007.
3. R.Panneerselvam and P.Senthilkumar “Project Management” New Delhi, PHI Learning Private Ltd.,2009.

Suggested Reading:

1. N.P.Agrawal and B.K. Mishra “Project Management” New Delhi, Ramesh Book Depot, 2008.
2. Bhavesh M Patel “Project Management” New Delhi, Vikas Publishing house Pvt. Ltd.2000.

FT 303 CA- SUMMER TRAINING PROJECT

Level of Knowledge: Expert Knowledge

Course Objectives:

- The Summer Training Project aims to widen the student's prospective by providing an exposure to real life organizational & environmental situations. It is positioned between first and second year (at the end of second semester).

Duration: 30 - 45 Days

Scheme of Examination:

After completing SIP the student gives the presentation and viva voce as part of evaluation.

Internal Examination Process:

1. Submission of Report
2. Presentation
3. Viva -Voce

FT303 CB: MAJOR RESEARCH PROJECT PHASE I (SYNOPSIS, DATA COLLECTION)

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help the students to understand the Concept and Methods of Business Research.
- To familiarize the students and give them exposure of Synopsis design, objectives formulations and methodology to be used for data analysis.
- To guide the students in questionnaire design and giving the exposure of data collection
- To provide the knowledge to the students so that they will be able to plan, design and execute research proposals
- To familiarize the students with the various methods of data analysis and prepare the research reports.

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

Activities and Marks Distribution:

In the third semester, each student will be allocated guide in their respective specialization. Students will finalize the topic of MRP with the guide and prepare synopsis in the standard format prescribed by the institute/concerned faculty time to time.

General format of the synopsis should be:

- Cover page containing the research topic, name of Institute with logo, Name of Guide and Student.
- Introduction/Conceptual Framework
- Review of Literature
- Objectives
- Methodology (Universe, Sample, hypothesis (if any), research design (if any)Tools for data collection and analysis)
- Expected Outcomes
- References in APA Style

Internal Marks (50):

- Synopsis submission to coordinator duly approved by Guide (10 Marks) to be awarded by the faculty/coordinator
- Presentation of Synopsis (10 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Presentation of Questionnaire (10 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Submission of collected data and synopsis in Spiral form (10 Marks) to be awarded by Guide
- Evaluation of data (10 marks) by Guide

External Marks (50):

There will be external evaluation by the external examiner and internal examiner appointed by the Principal.

FT-304 M PRODUCT & BRAND MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objectives:

- To help student understand the concepts of Product & a Brand, various tools and models used for challenges faced by today's managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

External examination will have 9 questions out of which a student has to attempt five. In the external examination, there will be two sections A and B. Section A, worth 24 marks, will consist of four theory questions out of which a student will be required to answer any two. Section B, worth 36 marks, will have five practical/ Numerical problem(s), out of which a student will be required to attempt any three. Each question will carry equal marks. A question may have one or more sub-parts.

Unit 1: Introduction to Product:

- Product focused organization
- Market focused organization
- Buyer Behavior Models
- The Adaptation & Diffusion of new product development
- Seven stages of PLC
- Managerial Application of PLC

Unit 2: New Product Development:

- New Product Development Models
- New Product Development Process
- New Product Strategy
- Screening New Product Ideas
- Business Analysis & Product Testing

Unit 3: Product Management:

- Commercialization(Test Marketing & Launching New Product)
- Resistance to change
- Leveraging new product growth
- Maturity : Its Nature & Causes
- Extending PLC

Unit 4: Product Elimination:

- The Importance, Reasons & Scope of Product Deletion
- Identification & Evaluation of Deletion Products
- Implementing the Deletion Decision

Unit 5: Introduction to Brand:

- Brand
- Brand Reflection
- Commodities Vs brands
- Brand Name
- Developing appropriate Brand Strategies
- Hofstede Model for understanding Core Value of Brand
- Brand Significance

Unit 6: Brand Equity:

- Criteria of choosing Brand Elements
- Concept & Principle of Brand equity
- Communication Mix Strategy
- Measuring & Interpretation Brand Performance

Unit 7: Various Terms associated with Brand:

- Brand Positioning
- Brand Personality
- Brand Loyalty
- Brand Image
- Brand Building
- Brand Extension
- Brand Image
- Brand Valuation
- Strategic Brand Management & Global Branding

Text Reading:

1. Product Strategy and Management – Michael Baker, Susan Hart, Pearson Education Publication
2. Product management - Donal R. Lehmann, Russel S. Winer Tata Macgraw Hill
3. Brand Management: Y L R Murthy Vikas Publication
4. Strategic Brand Management - Kevin Lane Keller
5. Brand Management: S A Chunawalla

Suggested Reading:

1. Brand Management: U C Mathur Macmillan
2. Brand Management: S L Gupta Himalaya Publishing House
3. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
4. Brand Management: Ajay Kumar

FT 305 M CONSUMER BEHAVIOUR

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the Basic Concepts of Supply Chain Management
- To Make the students understand the Role of IT in Supply Chain Management

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 Marks Comprising 5 Theory questions out of which a student will be required to attempt any three questions. Section B will carry 24 Marks comprising of one or more Case(s).A question can have one or more sub-parts.

Course Contents:

Unit 1: Introduction to Consumer Behavior:

- Definition, Nature, Scope, Orientation in the study of Consumer behavior & Applications
- Understanding Product, Consumers, Market Strategy and Segmentation & Product Positioning

Unit 2: Environmental Influences on Consumer behavior:

- Culture, Sub Culture, Cross cultural understanding , Social Class and consumer behavior, Significance of Family in consumer behavior, Personal Influence and Diffusion of Innovations ,Life style Marketing ,Personal influence and the opinion Leadership Process

Unit 3: Consumer as an Individual:

- Consumer Needs & Motivation, Consumer Personality and Self Concept , Consumer Perception
- Nature of Consumer attitude, Changing attitude, Consumer attitude formation and change, The process of learning Consumer behavior

Unit 4: Consumer Decision Process:

- Pre-Purchase Process: Information processing(Concept of Consumer Research ,Importance ,Process & Design)
- Post Purchase Process : Consumer Decision rules (Consumer Buying Process, Stages, Participants ,Industrial/Organizational buying behavior)
- Post purchase Process : Framework, Dissonance Satisfaction/ Dissatisfaction

Unit 5: Consumer Behavior models:

- Nicosia model
- Howard Sheth Model
- Engel-Blackwell and Miniard Model

- Sheth Family and decision making Model

Unit 6: CRM:

- CRM and Consumer Behavior, Consumer Roles market value & CRM
- Communication, Advertising & Consumer behavior
- Consumerism & public Policy issues

Books Recommended:

1. David L. Loudan and Albert J. Della Biita, *Consumer Behavior*, New York, McGraw Hill, 4th Edition 1993
2. Leon G. Schiffman and Leslie Lazar Kanuk, *Consumer Behavior*, London, Prentice Hall, 6th Edition 1995.
3. Dr. S.L. Gupta and Sumitra Pal ,An Indian Perspective, *Consumer Behavior, Text & Cases*
4. Satish K Batra and S H H Kazmi, *Consumer Behaviour, Text & Cases*

Suggested Readings:

1. William L. Wilkie, *Consumer behavior*, New York, John Wiley and Sons, 3rd Edition, 1994.
2. Dish Sheth, Banwari Mittal and Bruce I. Newman, *Consumer behavior and Beyond*, 1999.

FT-306 M ADVERTISING & SALES PROMOTION

Level of Knowledge: Working Knowledge

Course Objectives:

- To help student understand the concepts of Advertising, Sales, Sales Promotion & various tools and models used for challenges faced by today's managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

External examination will have 9 questions out of which a student has to attempt five. In the external examination, there will be two sections A and B. Section A, worth 24 marks, will consist of four theory questions out of which a student will be required to answer any two. Section B, worth 36 marks, will have five practical/ Numerical problem(s), out of which a student will be required to attempt any three. Each question will carry equal marks. A question may have one or more sub-parts.

Unit 1: Advertising – An Introduction:

- Origin and Development,
- Marketing Mix & Advertising,
- PLC & Advertising, Indian Advertising,
- Functions & Benefits of Advertising,
- Advertiser's Role in Organising for Advertising,
- Advertising Agency,
- Agency Structures,
- Agency Compensation & Evaluation.

Unit 2: Copy Decisions:

- Visualization of Ad Layout,
- Preparation of Layout I & II,
- Advertising Copy for Print Media,
- Copywriting for Radio,
- TV & Outdoor Media,
- Styles and Stages in advertising copy creation -Copy (Pre-) Testing methods and measurements.

Unit 3: Branding Environment:

- Segmentation & Positioning,
- Brand Awareness & Brand Attitudes & Feelings,
- Brand Image,
- Equity & Personality,
- Advertising Objectives & Budget Allocation

Unit 4: Media Planning & Strategy:

- Types of media,
- Identifying the Target Market,
- Establishing Media Objectives,
- Develop & Implementing Media Strategies.

- Media Evaluation:
 - Television,
 - Buying TV Time,
 - Audience Measures, Radio,
 - Newspapers,
 - Newspaper Advertising & Types,
 - Purchasing, Circulation & Readership,
 - Purchasing Space.

- Planning Advertising Campaign

Unit 5: Introduction to Sales Promotion:

- Definitions-Sales Promotion,
- Promotion Mix,
- Factor Influencing Sales Promotion Growth
- Advantages & Drawbacks of Sales Promotion,
- Promotion of Sales Force.

Unit 6: Sales Planning & Promotion:

- How Sales Promotion Affects Sales,
- Sales Promotion Objectives & Budget Allocation,
- Sales Promotion Design Issues,
- Planning Guidelines & Evaluation

Unit 7: Sales Promotion-Tools & Techniques:

- Types of Sales Promotion,
- Sales Promotion Tools & Technique,
- Price Deals,
- Price-Packs,
- Refunds & Rebates,
- Coupons,
- Contests & Sweepstakes,
- Product Sampling,
- Trade Coupons,
- Exchange or Buyback Offers

Text Reading:

1. S H H Kazmi & Satish K Batra: Advertising & Sales Promotion
2. Foundations of Advertising S A Chunawalla K C Sethia
3. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall India.

Suggested Reading:

1. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill.
2. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall
3. Sandage, Fryburger & Rotzoll: ADVERTISING; Irwin.
4. J. T. Russel & Ronald Lane: KLEPPNER'S ADVERTISING PROCEDURE; Prentice Hall.
5. Don E. Schultz: STRATEGIC ADVERTISING CAMPAIGNS; NTC Business Books.

FT304F- BUSINESS TAXATION

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Business Taxation
- To develop an ability in the student to apply theoretical concepts with Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

Section A: 24 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 36 Marks Comprising Four Practical Problems out of which a student will be required to attempt any Three questions.

Course Contents:

Applicable Assessment Year 2010-11, Previous Year 2009-10.

Unit 1: Basic Concepts and framework of Income tax Act, 1961:

- Framework
- Definitions under Income Tax Act ,1961
 - Assessment Year
 - Previous Year
 - Income
 - Person
 - Assessee
- Residential Status and Incidence of Tax

Unit 2: Income under the 'head Income from Salaries:

- Basis Of Charge
- Meaning
- Terms Taxable as Salary:
 - Advance Salary
 - Leave Encashment/Salary
 - Bonus
 - Gratuity
 - Pension
- Taxability of Allowances U/s 10(14) and Rule 2BB:
 - House Rent Allowance U/s 10(13A)
 - Traveling allowance
 - Conveyance Allowance

- Daily, Helper, Uniform allowance
- Children education allowance (Rule 2BB)
- Transport allowance(Rule 2BB)
- Taxability of perquisites:
 - Concept of Specified and Non specified employee
 - Valuation of Rent-free unfurnished and furnished accommodation
 - Leave Travel Concession
 - Free Education
 - Lunch/refreshments
- Permissible deduction:
 - Entertainment Allowance
 - Professional Tax
- Simple problems based on the computation of Income from Salaries

Unit 3: Income under the head ‘income from House property:

- Basis of Charge
- Concept of House property:
 - Concepts of Municipal Valuation, Fair Rent, Standard rent
 - Determination of Gross and Net Annual value
- Deductions u/s 24:
 - Standard deduction
 - Interest on Borrowed capital
- Special Cases:
 - One House property Partly Let out and Partly Self occupied
 - More than One House, Deemed to be let out
- Simple problems based on the computation of Income from house property

Unit 4: Income under the head ‘Profit and gains of business and professions:

- Basis Of charge
- Basic concepts and principles
- Specific allowances:
 - Rent, Rates , Taxes, Repairs, Insurance for building u/s 30
 - Repairs and insurance of Machinery plant and furniture u/s 31
 - Depreciation u/s 32 and concept of block of Assets
 - Expenditure on scientific research u/s 35
 - Amortization of Preliminary expenses u/s 35D
 - Interest on borrowed capital 36(1)(iii)
 - Bad Debts u/s 36(1)(vii)
 - Conditions under Section 37(1)
- Specific disallowances:
 - Income tax , Wealth Tax, Security Transaction Tax
 - disallowances in respect of expenditure exceeding Rs. 20,000 U/s 40A(3) and exception in Rule 6DD
- Special Provisions of Section 44AD,44AE,44AF

- Maintenance of Books of accounts U/s 44AA
- Tax Audit U/s 44AB

Unit 5: Income under the Head 'Income from Capital Gains:

- Basis Of Charge
- Concepts:
 - Capital Assets
 - Short term and Long Term Capital Assets
 - Cost of Acquisition and Improvement
 - Indexation
 - Transfer
 - Full Value of Consideration
- Simple problem based on Computation of Capital gains (Including Shares)
- Deduction:
 - Capital gain arising from the transfer of residential house property u/s 54,
 - Capital gain arising from the transfer of land used for agricultural purposes u/s 54B ,
 - Capital gain not to be charged on investments in certain bonds 54EC ,
 - Capital gain arising from the transfer of a long term capital asset other than a house property u/s 54F

Unit 6: Income under the head 'Income from Other Sources:

- Basis of Charge
- Concepts and Few examples of Income from other sources
- Taxability of :
 - Income from Lottery, Horse race Puzzles and card games
 - Interest on securities
 - Simple concepts relating to dividend and dividend distribution Tax

Unit 7: Permissible Deductions under Chapter VIA:

- Deductions relating to:
 - Section 80C relating to various investments
 - Section 80CCC Pension fund
 - Section 80D in respect of medical insurance premium
 - Section 80DD relating to dependent being a person with disability
 - Section 80DDB relating to medical treatment
 - Section 80E in respect of repayment of Education loan

Unit 8: Return of Income and TDS:

- Basic concepts relating to filing of return:
 - Filing of return U/s 139(1)
 - Concepts relating to PAN u/s 139A
 - Tax return preparers Scheme 139B
- Tax Deducted at Source:
 - TDS provisions relating to Salary u/s 192
 - Interest on securities u/s 193
 - Interest , other than Interest on securities u/s 194A

- Payment to Contractors U/s 194C
- Rent U/s 194-I

Text Readings:

1. Student guide to Income Tax Dr. V.K Singhania Dr.Monica Singhania, Taxman publications
2. Income Tax S.C., Saklecha, Satish Publication House

Suggested Readings:

Direct Taxes ,T.N Manoharan, Snow White Publications

FT305F: FINANCIAL ENGINEERING

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Financial Engineering
- To develop an ability in the student to apply theoretical concepts with Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

Section A: 24 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 36 Marks Comprising Four Practical Problems out of which a student will be required to attempt any Three questions.

Course Contents:

Unit 1: Introduction to Derivatives:

- Concept and terminology of derivatives
- Types of derivatives:
 - Future
 - Forward
 - Options
 - Swaps
- Concept of Participants:
 - Hedgers
 - Speculators
 - Arbitragers
- Use of Derivatives
- Types of Order

Unit 2: Futures Contract:

- Concepts relating to futures
- Difference between futures and forward Contracts
- Concept of Margin, Clearing house, Hedging
- Types of futures:
 - Stock Index futures
 - Interest rate futures
 - Foreign exchange and currency futures etc.
- Simple problems based on valuation of futures

Unit 3: Option Contracts:

- Concept and Meaning of Options
- Types of Options:
 - Call Option
 - Put Option
- Various trading Strategies Involving Bull and Bear
- Preparation of Pay-Off table/schedule from the point of view of:
 - Holder
 - Writer
- Valuation of Options using:
 - Black-Schole model
- Concepts of Delta Theta Gamma Vega
- Exchange Traded Options:
 - Stock Option
 - Foreign currency options

Unit 4: Swaps:

- Introduction and meaning of Swaps
- Mechanics of Swaps transactions
- Interest rate Swap
- Currency rate swaps

Text Readings:

1. John C Hull, Options, Futures and Other Derivatives, New Delhi Pearson Education Asia publication.
2. Derivatives, SSS Kumar, Prentice Hall Pvt Ltd.
3. N D Vohra , B R Bagri, Tata McGraw Hill Publication

Suggested Readings:

Derivatives, Robert A Strong, Thomson Publications

FT-306F WORKING CAPITAL MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To Lay a Conceptual Framework for Working Capital Management
- To develop an ability in the student to apply theoretical concepts with Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

Section A: 24 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 36 Marks Comprising Four Practical Problems out of which a student will be required to attempt any three questions.

Course Contents:

Unit 1: Basic Concepts and overview of Working capital:

- Concept and definition of working capital
- Need of working capital
- Components of Working capital
- Meaning of Operating cycle, Current Assets and Current liabilities

Unit 2: Computation of Working Capital:

- Simple problems relating to computation of working capital using
 - Operating Cycle method
 - Current assets and Current liabilities Method using:
 - Normal Problems
 - Cash Cost Method
- Mini Cases based on Working Capital

Unit 3: Cash Management:

- Introduction and basic concepts
- Objectives of Cash Management
- Measurement of Cash using:
 - Baumol Model
 - Miller-Orr Model
- Preparation of Cash Budget
- Concept of Cash Management Techniques
- Mini Cases based on Cash Management

Unit 4: Inventory Management:

- Basic Concepts
- Trade-off Between cost and benefit associated with level of Inventory
- Techniques for managing Inventory and problems based on:
 - EOQ Model
 - ABC Analysis
 - Pareto Analysis
- Inventory Management using the following Methods and problems based on:
 - First in first out (FIFO)
 - Last in first out(LIFO)
 - Weighted average
 - Base Stock Method
- Computation of Stock out Costs and problems based on Stock out
- Mini Cases based on Inventory Management

Unit 5: Receivable Management:

- Basic Concept
- Category of Cost Related to receivables
- Concept of Credit Policy and Bad debts
- Concept of Factoring
- Problems based on:
 - Effect of change in Credit Policy
 - Using Factoring
- Mini Cases based on Receivable Management

Unit 6: Working Capital Financing:

- Trade
- Bank Credit:
 - Cash Credit/Over draft
 - Bill purchase/discounted
 - Terms loans
 - Letter of Credit
 - Hypothecation, Pledge ,Mortgage, charge
- Commercial Paper
- Certificate of Deposit
- Factoring
- Mini Cases based on Working Capital Financing

Text Readings:

1. I M Pandey, Vikas Publication House Pvt. Ltd.
2. Prasanna Chandra, Tata McGraw-Hill Publishing Company Ltd.

Suggested Readings:

M Y Khan and P K Jain, Text and Problems and Cases Tata McGraw-Hill Publishing Company Ltd.

FT-304 H: INDUSTRIAL RELATIONS AND LABOUR LAWS

Level of Knowledge: Working Knowledge

Course Objective:

- To expose the student to the multidimensional complexities of industrial relations to enable him to develop the right perspective of this delicate responsibility to deal with union constructively.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 marks Comprising 5 Theory questions out of which a student will be required to attempt any three questions. Section B will carry 24 Marks comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1: Industrial Relations in India:

- Overview
- Approaches to Industrial Relations
- Industrial Disputes Act, 1947

Unit 2: Workers Participation in Management:

- Meaning
- Objectives
- Essential Conditions
- Forms
- Reasons for Limited Success and Suggestions for Improvement
- WPM in India

Unit 3: Collective Bargaining:

- Meaning
- Functions
- Process
- Importance of Collective Bargaining to Employer and Employees

Unit 4: Trade Union:

- Meaning
- Functions
- Problems
- Trade Union Movement in India
- Trade Union Act, 1926

Unit 5: Factories Act, 1948

Unit 6: E.S.I.C Act, 1948.

Unit 7: Payment of Gratuity Act, 1972

Unit 8: Contract Labour (Regulation and Abolition) Act, 1970

Text Readings:

1. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.
2. N.D. Kapoor, Handbook of Industrial Law, Sultan Chand & Sons, New Delhi.

Suggested Reading:

1. J.K. Bareja, Industrial Law, New Delhi, Galgotia Publishing Co., 2001.

FT 305 H: HUMAN RESOURCE AND ORGANISTIONAL DEVELOPMENT

Level of Knowledge: In-depth Knowledge

Course Objective:

- To help the students develop an understanding of the need and methods of HRD & importance of Organization Development. The course is also intended to give insights in the design, development and delivery of HRD & OD Programmes.

Scheme of Examination:

Total Marks :100

Internal Marks : 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 marks Comprising 5 Theory questions out of which a student will be required to attempt any three questions. Section B will carry 24 Marks comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1: Basics of HRD:

- Definition
- Characteristics
- Historical Perspective

Unit 2: Employees' Acquisition and Development:

- Training and Development Needs
- Methods and Measuring its Effectiveness
- Career Planning & Development
- Performance Appraisals and Methods
- Coaching, Mentoring.

Unit 3: Behavioral Tools:

- FIRO-B
- Johari Window
- Transactional Analysis

Unit 4: Organization Development:

- Introduction
- Definition
- History
- Assumptions
- Values and Beliefs in Organization Development (OD) and Transformation.

Unit 5: Theory and Management of OD:

- Foundations of OD

- OD Process
- Action Research and OD

Unit 6: OD Interventions:

- Overview
- Types
- Team Interventions, Inter-Group Interventions, Comprehensive and Structural Interventions
- Choosing the Depth of Organizational Intervention.

Text Readings:

1. VSP Rao, Human Resource Management, 2nd Edition, Excel Publications, A, 45, Naraina, Phase-I, New Delhi
2. David S. Decenzo and Stephen P. Robbins, Personnel/ Human Resource
3. Management, New Delhi, Prentice Hall, 3rd edition.
4. Wendell L. French and Cecil N. Bell Jr., Organization Development,
5. New Delhi, Prentice Hall, 5th Edition, 1999.

Suggested Readings:

1. Arun Monappa and Mirza S. Saiyadain, Personnel Management, New Delhi, Tata Mcgraw hill, 1995.
2. Don Harvey and Donald R. Brown, **An Experiential Approach to Organizational Development**, New Jersey, Prentice Hall Inc., 1996

FT-306 H: COMPENSATION AND REWARD MANAGEMENT

Level of Knowledge: Working Knowledge

Course Objective:

- To Familiarize students with the dynamics of wage and salary administration and current trends in India.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 marks Comprising 5 Theory questions out of which a student will be required to attempt any three questions. Section B will carry 24 Marks comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1: Wage and Salary Administration:

- Definition
- Goals/Objectives
- Job Evaluation
- Wage and Salary Surveys
- Time and Piece Rate
- Merit Pay/ Skill Based Pay
- Factors Affecting Wage Concept of Pay of Performance.

Unit 2: Incentives Plans:

- Individual and Group Incentive Plans
- Productivity Gain Sharing Plans
- Profit Sharing Plans.
- Non Financial and Financial Incentives

Unit 3: Employee Benefits:

- Supplemented Pay Benefits(Pay for time not worked)
- Insurance Benefits
- Retirement Benefits
- Employees Service Benefits
- ESOPs
- Flexible Benefits

Unit 4: Governing Laws:

- Provident Fund Act 1952
- Minimum Wages Act, 1948
- Payment of Wages Act, 1948

- Payment of Bonus Act, 1965

Unit 5: Current Trends in Compensation and Reward Management:

Text Readings:

1. Garry Dessler, Personnel/ Human Resource Management, London, Prentice Hall, 1994
2. VSP Rao, Human Resorce Management, 2nd Edition, Excel Publications, A,45Naraina, Phase-I ,New Delhi
3. David S. Decenzo and Stephen P. Robbins, Personnel/ Human Resource Management, New Delhi, Prentice Hall, 3rd edition.

Suggested Reading:

1. William B. Werther Jr. and Keith Davis, Human Resource & Personnel Management, Singapore, McGraw Hill, 4th Edition. 1993

FT 304 I: OBJECT ORIENTED PROGRAMMING USING C++

Level of Knowledge: Working Knowledge

Course Objective:

Object Orientation is a new approach to understand the complexities of the real world. In contrast to the earlier approaches like procedural etc, object orientation helps to formulate the problems in a better way giving high reliability, adaptability and extensibility to the applications. This course offers the Modern Programming Language C++ that shall help the students to implement the various concept of Object Orientation practically. The students will be able to program in the Object Oriented Technology with the usage of C++.

Scheme of Examination:

Total Marks: 100

Internal Marks: 20

Practical Marks 20

External Marks: 60

There will be an internal assessment of 20 marks and external examination of 60 marks. External examinations will have 8 questions out of which a student has to attempt any five questions. Each question will carry equal marks.

Course Content:

Unit 1: Object Oriented Programming:

- Introduction
- Procedure Oriented Programming Vs. Object Oriented Programming (OOP)
- Overview:
 - Objects
 - Classes
 - Encapsulation
 - Data Binding
 - Inheritance and Polymorphism
 - Dynamic Binding
 - Message Passing.

Unit 2: Review of constructs of C used in C++:

- Variables
- Type Declarations:
 - User defined Data Types
 - Increment and Decrement Operators
 - Relational and Logical Operators
 - If then else clause
 - Conditional Expressions
- Input and Output statement:
 - Loops
 - Switch Case

- Arrays
- Structure
- Unions
- Automatic
- External and Static Data Members and Member Function
- Pointers, Preprocessor Directives

Unit 3: Arrays & Pointers:

- Arrays of Objects
- Pointer to Object
- this Pointer
- Function:
 - General form
 - Prototypes
 - Returning
 - Passing Objects to Functions Returning Objects
 - Friend Function
 - Recursion
 - References.

Unit 4: Inheritance:

- Multilevel and Multiple Inheritance
- Constructor
- Destructor and Inheritance
- Private
- Public and Protected Access Specifies
- Function and Operator Overloading.

Unit 5: Templates:

- Virtual Function
- Pure Virtual Function
- Polymorphism
- Generic Functions
- Generic types
- Overloading of Templates and Functions
- Standard parameters with Template Functions
- Applying Generic Functions
- Generic Class
- File and Exception Handling
 - Introduction to Templates and Exception Handling
 - File Classes
 - Opening and Closing a file
 - Reading and writing a Text File
 - Detecting EOF

Text Readings:

1. E. Balagurusamy, “**Object Oriented Programming with C++**”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 2000
2. Robert Lafore, “**Object Oriented Programming in Turbo C++**”, Galgotia Pub. Pvt. Ltd., New Delhi, 2000

Suggested Readings:

1. Herbert Schildt, “C++ : The Complete Reference”, Tata McGraw Hill Publishing Company Ltd., New Delhi, 1999
2. D. Ravichandran, “Programming with C++”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 2000

FT- 305 I COMPUTER NETWORKS

Level of Knowledge: Expert Knowledge

Course Objective:

- The objective of this course is to help students to understand the concepts of Data Communication and Computer Networks and related issues and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

Course Contents:

Unit 1: Computer Networks:

- Introduction
- Distributed Systems
- Network Goals & its Applications
- Protocol Hierarchies,
- Network Architecture
- Design Issues for the Layers:
 - Simplex
 - Half-duplex
 - Full-duplex
- Interfaces and Services:
 - Connection Oriented
 - Connection less Services
 - Service Primitives.

Unit 2: Reference Models:

- The OSI Reference Model
- The TCP/IP Reference Model
- Comparison and Critique of **the OSI and TCP/IP Reference Models.**

Unit 3: Physical Layer:

- Concepts of Data Transmission
- Transmission media
- Guided and Unguided Media
- Digital and Analog Transmission
- Transmission Impairments
- Multiplexing:
 - TDM
 - WDM
 - FDM

- Switching Techniques:
 - Circuit
 - Packet and Message
 - Cellular Radio
 - Wireless Transmission
 - Modems
 - DSL
 - Cable Modem
- ISDN
 - Introduction
 - ISDN Channels
 - ISDN Layers
 - Services
 - Communication Satellites.

Unit 4: Data Link Layer:

- Framing, Error Control
- Flow Control
- Unrestricted Simplex
- Simplex Stop-and-Wait Protocol
- Sliding Window Protocols:
 - HDLC
 - SLIP
 - PPP
- Network Layer:
 - Internal Organization
 - Routing
 - Congestion
 - Routing:
 - Shortest Path
 - Multipath
 - Congestion Control Algorithm
 - Preallocation of Buffers
 - Choke Packets
 - Deadlocks and Services of Network Layer.
- Transport Layer:
 - Services of Transport Layer,
 - Transport Protocols
 - Connection Management.

Unit 5: Upper OSI layers:

- Session Layer and Transport Interaction
- Presentation Layer:
 - Translation
 - Authentication

- Data Compression
- Application layers:
 - Message Handling System(MHS)
 - File transfer
 - Access and Management (FTAM)
- Transmission Technology:
 - Broadcast Networks
 - Point-to-Point Networks:
 - LAN
 - MAN & WAN Topologies
 - Wireless Networks
 - Internetworking
 - Introduction to Bridges
 - Routers
 - Switches
 - Gateways
 - Repeaters
 - Introduction Functioning and Services:
 - Novell Netware
 - Window NT
 - NOS (Network Operating Systems)

Text Reading:

1. Andrew. S. Tannanbaum, “Computer Networks”, Prentice-Hall 2006.
2. Behrouz A. Forouzan, “Data Communication and Networking”, Tata
3. McGraw Hill Pub. Co. Ltd., New Delhi, 2006.

Suggested Readings:

1. Martin, J., “**Computer Networks and Distributed Processing**”, Prentice-Hall, 1985.
2. Tom Sheldon, “**Encyclopedia of Networking**”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 1998.
3. William Stallings, “**Data and Computer Communication**”, Prentice Hall India, New Delhi, 2001.
4. William A. Shay, “**Understanding Data Communications and Networks**”, Vikas Publishing House, New Delhi, 2001.
5. Parag Diwan and Dharam Bir Singh, “**Computer Networks Driven e-Commerce Technologies**”, Excel Publisher Pvt. Ltd., New Delhi, 2000.
6. S. Keshav, “**An Engineering Approach to Computer Networking**”, Addison- Wesley Longman (Singapore) Pte. Ltd., New Delhi, 2001.
7. D.E.Comer, “Data and Network Communication” Delmar Thomson Learning Singapur 2000.

FT-306 I SOFTWARE ENGINEERING

Level of Knowledge: Expert Knowledge

Course Objective:

- The objective of this course is to help students to understand the basics of Software Engineering, Project Management, Software Quality and related issues and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks : 100

Internal Marks : 40

External Marks : 60

Course Contents:

Unit 1: The Product and the Process:

- The Evolving Role of Software
- Software Characteristics A layered Technology
- Process
- Methods and Tools
- The Software Process
- Software Process Models
- Linear Sequential Model
- Prototyping Model
- RAD Model
- The Incremental Model
- The Spiral Model
- The Concurrent Development Model
- The Component-Based Development
- The Formal Methods Model
- Fourth Generation Techniques.

Unit 2: Projects Management Concepts, Software Process and Project Metrics:

- The Management Spectrum:
 - The People
 - The Product, The Process
- The Project Measures, Metrics, and Indicators
- Metrics in the Process and Project Domains
- Software Measurement
- Reconciling Different Metrics Approaches
- Metrics for Software Quality
- Integrating Metrics within the Software Engineering Process.
- Project Scheduling and Tracing:
 - Basic Concepts
 - The Relationship Between People and Effort
 - Defining a Task Set for the Software Project
 - Selecting Software Engineering Tasks

- Refinement of Major Tasks
- Defining a Task Network, Scheduling
- Earned Value Analysis
- Error Tracking
- The Project Plan.

Unit 3: Software Project Planning, Risk Analysis and Management:

- Observations for Estimation
- Project Planning Objectives
- Software Scope, Resources
- Software Project Estimation
- Decomposition Techniques
- Empirical Estimation Models
- The Make/Buy Decision
- Automated Estimation Tools
- Reactive versus Proactive Risk Strategies:
 - Software Risks
 - Risk Identification
 - Risk Projection
 - Risk Refinement
 - Risk Mitigation, Monitoring, and Management,
 - Safety Risks and Hazards.

Unit 4: Software Quality Assurance:

- Quality concepts, the quality movement
- Software quality assurance, software reviews
- Formal technical reviews
- Formal approaches to SQA
- Statistical software quality assurance
- Software reliability, mistake-proofing for software
- The ISO 9000 quality standards
- SQA Plan
- Software Testing Techniques & Strategies:
 - Objectives white box testing methods
 - Black box testing
 - Testing for specialized environments
 - Architectures
 - Applications
 - A strategic approach to software testing, strategic issues
 - Unit Testing, Integration Testing
 - Validation Testing
 - System Testing and the Art of Debugging.

Unit 5: Analysis & Design Concepts and Principles:

- Mechanics of structured analysis
- Data flow design and Entity Relationship design
- Overview of Object Oriented Design Concepts

- Design Concepts and principles
- Effective modular design
- Data modeling.
- Client/Server Software Engineering, Re-engineering:
 - The Structure of Client/Server Systems
 - Software Engineering for Client/Server systems
 - Analysis modeling issues
 - Design for Client/Server systems and testing issues
 - Software Maintenance Software Re-engineering
 - Software reengineering process model
 - Reverse engineering
- Reverse engineering user interfaces restructuring:
 - Code restructuring
 - Data restructuring
 - Forward engineering
 - Economics of reengineering
 - Introduction to CASE.

Text Readings:

1. Roger S. Pressman, “**Software Engineering**”, 6th Ed., Mc Graw Hill Inc., New York, 2005.
2. Pankaj Jalote “ **Software Engineering** ” Narosa Publishing House 2nd Edition 1999
3. Ian Sommerville “ **Software Engineering** ” Pearson Education 7th Edition 2006.

Suggested Readings:

1. Martin L. Shooman, “**Software Engineering**”, McGraw Hill International Book
2. company, New Delhi, 1985
3. Richard E. Fairly, “**Software Engineering Concepts**”, Mc Graw Hill Inc. New York, 1997
4. G. Meyers, “**The Art of Software Testing**”, Willey-Inter-Science, 1979.
5. Bruce I. Blum, “**Software Engineering- A Holistic View**”, Oxford University Press, New York, 1992
6. uramah Finzi, “**Software Testing in Real World**”, Addison-Wesley, New Delhi, 2000
7. Barbara ktchenham, “**Software Metrics**”, Blackwell, UK, 1996

FT-304 P: PRODUCTION PLANNING AND CONTROL

Level of Knowledge: Expert Knowledge

Course Objectives:

- The course is design to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination, carrying 60 marks will have two Sections, A and B. Section A, worth 36 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 24 marks, will have one or more practical/ Numerical problem/ case(s). A question may have one or more sub-parts.

Course Contents:

Unit-1: Introduction to Production Planning and Control:

- Production Management Technologies
- Evaluation
- PPC
- PLC
- Appropriate Technology
- Decision in Production systems
- Planning Horizon Type decision
- Market Driven System:
 - Wheel and Hub
 - World Class Manufacturing
 - Lean Production
- Agile manufacturing and lean v/s Agile Need of PPC
- Functions of PPC
- Factors Influencing PPC in the Organization
- Manufacturing Methods
- Managerial Policies
- Pre-requisites of PPC.

Unit-2: Materials Planning and Control:

- Input Required for Materials Planning and Control
- Steps in Materials Planning and Control
- Techniques of Materials Planning and Control
- Machining Allowances, Make or Buy Decision
- Scientific Stock Control Techniques (Inventory Control Models).

Unit-3: Factors Influencing Process Planning:

- Step in Process Planning
- Process Selection
- Tools control.

Unit-4: Manufacturing resource planning (MRP II):

- Introduction
- Aggregate production planning
- Master production scheduling
- MRP II (Introduction, concepts)
- MRP II with Just in Time
- Choice of software
- Making MRP II system work
- Achieving business objectives with MRP

Unit-5: Scheduling:

- Factors Influencing Scheduling
- Working and Scheduling Charts
- Job Sequences:
 - n job on two machines
 - n job on three machines
- Project Scheduling
- Critical Ratio Scheduling
- Assignment Techniques (Assignment - Model).

Unit-6: Capacity Planning:

- Capacity Planning
- Integrated Production Planning and Control
- Push system
- Pull system
- Bottleneck
- Hybrid Push-Pull system.

Text Reading:

1. Jhamb L. C. "Production Planning and Control", Pune: Everest Publications, 2001.
2. Hari Raghu Rama Sharma, "Production Planning and Control Concepts and Application",
3. New Delhi: Deep and Deep Publications, 2000.

Suggested Reading:

1. Bill Scott, "Manufacturing Planning System", London : McGraw-Hill Publications, 1995.
2. George W. Plossl, O. R. Licky's. "Materials Requirement Planning", New York:
3. McGraw-Hill Publications, 1994.

FT-305 P: BUSINESS PROCESS REENGINEERING

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Business Process Reengineering, various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination, carrying 60 marks will have two Sections, A and B. Section A, worth 36 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 24 marks, will have one or more case(s). A question may have one or more sub-parts.

Course Contents:

Unit-1: Introduction to BPR:

- What is BPR
- Philosophy of BPR
- Fundamental tenets of BPR
- Benefits & pitfalls of BPR
- Drivers to BPR.

Unit-2: Process reengineering framework:

- Opportunity assessment
- Planning the process re-engineering project.

Unit-3: Organizing for process reengineering:

- Process Focused organization
- Organization process reengineering team

Unit-4: Process analysis and design:

- Process analysis
- Process design.

Unit-5: Planning and implementing the transition:

- Planning the transition
- Implementing the transition
- Tracking and measuring process performance
- Success factors of BPR
- Managing barriers to BPR success

Unit-6: Tools and techniques used in BPR:

- Case tools
- Work flow systems
- Imaging technology
- Floware
- Business design facility tools
- Change management tools.

Unit-7: Risk and impact measurement:

- Role of IT in BPR

Suggested Reading:

1. Lon Roberts, "Process Re-engineering: The Key to Achieving Breakthrough Success", New Delhi: Tata McGraw Hill, 1992.
2. Henry J. Johnson, Palrik Mchine, A.John Pandilebury, William A Wheeler, "Business Process Reengineering: Breakpoint Strategies for Market Dominance", Chichester, John Wiley & Sons, 1993.

FT-306 P: TOTAL QUALITY MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Total Quality Management, and Research of various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination, carrying 60 marks will have two Sections, A and B. Section A, worth 36 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 24 marks, will have one or more practical/ Numerical problem/ case(s). A question may have one or more sub-parts.

Course Contents:

Unit 1: Core Concepts of Total Quality Management:

- Customer focus
- Quality for profits right first time
- Cost of quality

Unit 2: TQM Organization:

- Structure
- Managers role Models
- Recognition & awards
- Quality delivery process
- Pitfalls in Operationalising TQM and methods of avoiding them

Unit 3: Learning from quality gurus:

- Edward Deming
- Joseph M. Juran
- Karon Ishikawa
- Philip B. Crosby
- William E. Conway and their applications in today's Business Environment

Unit 4: Bench marking:

- Definition
- Reason to benchmark
- What to benchmark
- BM process
- Pitfalls& criticism of BM
- Appraisal of TQM and improvement program

Unit 5: Tools and techniques of TQM:

- Techniques for analyzing a quality process
- Quality Circles
- Statistical process control
- Failure Mode & Effect analysis
- Computer aided inspection
- Data collection & analysis
- Six sigma and control chart

Unit: 6: Quality Award and certifications:

- ISO-14000:
 - Concepts
 - Certifications
 - methods and implementations
- ISO-9000:
 - Concepts
 - Certifications
 - Methods and implementations Malcolm Bal ridge Quality Award
 - Methods and implementations Rajiv Gandhi Quality Award.

Text Reading:

1. Sharma D.D “**Total Quality Management: Principles Practices &cases**” New Delhi, sultan chand & sons, 2004.
2. Sunraraju S.M. “**Total Quality Management: a premier**” New Delhi, Tata McGraw - Hill Publication,1999
3. Besterfield Dale H. “**Total Quality Management**” New Delhi Pearsons Education,2004.

Suggested Reading:

1. J. M. Juran and Frank M. Gryna Eds. “**Juran’s Quality Control Handbook**”, New York: McGraw-Hill Publications, 2001.
2. Tapan P. Bagchi, “**ISO 9000: Concepts, Methods and Implementation**”, Allahabad: Wheeler Publishing.
3. Kit Sadgrove, “**Making TQM Work**”, New Delhi: Kogan Page India P. Ltd., 2000.
4. Eugene L. Grant and Richards, Leavenworth, “**Statistical Quality Control**”. New York: McGraw-Hill Publications, 2000.

IV Semester

FT- 401 C: Business Ethics

Level of Knowledge: In depth Knowledge

Course Objective:

- The objective of this course is to help the students gain an understanding of Business Ethics and its application of Indian Values in Managerial Decision Making.

Scheme of Examination:

Total Marks : 100

Internal Marks : 40

External Marks : 60

The internal examination will have Two Sections. Section A will carry 36 marks comprising 5 Theory Questions out of which a student will be required to attempt any three questions. Section B question can have one or more Case (s). A question can have one or more sub parts.

Unit 1: Introduction to Business Ethics:

- An Understanding of Ethics
- Meaning and Definition of Ethics and Business Ethics
- Ethics in Business
- Nature of Business Ethics
- Scope of Business Ethics
- Characteristics of Business Ethics
- Objectives of Business Ethics
- Business and Ethical Responsibility

Suggested Case:

BAN ON TOBACCO ADS BY THE GOVERNMENT OF INDIA_(Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.1)

Unit 2: Values, Norms, Beliefs and Standards:

- Understanding Values, Norms and Beliefs
- Moral Standards and their Role
- Moral Beliefs and their Role

Suggested Case:

THE FALL OF A HIGH PRIEST (Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.5)

Unit 3: Ethics and the Organization:

- The Rational Organization
- The Employee Obligations to the Firm
- Firm's Duty to the Employee

- Gita's Emphasis on Good of the World

Suggested Case:

BHOPAL GAS TRAGEDY (Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.16)

Unit 4: Ethical Aspects in Marketing:

- Introduction to Marketing
- Reasons for Unethical Practices
- Socially Responsible Advertising and the common Deceptive Practices
- Ethics in Personal Selling
- Ethical and Social Issues in Advertising
- Ethics and Marketing
- Product Liability
- Advertising Critics

Suggested Case:

GLOBALIZATION OF POP CULTURE (Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.26)

Unit 5: Ethics in Human Resource Management (HRM):

- Privacy Issues
- Wages Empowerment of the Weakest and Uniquist
- Sexual Harassment
- Discrimination
- Whistle Blowing
- Ethics at Workplace

Suggested Case:

REPORT CARD ON CORRUPTION (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 447)

Unit 6: Ethics in Production, Operations Management and Finance:

- Working Conditions
- Hazards at Workplace
- Finance, Ethics and Financial Markets

Suggested Case:

DID YOU SAY I'M IMMORAL (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 449)

Unit 7: Ethics in Corporate Social Responsibility:

- Changing Expectations of Social Responsibility
- The four Faces of social Responsibility
- Different Aspects of Enterprise Social Responsibility
- Societal responsibility Issues for Various Stake holder's Group

- Corporate Social Responsibility

Suggested Case:

AN INDIAN MORALITY PLAY (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 455)

Unit 8: Broader Ethical Issues in Society – Ecological Concerns:

- Ecological Concerns, Air Pollution, Water Pollution, Land Pollution
- Cruelty to Animals
- Bhopal Gas Tragedy

Suggested Case:

A QUESTION OF ETHICS (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 457)

Unit 9: Discrimination on the Basis of Gender, Caste or Race:

- Introduction
- Minorities and Job Discrimination
- Gender Equality
- Child Labour

Suggested Case:

THE ETHICS OF ADVERTISEMENT (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 462)

Text Readings:

C.S.V Murthy, **Business Ethics**, Himalaya Publishing House, 2004

Suggested Readings:

1. S. K. Chakraborty, **Managerial Transformation by Values**, New Delhi Sage Publication, 1990.
2. S. K. Chakraborty, **Management by Values**, New Delhi Oxford University Pres, 1992

FT-402 C: DECISION MAKING SKILLS

Level of Knowledge: In-Depth Knowledge

Course Objective:

- To help the students to enhance the analytical and problem solving ability in order to take the business decisions.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The Course of Decision Making Skills shall be Case Based: The cases based on Strategic Problems, should cover various aspects of Marketing, Finance and Human Resource for taking effective and efficient business decisions.

**FT403 C -MAJOR RESEARCH PROJECT PHASE II (DATA ANALYSIS,
INTERPRETATION AND REPORT WRITING)**

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help the students to understand the Concept and Methods of Business Research.
- To provide the knowledge to the students so that they will be able to plan, design and execute research proposals
- To familiarize the students with the various methods of data analysis and prepare the research reports.

Scheme of Examination:

Total Marks 100

Internal Marks 50

External Marks 50

Activities and Marks Distribution:

In the fourth semester, each student will be doing the data analysis, discussion of obtained results and prepare final MRP Report the standard format prescribed by the Institute/concerned faculty time to time.

General format and Chapter Scheme of MRP Report should be:

- Cover page containing the Research topic, Name of Institute with logo, Name of Guide and Student.
- Chapter 1: Introduction/Conceptual Framework
- Chapter 2: Review of Literature, Rational and Objectives
- Chapter 3:Methodology (Universe, Sample, hypothesis (if any), research design (if any)Tools for data collection and analysis)
- Chapter 4: Results and Discussion
- Chapter 5: Conclusions, Implications, Limitations and Scope for future work
- References in APA Style
- Annexure (s) (Questionnaire, intermediate results, any additional data related to study)

Internal Marks (50):

- Presentation of Data Analysis and Results (10 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Presentation of MRP Report (20 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Submission of Report in Two Copies (Hard bound) (10 Marks) to be awarded by Guide
- Evaluation of Report (10 marks) by Guide.

External Marks (50):

- There will be external evaluation by the external examiner and internal examiner appointed by the Principal.

FT404 M SERVICE & INTERNATIONAL MARKETING

Level of Knowledge: Working knowledge

Course Objectives:

Services comprise of nearly 60% of the country's GDP. In fact many of the organizations looking for management students for recruitment would belong to the growing service industry. The course will equip marketing students with an understanding of the basic concepts related to service marketing and the challenge of marketing services as they differ from products. The course is designed to enable students to gain an understanding of the unique service Marketing Mix as well as develop skills in areas of Service Blueprinting, Yield Management, International marketing and Service Research.

Scheme of Examination:

Total marks 100.

Internal marks 40.

External marks 60.

Evaluation: The maximum marks for the course is 100 with 40 marks for Internal Evaluation comprising of Case Studies, presentation, Attendance, Internal tests; 60 marks for the External Main Exam which will comprise of Section A and B. Section A will be of 36 marks and will consist of 5 Qs out of which they have to attempt any three assessing the student's understanding of the concepts taught (12 marks each) and Section B will be of 24 marks containing one or two case studies.

Course Contents:

PART A: SERVICE MARKETING

Unit 1: A Basic understanding of the Nature of Services:

- Role of Service Sector
- Service Concept
- Characteristic & Classification of Services
- Challenges in Service Marketing

Suggested Cases:

1. Bossard Asia Pacific
2. Coyote Loco

Unit 2: Strategic Issues in Service Marketing:

- Segmentation
- Differentiation
- Positioning

Suggested Cases:

1. Customer Service at Singapore Airlines
2. Giordano International Expansion

Unit 3: Marketing Mix in Service Marketing:

- Product
- Price
- Place
- Promotion
- People
- Process
- Physical Evidence

Suggested Cases:

1. Customer Asset Management at DHL in Asia
2. Lessons in Customer Service from Wal-Mart

Unit 4: Strategies for Service Marketing:

- Various Strategies for dealing with:
 - Intangibility
 - Inventory
 - Inconsistency
 - Inseparability

Suggested Cases:

1. Match.com
2. Mumbai's Dabbawalas

Unit 5: Managing Service Quality & Marketing triangle:

- Concept, Dimensions & Process
- Service Quality Models(SERQUAL & GAP)
- Service Applications

Suggested Cases:

1. Revenue Management at Prego Italian Restaurant
2. The New "Indian" Airlines

Unit 6: Understanding specific Service industries:

- Airlines
- Hospitality
- Health
- Freight
- Education
- Banking
- Professional Service
- Marketing to Non-Profit Organizations & NGO.

PART B: INTERNATIONAL MARKETING

Unit 7: International Marketing:

- Introduction
- Global Marketing Environment (Economic Environment, Socio cultural, Political, Legal)
- International Marketing Decisions -Product Policy & Planning
- International Pricing Strategies
- International Channel Distribution
- International Advertising & Export Marketing

**** Suggested Cases:**

1. The Kellogg Company
2. Avon Products
3. Marks & Spencer

Texts Reading :

1. Christopher Lovelock, Jochen Wirtz, '*Services Marketing, people, technology, strategy*', 5th Ed., Pearson Education.
2. Rampal M K & Gupta S L-Service Marketing
3. Subhash C. Jain, International Marketing Management, New Delhi, CBS Publishers & Distributors 1997

Suggested Reading:

1. Valarie Zeithaml, Mary Bitner, *Services Marketing, Integrating Customer Focus Across the Firm*, 2nd Ed., Tata McGraw-Hill Edition.
2. Ravi Shankar, *Services Marketing* New Delhi, Global Press.
3. Warren J. Keegan, *Global Marketing Management*, Prentice Hall of India Pvt. Ltd. 7th Edition, 2005

**** Suggested Cases:**

Case Studies in Services Marketing volume 1 The ICFAI Center for Management Research

FT405 M - RURAL, EVENT & DIRECT MARKETING

Level of Knowledge: Working Knowledge

Course Objective:

- To familiarize the students with the Basic Concepts of RURAL, EVENT & DIRECT MARKETING

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 Marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks comprising of one or more Case(s).A question can have one or more sub-parts.

Course Contents:

PART A: RURAL MARKETING

Unit 1: Rural Marketing Opportunities:

- Introduction to Rural Marketing
- Rural VS Urban market Concepts
- Importance and Scope of Rural marketing
- Challenges of Rural Marketing, Problems in Rural Marketing

**** Suggested Cases:**

1. Rural Entrepreneurship
2. Trials of Rural Sales Trainees

Unit 2: Product Strategies :

- Market & Market Structure
- Product, Branding & Packaging
- Risk Management and future Market in Rural Marketing
- Rural marketing Strategies

**** Suggested Cases:**

1. Healthy Brand Building – HUL Takes the lead
2. Titan Shines in Rural Areas

Unit 3: Rural Consumer Behavior & Distribution Strategies

- Factors affecting Consumer Behavior and Psychology of Rural Customers,
- Distribution in the Rural Markets
- Types of Rural Channels
- Selection & Management of Channels
- Factors influencing Channel Decisions

**** Suggested Cases:**

1. Know your Consumer and Innovate
2. Cattle Feed Distribution – The Anand Pattern

Unit 4 Promotion in Rural Marketing:

- Role of advertising
- Sales Promotion
- Publicity and Personal selling in Rural Markets

**** Suggested Cases:**

1. Maruti's Game Plan
2. Fevicol Bonds

PART B : EVENT MARKETING

Unit 5: Introduction to Events:

- What are Event
- Why Events
- Key Elements of Event

Unit 6: Event Marketing:

- Understanding the Event Market
- Concept of Product in Event
- Concept of Pricing in Events
- Concept of Promotion in Events

Unit 7: Event Management:

- Planning, Organizing *Staffing
- Leading, Co-ordination & Controlling
- Strategic Market Planning
- Strategic Alternative for Growth

**** Suggested Cases:**

Event Evaluation: Olympic Games

PART C : DIRECT MARKETING

Unit 8: Understanding of Direct Marketing :

- Basic Concepts & Importance of Direct Marketing
- Tools of Direct Marketing
- Strategic Planning of Direct marketing

Unit 9: Direct Marketing Strategies & Implementation:

- Operations
- Preparation of Direct Marketing
- Direct Marketing Strategies
- Evaluation & Control of Direct Marketing

**** Suggested Cases:**

Concept of Direct Marketing in Water Purifiers [Eureka Forbes]

Text Reading:

1. C.S.G. Krishnamacharyulu and Lalitha Ramakrishnan, Rural Marketing –Text and
2. Cases ,Singapore, Pearson Education Asia, 1st .Edition ,2000
3. T.P. Gopalswamy, Rural Marketing – Environment Problem & Strategies Wheeler Publications
4. S.S. Gaur and S.V.Saggare, Event Marketing and Management, New Delhi, Vikas Publishing House 1997

Suggested Readings:

1. Mary Robert, Direct Marketing Management, London, Prantice Hall, 2nd Edition,1999.
2. Marketing Management a South Asian Perspective Philip Kotler Pearson Education

FT 406 M INDUSTRIAL AND RETAIL MARKETING

Level of Knowledge: Working knowledge

Course Objectives:

- The course aims to equip students of marketing, MBA final semester to market an industrial product, which is quite different from consumer products. This know-how would come useful to students even if given sales assignments involving an industrial product.

Evaluation: The maximum marks for the course is 100 with 40 marks for Internal Evaluation comprising of Case Studies, presentation, Attendance, Internal tests; 60 marks for the External Main Exam which will comprise of Section A and B. Section A will be of 36 marks and will consist of 5 Qs out of which they have to attempt any three assessing the student's understanding of the concepts taught (12 marks each) and Section B will be of 24 marks containing one or two case studies.

Course Contents:

PART A: INDUSTRIAL MARKETING

Unit 1: The Nature of Industrial Marketing:

- Defining Industrial Marketing
- Industrial Versus Consumer Marketing;
- Organizational Customers.
- Industrial Environment
- Strategies for managing Industrial Environment
- Economics of Industrial Demand

**** Suggested Cases:**

HK electroplating company ltd.

Unit 2: The Industrial Product Strategy:

- Classifying Industrial Products
- Marketing Implications of the various types of industrial products
- Industrial Product lifecycle and its strategies
- Segmentation, Targeting and Positioning of Industrial Products

**** Suggested Cases:**

1. Sigma Telecom Company
2. IMC Company
3. Govind Doors Pvt. Ltd.: STP Strategies
4. Vastu cement Blocks Pvt. Ltd. : Changes in Product Strategy

Unit 3: Organizational Buying :

- Objective in Industrial buying
-

- The BuyGrid Model:
 - Buying Situations
 - Phases in the purchasing decision process
- Buying Center Members and its roles

**** Suggested Cases:**

India Textiles Ltd.: Fulfilling Purchasing Objectives

Unit 4: Business Pricing:

- Pricing Policies:
 - Net Pricing
 - Discount Pricing
 - Geographic Pricing
- Pricing Strategies:
 - Competitive bidding
 - Pricing new products
 - Pricing across the product life cycle

**** Suggested Cases:**

1. Sargam aluminum limited
2. SL Business Systems (India) limited: Pricing a high quality product

PART B: RETAIL MARKETING

Unit 5: Introduction to Retail:

- Meaning of Retail and Retailing
- Retail in India
- Retailing as career
- Reasons for rise in retail power
- Classification of Retail formats
- Concept of Private labels

**** Suggested Cases:**

Tanishq

Unit 6: Store Design and Visual Merchandising:

- Concept of store design
- Principles of store design
- Elements of Store Design:
 - Interior store Design
 - Exterior store Design
- Types of layout
- Layout selection

- Visual Merchandising:
 - Tools used
 - Methods of display
- Errors in creating Display

**** Suggested Cases:**

Nirulas

Unit 7: Planning & Other Management Function:

- Concept of Merchandise Management
- Location Strategies:
 - Types of Retail Locations
 - Steps involved in choosing retail location
- Role of IT & CRM
- Franchising
- Mall Management

**** Suggested Cases :**

1. Subhiksha Trading Services – A chain of discount stores
2. Book Café
3. Hot Breads

Text Reading:

1. Richard M. Hill, Ralph S. Alexander, James S Cross, Industrial Marketing, 4th Edition
A.I.T.B.S. publishers & Distributors
2. Havaladar Industrial Marketing Tata Macgraw Hill
3. Swapna Pradhan Retailing management Tata McGraw hill
4. Suja Nair of Retail Marketing Himalaya Publication

Suggested Readings:

1. Robert R. Reeder. Edward G. Brierty, Betty H. Reeder, *Industrial Marketing, Analysis, Planning and Control*, 2nd Ed., Prentice Hall India.
2. Havaladar Business Marketing Tata Macgraw Hill
3. David Gilbert of Retail Management Prentice Hall, PE

FT-404 H: HUMAN RESOURCE PLANNING AND AUDIT

Level of Knowledge: In-Depth Knowledge

Course Objective:

- To help the students to develop an understanding of the process of human resource planning and audit in depth.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1: Human Resource Planning:

- Definition
- HR Planning
- Model for HR Planning
- Forecasting Demand and Supply
- Planning for Shortages
- Planning for New Establishment.

**** Suggested Cases:**

1. Manning of 4 Elite's by Sonde:
2. National Audio Clubs Limited

Unit 2: HR Information System:

- Purposes of HRIS
- Uses of HRIS
- Establishing an HRIS
- Approaches to Evaluate HR Function.

**** Suggested Cases:**

HPWS at Xerox Corporation:

Unit 3: HRD Audit:

- Meaning and Concept
- Need
- Designing HRD Audit Process
- Parameters to be audited
- Audit Results, Preventive and Corrective Actions

- Role in Business Improvement
- Methodology and Limitations

Unit 4: HRD Styles and Culture:

- OCTAPACE Culture
- Importance of Top Management Styles in Building Culture
- Auditing the HRD Culture
- Auditing the Style of Top Management
- Current Structures and Structural Alternatives.

**** Suggested Cases:**

1. A case of Sugar Factory
2. Downsizing

Unit 5: HRD Competencies:

- Challenges
- Professionalism in HR
- Myths and Realities of HRD
- Competencies Needed
- Auditing HRD Competencies
- Individual Interviews, Group Interviews, Observation
- HRD Audit Instruments

Unit 6: Benchmarking:

- Introduction
- Basic Issues
- HR Benchmarking
- Process
- Types
- Importance.

**** Suggested Cases:**

Narmada Chemicals Limited.

Text Readings:

1. T.V. Rao, **HRD Audit**, New Delhi, Response Books, 1999
2. David S. Decenzo and Stephen P. Robbins, **Personnel/ Human Resource Management**, New Delhi, Prentice Hall, 3rd edition.

Suggested Reading:

Satish Pai (Ed.), **HRD Skills for Organizational Excellence**, Bombay, Himalaya Publishing House, 1999

FT-405 H: BUSINESS PROCESS TRANSFORMATION

Level of Knowledge: Working Knowledge

Course Objective:

- To study business transformation through managing people with special emphasis on Innovation, team building, TQM and BPR.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 marks Comprising 5 Theory questions out of which a student will be required to attempt any **three** questions. Section B will carry 24 Marks comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit 1: Innovation and Team Building:

- Innovation v/s Kaizen
- Teams and its types
- Team Building and its Process
- Resistance to Team Building.
- Performance Evaluation for Teams
- Team v/s Groups
- Small Group activities (SGA) like Quality Circles, Kaizen Group.
- Learning Organization

**** Suggested Case:**

Marinara Engine Steel Company Ltd.

Unit 2: Total Quality Management:

- History and Philosophy of TQM
- Total Quality as Systems
- Step by Step TQM Implementation Process
- ISO 9000 and ISO 14000 Process Implementation and Certification
- Quality Awards: Malcom Baldrige Award Criteria, Demings Award, Rajiv Gandhi Quality Award.

**** Suggested Case:**

Philips India ltd.

Unit 3: Problem Solving Tools and Business Process Reengineering:

- 7 QC Tools
- BPR- Meaning, Concept, Methodology and Implementation

- HR Intervention in BPR.

**** Suggested Case:**

Ramon and Demm ltd.

Unit 4: Turnaround Management:

- Meaning
- Types
- Methodology and Implementation
- Barriers to Turnaround and Methods of Minimizing them

**** Suggested Cases:**

Same Business, different recovery strategies

Unit 5: Change Management:

- Theories of Change
- Leading Change
- Resistance to Change
- Change Pronness, Visioning
- HRM and Culture of Change

**** Suggested Cases:**

1. Innovating Innovation
2. The rise of Extreme jobs

Unit 6: Knowledge Management:

- Meaning
- Application
- Creating Knowledge Organization
- Role of Chief Knowledge Officer in Organization.

**** Suggested Cases:**

Use of Knowledge management in software industries

Text Readings:

1. Pradip N Khandwala, Turnaround Excellence- Theory and Cases, New Delhi, response Books , 2001
2. DD Sharma, Total Quality Management- Principles, Practice and Cases, Sultan Chand & Sons, New Delhi
3. R.L. Nandeshwar ,Balakrishna Jayasimha ,Change and Knowledge Management –Ist Edition Excel Books ,New Delhi

Suggested Reading:

Dale H. Besterfield and Mary Besterfield-Sacre, Total Quality Management, Prentice Hall, new Delhi

FT- 406 H: SOCIAL AND INDUSTRIAL PSYCHOLOGY

Level of Knowledge: In-depth Knowledge

Course Objective:

- To help the students to develop an understanding of the human behaviour in social and industrial settings. A student will be able to comprehend the causes of behaviour as well as the methods of improvement by going through this course.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination will have Two Sections. Section A will carry 36 marks Comprising 5 Theory questions out of which a student will be required to attempt any three questions. Section B will carry 24 Marks comprising of one or more Case(s).

A question can have one or more sub-parts.

Course Contents:

Unit No.1: Social Psychology:

- Definition
- Nature and Background.

Unit No. 2: Social Perception:

- Non-Verbal Communication
- Theories of Attribution
- Impression Formation and Impression Management.

**** Suggested Case:**

An interpersonal conflict at Homebuy

Unit No. 3: Social Identity:

- Self Concept
- Self Esteem
- Self Efficacy
- Self Monitoring and Self Focusing

**** Suggested Cases:**

1. Stereotyping and Social identity
2. Does women communication styles hinder them in business?

Unit 4: Social Influence:

- Conformity
- Compliance and Obedience.

**** Suggested Case:**

Expectations and social reality

Unit 5: Industrial Psychology:

- Introduction- Meaning, Concept of Industrial Psychology
- Interviews
- Application Blanks and Biographical Inventories
- References and Background Investigations.

**** Suggested Case:**

Greywal Synthesis Limited

Unit 6: Psychological Testing:

- Introduction
- Development of Tests
- Characteristics of a good test
- Advantages and Disadvantages of Psychological Tests

**** Suggested Case:**

Introducing a Testing Programme: Upgrading sales operations for a publishing house

Unit 7: Employment Testing:

- Testing abilities – Wechsler Adult Intelligence Scale, General Aptitude Test Battery, and Differential Aptitude Test.
- Testing Personalities-Thematic Apperception Test (TAT), The Rorschach Inkblots Tests.

**** Suggested Cases:**

1. Are personality tests colour blind?
2. Personality and job performance.

Text Readings:

1. Robert A. Baron and Donn Byrne, **Social Psychology: Understanding Human Interactions**, New Delhi, Prentice Hall of India
2. John B. Miner, **Industrial – Organizational Psychology**, New Jersey, Prentice Hall Inc.

Suggested Readings:

Prof. M.R. Shaikh: **Industrial Psychology**, Vrinda Publications (P) Ltd., Delhi (2006)

FT404F: INTERNATIONAL FINANCE

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for International Finance
- To develop an ability in the student to apply theoretical concepts with Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

Section A: 24 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 36 Marks Comprising Four Practical Problems out of which a student will be required to attempt any Three questions.

Course Contents:

Unit 1: Introduction to International Finance:

- International Trade & its importance
- Theories of International Trade:
 - Classical Theory:
 - Comparative Cost Theory
 - Absolute Advantage Theory
 - Modern Theory:
 - Hecksher-Ohlin Theory
 -
- Free trade v/s Protection
- Barriers to Foreign Trade
- Tariff & Non tariff Barrier

Unit 2: Balance of Payment:

- Meaning of Balance Of Payment
- Component of Balance Of Payment
- Importance of Balance of Payment
- Meaning of Deficit & Surplus
- Concept of Equilibrium & Disequilibrium & adjustments
- Methods of correcting disequilibrium
- Accounting policies in BOP.

Unit 3: Introduction to Financing of Foreign Trade:

- Introduction to Import Financing

- Payment terms / Modes of payments:
 - Payment in advance
 - Open account
 - Letter of credit
 - Bill of exchange/drafts
- Financing techniques/ Methods:
 - Discounting
 - Factoring
 - Forfeiting
- Pre-shipment credit
- Post shipment credit

Unit 4: Foreign Exchange Markets:

- Concept of Foreign Exchange Market
- Structure, Participants of Market
- Fluctuating & Fixed Exchange Rates
- Exchange Rate & its type:
 - Spot Rate
 - Forward Rate
 - Cross currency Rate
 - Card Rate/ Merchant Rate
- Concept of Premium & Discount
- Factors affecting Exchange Rate
- Exchange Rate Theory:
 - Purchasing Power Parity Theory
 - Interest Rate Parity

Unit 5: InterBank Foreign Exchange Market:

- Types of Interbank accounts
- Interbank Payment and Settlement system
- InterBank Deals:
 - Cover transactions
 - Trading in foreign currencies
 - Funding of Nostro Account
 - Swap Transactions
 - Arbitrage Operations

Unit 6: International Financial Instruments:

- Introduction to American Depository Receipts (ADR)
- Global Depository Receipts (GDR)
- International Commercial Papers
- Euro-Bonds

Unit 7: International Financial Institutions:

- Introduction to IMF, WTO & EXIM Bank of India
- Importance ,Functions & Significance of Financial Institutions

Text Readings:

1. A K Seth, International Finance, Galgotia Publication
2. P G Apte, International Financial Management
3. B.K Chaudhary, Finance of Foreign Trade & Foreign Exchange, Himalaya Publishing House.

Suggested Readings:

C Jeevnandnam, Foreign Exchange and Risk Management , Sultan Chand Publications

FT-405 CORPORATE STRATEGIC FINANCIAL DECISIONS

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Corporate Strategic Financial Decisions
- To develop an ability in the student to apply theoretical concepts with Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

Section A: 24 Marks Comprising Three Theory questions out of which a student will be required to attempt any Two Questions.

Section B: 36 Marks Comprising Four Practical Problems out of which a student will be required to attempt any Three questions.

Course Contents:

Unit 1: Financial Statement Analysis:

- Analysis of financial Statements using tools like:
 - Ratio Analysis
 - Cost Volume Profit Analysis
 - BEP Analysis
 - Fund Flow analysis
 - Cash Flow analysis

Unit 2: Capital Budgeting:

- Capital Budgeting decisions using:
 - Capital Rationing
 - Sensitivity Analysis
 - Certainty equivalent Factor

Unit 3: Valuation of Securities:

- Valuation of Equity shares Using:
 - Constant Growth Model
 - Multi stage growth model
 - P/E Ratio and earning Multiplier model
- Valuation of Preference Shares
- Valuation of Warrants
- Valuation of Right Issue
- Concept Relating to Bonds:
 - Zero Coupons Bonds
 - Deep Discount Bond

Unit 4: Capital Structure & Dividend Decisions:

- Leverages:
 - Operating
 - Financial
 - Combined
 - EBIT & EPS Analysis
- Capital Structure:
 - Net Income Approach
 - Net Operating Income Approach
 - Modigliani-Miller Approach
- Dividend Policies:
 - Relevance of Dividend theories
 - Irrelevance of Dividend theories

Unit 5: Long Term Financing Decisions:

- Decision of Investment in Projects involving analysis of various Long Term Source of Finance:
 - Shares, Debentures, Warrants
 - Lease & Hire Purchase decisions
 - Leverage buy-outs (LBO)
 - Securitization

Unit 6: Corporate Restructuring Strategies:

- Decision making in Mergers
- Acquisition
- Amalgamation
- Takeover
- Reverse Merger Strategies

****Suggested Case Studies: From the Book Financial Management by M Y Khan & P K Jain:**

- Financial Statement Analysis
- Cost Volume Profit Analysis - Thandak Deserrt Coolers
- Operating, Financial and Combined Leverage
- Lease, Finance & Hire Purchase - ARQ.Ltd.

Text Readings:

1. I M Pandey, Vikas Publication House Pvt. Ltd.
2. rasanna Chandra, Tata McGraw-Hill Publishing Company Ltd.

Suggested Readings:

M Y Khan and P K Jain Text and Problems and Cases Tata McGraw-Hill Publishing

FT406F INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Level of Knowledge: Expert knowledge

Course Objective:

- To Lay a Conceptual Framework for Investment Analysis And Portfolio Management
- To develop an ability in the student to apply theoretical concepts to Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

Section A: 24 Marks Comprising Three Theory questions out of which student will be required to attempt any Two Questions.

Section B: 36 Marks Comprising Four Practical Problems out of which student will be required to attempt any Three questions.

Course Content:

Unit 1: Introduction to Investment Management:

- Meaning, Nature, Scope and Investment alternatives
- Financial and Economic aspects of Investment
- Difference between Investment and Speculation
- Objectives of Investment & Investment Process

Unit 2: Introduction to Capital Market:

- Primary Market / New Issue Market
- Initial Public Offer (IPO):
 - By Prospectus
 - Private Placement
 - Bought Out Deals
 - Book Building
- Secondary Market:
 - Introduction to Stock Exchange
 - Trading & Settlement Mechanism of Stock Exchange

Unit 3: Investment Analysis:

- Fundamental Analysis - Meaning and concept
- EIC Framework:
 - Economic Analysis
 - Industry Analysis
 - Company Analysis
- Technical Analysis – Meaning and concept

- Trends:
 - Primary Trend
 - Secondary Trend
 - Minor Trends
- Charts:
 - Line chart
 - Bar chart
 - Point & Figure chart
- Charting Pattern:
 - Head & Shoulder
 - Tops and Bottoms
 - V formations
- Support and Resistance Level
- Technical Indicators:
 - Relative Strength Index (RSI)
 - Moving Average
 - Short Sales
 - Odd Lot Trading
 - Rate Of Change (ROC)
- Difference between Fundamental and Technical Analysis

Unit 4: Introduction to Money Market:

- Call / Notice / Term Money Market
- T- Bills
- Repo / Reverse-Repo Trades
- Commercial Paper
- Certificate of Deposit
- G-Sec Securities

Unit 5: Risk-Return Relationship:

- Basic knowledge of Standard Deviation, Variance, Co-Variance and Co-Relation.
- Concepts of Risk and Return
- Types of Risk:
 - Systematic Risk
 - Unsystematic Risk
 - Total Risk
- Concept of Beta

Unit 6 Portfolio Management:

- Meaning and Concept of Portfolio
- Portfolio Construction Process
- Calculation of Return on Portfolio using:
 - One security
 - Two or More Securities

- Calculation of Risk on Portfolio using
 - One security
 - Two Security
- Concept of Diversification
- Capital Asset Pricing Model (CAPM) and concepts of :
 - Security Market Line (SML)
 - Capital Market Line (CML)
- Concept of Markowitz Model
- Evaluation of Portfolio & Measure of Return using:
 - Sharpe Index
 - Treynor Model
 - Jenson's Alpha Model

Text Readings:

1. Pandian P, Security Analysis and Portfolio Management, Vikas Publications
2. Bhalla, Investment Analysis and Portfolio Management, S.Chand Publications

Suggested Readings:

Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill

FT404 I: ENTERPRICE RESOURCE PLANNING

Level of Knowledge: Working Knowledge

Course Objective:

- The objective of this course is to help students to understand the concepts of ERP and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

There will be an internal assessment of 40 marks and external examination of 60 marks. External examinations will have 8 questions out of which a student has to attempt any five questions. Each question will carry equal marks.

Course Content:

Unit 1: Introduction to ERP and Overview of Enterprise:

- Introduction:
 - Evolution of ERP
 - What is ERP?
 - Reasons for the growth of ERP
 - Scenario and Justification of ERP in India
 - Advantages of ERP
- Overview of Enterprise:
 - Integrated Management Information
 - Business Modeling
 - Business Process Modeling
 - Business Engineering
 - Hardware Environment and its Selection for ERP Implementation.

Unit 2: ERP Related Technologies and ERP Modules:

- ERP Related Technologies:
 - Business Process Reengineering (BPR)
 - Management Information System (MIS)
 - Executive Information System (EIS)
 - Decision support System (DSS)
 - Supply Chain Management (SCM)
 - Data Warehousing and Online Analytical Processing.
- Modules:
 - Finance
 - Plant Maintenance
 - Quality Management
 - Materials Management

Unit 3: ERP -A Manufacturing Perspective:

- Computer Aided Design/Computer Aided Manufacturing (CAD/CAM)
- Materials Requirement Planning (MRP)
- Bill Of Material (BOM)
- Manufacturing Resource Planning (MRP-II)
- Product Data Management (PDM)
- Make-to-Order (MTO) and Make –to-Stock (MTS), Assemble to order (ATO)

Unit 4: Benefits of ERP and ERP Market:

- Benefits of ERP:
 - Reduction of Lead-Time and Reduction in Cycle Time
 - Resource Utilization
 - Customer Satisfaction and Supplier Performance,
 - Flexibility, Quality Cost, Information Accuracy and Decision Making.
- Market:
 - SAP AG
 - Baan Company
 - Oracle Corporation
 - People Soft
 - JD Edwards World Solutions Company
 - System Software Associates
 - Inc. (SSA) QAD

Unit 5: ERP Implementation:

- An Overview
- Role of Vendors, Consultants and Users
- ERP Implementation Methodologies
- ERP Implementation life cycle
- Guidelines for ERP Implementation
- Future Directions in ERP:
 - New markets and new channels
 - Faster Implementation Methodologies,
 - Business Modules and BAPI,
 - Convergence on Windows NT,
 - Application platforms

**** Suggested Case Studies:**

1. SAP R/3 at Mercedes-Benz
2. Oracle at Cisco Systems
3. SAP at BMW
4. Peoplesoft at Alcone Marketing Group

Text Readings:

1. Alexis Leon “**Enterprise Resource Planning**” Tata McGraw Hill Publishing Company Ltd., New Delhi, 2001
2. V.K. Garg & N.K. Venkitakrishnan , **ERP Ware: ERP Implementation Framework** – PHI,India Pvt.Ltd.,2001
3. Garg & Venkitakrishnan, **ERP Concepts and Planning** - PHI,India Pvt.Ltd.,2001

Suggested Readings:

1. **Concepts in Enterprise Resource Planning**, Third Edition (Paperback) by Ellen Monk, Bret Wagner Publisher: Course Technology (February 4, 2008) ISBN: 978-1423901792
2. **Mission Critical: Realizing the Promise of Enterprise Systems** by Thomas H. Davenport, Hardcover - 352 pages (February 2000) Harvard Business School Press ISBN: 0875849067
3. **E-Business & ERP: Transforming the Enterprise** Norris, Grant, Hurley, James R., Hartley, K.M., Dunleavy, John R. and Balls, John, D. Hardcover, 208 Pages, Wiley, John & Sons, Incorporated, June 2000 ISBN: 0471392081.

FT-405 I RELATIONAL DATABASE MANAGEMENT SYSTEM

Level of Knowledge: Expert Knowledge

Course Objective:

- The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE/SQL Server and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks: 100

Internal Marks: 20

Practical Marks: 20

External Marks: 60

Course Contents:

Unit 1: Database Management Systems:

- An Overview Of Database Management System
- Database System Vs File System
- Database System Concepts And Architecture
- Data Models Schema And Instances
- Data Independence And Database Language And Interfaces
- Data Definitions Language, DML, Overall Database Structure
- ER Model Concepts
- Notation For ER Diagram
- Mapping Constraints
- Keys, Concepts Of Super Key, Candidate Key, Primary Key
- Generalization
- Aggregation

Unit 2: Relational Database Management Systems:

- Relational Data Model Concepts
- Integrity Constraints
- Entity Integrity
- Referential Integrity
- Keys Constraints
- Domain Constraints
- Relational Algebra
- Relational Calculus
- Tuple And Domain Calculus
- Characteristics Of SQL
- Advantages Of SQL
- SQL Data Types And Literals
- Types Of SQL Commands, SQL Operators And their Procedure
- Tables, Views And Indexes
- Queries And Sub Queries

- Aggregate Functions, Insert, Update And Delete Operations, Joins, Unions, Intersection Minus, Cursors In SQL.
- PL/SQL, Triggers And Clusters

Unit 3: Data Base Design & Normalization:

- Functional Dependencies,
- Normal Forms, First, Second, Third Normal Forms, BCNF
- Inclusion Dependencies
- Loss Less Join Decompositions
- Normalization Using FD, MVD, And JDs
- Alternative Approaches to Database Design

Unit 4: Transaction Processing Concepts:

- Transaction System,
- Testing of Serializability
- Conflict & View Serializable Schedule
- Recoverability
- Recovery From Transaction Failures
- Log Based Recovery
- Checkpoints
- Deadlock Handling

Unit 5: Concurrency Control Techniques:

- Concurrency Control
- Locking Techniques For Concurrency Control
- Time Stamping Protocols For Concurrency Control
- Validation Based Protocol
- Multiple Granularity
- Multi-Version Schemes
- Recovery With Concurrent Transaction
- Transaction Processing In Distributed System
- Data Fragmentation
- Replication And Allocation Techniques For Distributed System
- Overview Of Concurrency Control
- Recovery In Distrusted Database

Text Readings:

1. Date C J, "An Introduction To Database System", Addison Wesley
2. Korth, Silbertz, Sudarshan, "Database Concepts", McGraw Hill
3. Bipin C. Desai, "An introduction to Database Systems", Galgotia Publication

Suggested Readings:

1. Bipin C. Desai, **“An Introduction to Database Systems”**, Golgotha Publications Pvt. Ltd., New Delhi, 2001
2. Ivan Bayross, **“Commercial Application Development using Oracle / Developer 2000 Form 5”**, BPB Publications, New Delhi, 1999
3. C.J. Date, **“An Introduction to Database Systems”**, Addison-Wesley, New Delhi, 7 th Edition 2001
4. George Koch & Kevin Loney, **“ORACLE 8i & 9i – The Complete Reference”**, Tata McGraw Hill Pub. Co. Ltd., New Delhi.
5. Alexis Leon & Methews Leon **“Database Management Systems”** Vikas Publications 1999.

FT 406 I: VISUAL PROGRAMING USING VISUAL BASIC

Level of Knowledge: Working Knowledge

Course Objective:

- The objective of this course is to help students to understand the visual Programming and concepts of front-end tool using visual basic and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks: 100

Internal Marks: 20

Practical Marks 20

External Marks: 60

There will be an internal assessment of 20 marks and external examination of 60 marks. External examinations will have 8 questions out of which a student has to attempt any five questions. Each question will carry equal marks.

Course Content:

Unit-1: Introduction to Visual Basic:

- Enhanced features,
- Introduction to Graphical User Interface,
- Programming language (Procedural, Object Oriented, Event Driven)
- Understand VB Environment:
 - Project Explorer
 - Properties Window
 - Toolbox
 - Form Layout Window
 - Property Pages
 - Getting Help
 - Saving Project
 - Printing Project
 - Running Applications
- Attributes and Events of Objects,
- Form events and Properties,
- Control: Text Box control, Command Buttons, List Box, Combo Box and Scroll Bars, Check Box, Option Button.

Unit-2: Managing Projects:

- Control Structures: IF and IIF Statement, Select Case Statement, Do Statement For Statement, Exit Statement
- Variable: Static, Public, Private
- Scope and life time of Variables
- Constant
- Arrays: Static Array, Dynamic Array
- User Defined Data type

- Structure of Visual Basic application,
- Methods
- Procedures: Introduction to Procedures Arguments and Parameters
- Functions

Unit-3: Working with Forms:

- Loading, showing and hiding a form,
- Controlling one form from within another,
- Creating Menus using Menu Editor, Adding code to Menu
- MDI (Multiple Document Interface): Handling MDI parent/child forms Files
- File controls: Drive List Box, Directory List Box, and File List Box.
- Creating graphical applications: Timer object, mouse events, drag and drop event, Image Box and Picture Box, Shape control.

Unit 4: ActiveX Control:

- Grid control,
- Tool bar & status bar,
- Animation control,
- Tree View control,
- common Dialog Box,
- List view control,
- Image list control,

Database Management:

- Introduction to MS-Access
- Properties of Data controls,
- Navigating Database through data control,
- Using DB combo & Database list with data control,
- Using DB grid with data control,
- Data control and SQL.

Unit 5: ADO:

- Creating application using ADO,
- Understanding ADO,
- Hierarchy using methods and properties of ADO objects,
- ADO and SQL.
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Unit 6: Crystal Report 8.0:

- Creating simple reports,
- Using crystal reports control,
- Simple application with crystal reports,
- Properties of crystal report query.

Text Readings:

1. Evangelos Petroustos, “**Mastering VB 6.0**”, BPB Publications, New Delhi, 1998
2. Jeffrey P. McManus, “**Database Access with Visual Basic 6**”, Techmedia, New Delhi

Suggested Readings:

1. Peter Norton, **“A guide to Visual Basic”**, Techmedia, New Delhi, 1998
2. David Jung, Pierre Boutgnin, John h. Conley III, Loren Eidahl, Lower Mauer, Lowell Maner, and Jack Purdnum, **“Visual Basic 6.0 Super Bible”**, Techmedia, New Delhi, 1999

FT-404P: ADVANCED MANUFACTURING SYSTEM

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Advanced Manufacturing System, Research of various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination, carrying 60 marks will have two Sections, A and B. Section A, worth 36 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 24 marks, will have one or more case(s). A question may have one or more sub-parts.

Course Contents

Unit-1: Automation:

- Manufacturing Automation
- Role of Computers

Unit-2: Processing:

- Information Processing
- Control

Unit-3: MRP-II:

- Manufacturing Resource Planning

Unit-4: Computer Aided Manufacturing:

- Computer Aided Manufacturing Process

Unit-5: Computer Aided Design:

- Computer Aided Design Process
- Drafting
- Process Planning
- Estimating

Unit-6: CIMS:

- Elements of Computer Integrated Manufacturing Process

Unit-7: FMS:

- Flexible Manufacturing Systems Process

Unit-8: Robotics and their Application:

- Automatic Guided Vehicle (ASRS)

Text Readings:

1. Ranky, P.G., “Computer Integrated Manufacturing”, New York: Prentice Hall
2. Stephanou, F. Spegel, “The Manufacturing Challenges-from Concepts to Production”, New York: Van Nostrand Reinhold.

FT405P: WORK STUDY AND PRODUCTIVITY

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Advanced Manufacturing System, Research of various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination, carrying 60 marks will have two Sections, A and B. Section A, worth 36marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 24 marks, will have one or more case(s). A question may have one or more sub-parts.

Course Contents:

Unit-1: Productivity:

- Concepts
- Definition of Productivity
- Productivity Improvement Factors
 - Internal to the organization
 - External to the organization.

Unit-2: Productivity Analysis:

- Work Content of a job
- Management Techniques to Reduce Work Contents
- Management Techniques to Reduce Ineffective Time.

Unit-3: Introduction to Concepts of Work Study;

- Human aspects in Application of Work Study.

Unit-4: Method Study:

- Introduction and Selection of Jobs
- Flow Diagram
- String Diagram
- Flow Process Chart
- Multiple Activity Chart
- Travel Chart
- Principles of Motion Economy
- Classification of Movements
- Micro motion Study
- Simo-chart.

Unit-5: Work Measurement:

- Purpose

- Use Techniques and Procedure:
 - Work Measurement
 - Time Study
 - Selecting Jobs to be Studied
 - Making a Time Study
 - Rating Allowance
- Techniques of Work Measurement:
 - Activity Sampling
 - Synthesis
 - Analytical Estimating
 - Predetermined Motion Time Systems

Unit 6: Value analysis & Engineering:

- Introduction of Value analysis
- Introduction of Engineering
- Introduction to product development

Text Readings:

1. International Labour Office, Geneva, “Introduction to Work Study”, 3rd Revised Ed., Bombay: Universal Book Corporation, 1999.
2. Ralph M. Barnes, “Motion and Time Study, Design and Measurement of Work”, New York: 7th Ed., John Wiley and Sons, 1999.

FT-406P: TECHNOLOGY MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Technology Management, Research of various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The External Examination, carrying 60 marks will have two Sections, A and B. Section A, worth 36 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 24 marks, will have one or more case(s). A question may have one or more sub-parts.

Course Contents:

Unit-1: Technology Issue and Implications:

- Concepts and Definition
- Aspects and Issues
- Technology Change
- Technology Implication

Unit-2: Technology Development and Acquisition:

- Forecasting
- Recasting
- Identifying Technological Change
- Generation and Development
- Technology Transfer

Unit-3: Technology Absorption and Diffusion:

- Absorption:
 - Accommodate
 - Manage technological Change
- Evaluation
- Assessment
- Diffusion

Unit-4: Technology Environment:

- Science and Technology in India
- Policies
- Linkages

Unit-5: Technology Support Systems:

- Financing
- Information Systems
- Organization at Enterprise Level.

Text Reading:

1. Betz and Fredrick, “Managing Technology”, New Jersey: Prentice Hall Publications, 2000.
2. Dodgesonmark, “Technology Strategy and the Firm”, U.K.: Longman Publications, 1995.
3. Stoneman, “Economic Analysis of Technological Change”, Oxford University Press.

Suggested Reading:

1. Micheal Earl, “Information Management”, Oxford University.
2. Rohtangi, K. Rohtangi and B. Bowonder, “Technology Forecasting”, New Delhi: Tata
3. Mc Graw Hill Publications, 2000.
4. Peter F. Drucker, “Technology Management and Society”, London: Pam Books
5. Publications, 1995.
6. “IGNOU Notes on Technology Management (MS-94)”, Meerut: IGNOU Pub, 1993.