

## IV Semester

### FT- 401C BUSINESS ETHICS

**Level of Knowledge:** Expert 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 external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions 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

**Unit 2: Values, Norms, Beliefs and Standards:**

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

**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

**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

**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

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

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

**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

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

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

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

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

**Unit 10: Case Module:**

(To be presented by the students and will be facilitated by faculty in the class)

- 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)
- THE FALL OF A HIGH PRIEST (Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.5)
- BHOPAL GAS TRAGEDY (Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.16)
- LOBALIZATION OF POP CULTURE (Mehta, Dayal, Sharma, Business Ethics and Ethos, RBD Professional publication, New Delhi 2010 P 1.26)

- REPORT CARD ON CORRUPTION (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 447)
- DID YOU SAY I'M IMMORAL (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 449)
- AN INDIAN MORALITY PLAY (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 455)
- A QUESTION OF ETHICS (R.V. Badi, N.V. Badi Business Ethics, Vrinda Publications Pvt. Ltd.2006 P. 457)
- 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:** Expert Knowledge

**Course Objective:**

- To help the students to understand, evaluate and enhance the analytical skills and problem solving ability in order to take the business decisions.
- To enable students to understand the complete environment of company from various angles like human resource, finance, marketing, production, etc.
- To enable students to apply theoretical concepts in practical life by studying company in depth from various parameters and angles.

**Scheme of Examination:**

**Total Marks: 100**

**Internal Marks: 40**

**External Marks: 60**

The Course of Decision Making Skills shall be practical based study of company which will be allotted to the student.

The external evaluation will be done by following components:

- Submission of Report
- Viva Voce
- Presentation

**FT-403C -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.

## **FT-404M SERVICE & INTERNATIONAL MARKETING**

**Level of Knowledge:** Expert 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**

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

### **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
- Goods Service Continuum

#### **Unit 2: Strategic Issues in Service Marketing:**

- Segmentation bases
- Targeting
- Differentiation strategies of services
- Positioning strategies of services

#### **Unit 3: Marketing Mix in Service Marketing:**

- **Product**
- **Price**
  - Pricing methods
  - pricing problems
- **Place**

- Key issues regarding location
- Channel of distribution for services
- Electronic channels
- **Promotion:**
  - Promotion mix of services
- **People**
- **Process:**
  - Concept
  - Service blueprinting
  - Service mapping
- **Physical Evidence:**
  - Concept
  - Importance
  - Types

#### **Unit 4: Strategies for Service Marketing:**

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

#### **Unit 5: Managing Service Quality & Marketing triangle:**

- Service Quality - Concept, Dimensions & determinants
- Service Quality Models (SERQUAL & GAP)
- Service marketing triangle – internal marketing, external marketing, interactive marketing

#### **Unit 6: Understanding specific Service industries:**

- Hospitality
- IT Services
- Health
- Education
- Banking
- Marketing to Non-Profit Organizations & NGO.

### **PART B: INTERNATIONAL MARKETING**

#### **Unit 7: International Marketing:**

- Introduction to International Marketing
- Challenges, reasons for growth of International marketing
- ERPG framework
- Global Marketing Environment (Economic Environment, Socio cultural, Political, Legal)

#### **Unit 8: International Marketing Decisions:**

- Product Policy & Planning :
  - Product design strategy – standardization or customization
  - Developing International product line
- International Pricing Strategies:
  - Pricing methods
  - Basic concept of transfer pricing, dumping
- International Channel Distribution:
  - International channel members
- International Advertising:
  - Determining advertising strategy : standardization v/s globalization
  - International advertising program
  - Global advertising regulations
- Concept of Export Marketing

### **Unit 9: Case Module:**

(To be presented by the students and will be facilitated by faculty in the class)

- Bossard Asia Pacific
- Coyote Loco
- Customer Service at Singapore Airlines
- Giordano International Expansion
- Customer Asset Management at DHL in Asia
- Lessons in Customer Service from Wal-Mart
- Match.com
- Mumbai's Dabbawalas
- Revenue Management at Prego Italian Restaurant
- The New "Indian" Airlines
- The Kellogg Company
- Avon Products
- Marks & Spencer
- Case Studies in Services Marketing volume 1 The ICAI Center for Management Research

### **Texts Reading :**

1. Christopher Lovelock, Jochen Wirtz, '*Services Marketing, people, technology, strategy*', 5<sup>th</sup> 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*, 2<sup>nd</sup> 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. 7<sup>th</sup> Edition, 2005

## **FT-405M RURAL, EVENT & DIRECT MARKETING**

**Level of Knowledge:** Expert 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 A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**Course Contents:**

### **PART A: RURAL MARKETING**

**Unit 1: Introduction to Rural Marketing:**

- Definition
- Phased Evolution of Rural Marketing
- Rural v/s Urban market Concepts
- Rural marketing Model
- Indian Rural Market – Nature and Characteristics
- E – Rural Marketing : ITC E Choupal
- Challenges of Rural Marketing

**Unit 2: Rural Marketing Environment:**

- Rural Infrastructural Facilities
- Rural Communication
- Rural Credit Institution
- Rural Retail Outlets

**Unit 3: Rural Marketing Strategies:**

- Segmentation, Targeting and Positioning in Rural Marketing
- Product Strategies:
  - Rural Market and Product Life Cycle (PLC)
  - New Product Development for Rural Market
  - Rural Market and Brand Management
  - Packaging
- Pricing Strategy
- Promotion Strategy in Rural Marketing
- Distribution Strategy in Rural Marketing (ITC E Choupal & Godrej)

**Unit 4: Marketing of Rural Products:**

- Rural Marketing of Agricultural Inputs
- Rural Marketing of Fast Moving Consumer Goods (FMGC), Consumer Durables
- Rural Marketing of Financial Services

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

**PART C : DIRECT MARKETING****Unit 8: Understanding of Direct Marketing :**

- Basic Concepts & Importance of Direct Marketing
  - Techniques of Direct Marketing
  - Direct Mail
  - Catalogue Marketing
  - Television Marketing (Direct Response / Interactive TV)
  - Tele Marketing
  - Personal Selling
  - Internet Marketing
  - Vending Machine & Kiosks
  - Multi Level Marketing
- Growth in Direct Marketing Activity

**Unit 9: Internet Marketing:**

- Acquiring Customers on the Web
- Consumer Behavior in Internet Marketing
- B2B Exchanges
- Pricing on the Web

**Unit 10: Case Module:**

(To be presented by the students and will be facilitated by faculty in the class)

- ITC E Choupal
- Rural Entrepreneurship
- Trials of Rural Sales Trainees
- Titan Shines in Rural Areas
- Healthy Brand Building – HUL Takes the Lead
- Event Evaluation: Olympic Games
- 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, 1<sup>st</sup> .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, 2<sup>nd</sup> Edition,1999.
2. Marketing Management a South Asian Perspective Philip Kotler Pearson Education

## **FT-406M INDUSTRIAL AND RETAIL MARKETING**

**Level of Knowledge:** Expert 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.

**Scheme of Examination:**

**Total Marks: 100**

**Internal Marks: 40**

**External Marks: 60**

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

### **PART A: INDUSTRIAL MARKETING**

**Course Contents:**

**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

**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

**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

#### **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

### **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

#### **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

#### **Unit 7: Planning & Other Management Function:**

- Concept of Merchandise Management:
  - Basics of retail merchandising
  - Process of merchandise planning
  - Methods for merchandise procurement
- Location Strategies:
  - Types of Retail Locations
  - Steps involved in choosing retail location
- Role of IT & CRM
- Retail Logistic Management
- Franchising
- Mall Management

**Unit 8: Case Module:**

(To be presented by the students and will be facilitated by faculty in the class)

- HK electroplating company ltd.
- Sigma Telecom Company
- IMC Company
- Govind Doors Pvt. Ltd.: STP Strategies
- Vastu cement Blocks Pvt. Ltd. : Changes in Product Strategy
- India Textiles Ltd.: Fulfilling Purchasing Objectives
- Sargam aluminum limited
- SL Business Systems (India) limited: Pricing a high quality product
- Tanishq
- Nirulas
- Subhiksha Trading Services – A chain of discount stores
- Book Café
- Hot Breads

**Text Reading:**

1. Richard M. Hill, Ralph S. Alexander, James S Cross, Industrial Marketing, 4<sup>th</sup> 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*, 2<sup>nd</sup> Ed., Prentice Hall India.
2. Havaladar Business Marketing Tata Macgraw Hill
3. David Gilbert of Retail Management Prentice Hall, PE

## **FT-404H KNOWLEDGE MANAGEMENT AND LEARNING ORGANIZATION**

**Level of Knowledge:** Expert Knowledge

**Course Objective:**

- To prepare HR Managers to participate in Organization Knowledge Management efforts and facilitate transfer of knowledge to develop learning organizations

**Scheme of Examination:**

**Total Marks: 100**

**Internal Marks: 40**

**External Marks: 60**

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**Course Contents:**

**Unit 1: Introduction to Knowledge Management:**

- Definition and Concepts
- Need for Knowledge Management
- Knowledge Management Drivers
- Components of Knowledge Management
- KM Approaches

**Unit 2: Essentials of knowledge Management:**

- Understanding Knowledge
- Types of Knowledge viz Tacit and Explicit
- Organizational Knowledge and its types
- Knowledge Creation and its process

**Unit 3: Knowledge Management System Life Cycle:**

- KM System
- Challenges in building KM Systems
- KM System Life Cycle
- Role of Knowledge Workers and Knowledge Developers

**Unit 4: KM: the Indian Experience:**

- Discussion of the case of KM practices at IBM and other organizations that are experimenting with KM.
- The Problems Indian organizations face with respect to KM.

**Unit 5: Learning Organization:**

- Introduction to Learning Organization.
- Need for organization learning.
- Characteristics of Learning Organization.
- Building a Learning organization.
- Golden Rules for Learning Organization.

**Unit 6: Benchmarking:**

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

**Unit 7: Case Module:**

(To be presented by the students and will be facilitated by faculty in the class)

- Knowledge Management at Maruti Udyog Ltd (R.L. Nandeshwar)
- Dell and The Internet (R.L. Nandeshwar)
- KM Practices at IBM (R.L. Nandeshwar)

**Text Readings:**

1. R.L. Nandeshwar, Balakrishna Jayasimha, Change and Knowledge Management –Ist Edition Excel Books, New Delhi.
2. Amrit Tiwana, The Essential Guide to Knowledge Management, Addison Wesley Logman (Singapore) Pvt Ltd, New Delhi (2001)
3. DD Sharma, Total Quality Management- Principles, Practice and Cases, Sultan Chand & Sons, New Delhi.

**Suggested Reading:**

Amrit Tiwana, The KM Toolkit- II Edition, Dorling Kindenley (India) Pvt Ltd, New Delhi (2009)

## **FT-405H BUSINESS PROCESS TRANSFORMATION & TQM**

**Level of Knowledge:** Expert Knowledge

**Course Objective:**

- To study factors related to business process transformation with special emphasis on Total Quality Management, Innovation, Benchmarking and Team Building

**Scheme of Examination:**

**Total Marks: 100**

**Internal Marks: 40**

**External Marks: 60**

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions 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.

**Unit 2: Total Quality Management:**

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

**Unit 3: Quality System Standards:**

- ISO 9000:2000
- ISO 14000 (Environment Management Standards)
- Process Implementation of ISO 9000 and ISO 14000 and Certification
- Six Sigma: Meaning, DMAIC Process, Six Sigma Implementation.

**Unit 4: Problem Solving and QC Tools:**

- Meaning
- Types of Problems
- Problem Solving Process
- 7 QC Tools: Checksheet, Stratification, Cause and Effect Diagram, Pareto Analysis, Scatter Diagram, Histogram and Control Chart.

**Unit 5: Business Process Reengineering:**

- BPR- Meaning, Concept
- Methodology of BPR
- Implementation Process
- HR Intervention in BPR.

**Unit 6: Turnaround Management:**

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

**Unit 7: Case Module:**

(To be presented by the students and will be facilitated by faculty in the class)

- Marina Engine Steel Company Ltd.
- Philips India Ltd.(DD Sharma)
- Ramon and Demm Ltd. (DD Sharma)
- Same Business, different recovery strategies (Pradip N Khandwala)
- Siemens India Ltd (DD Sharma)

**Text Readings:**

1. DD Sharma, Total Quality Management- Principles, Practice and Cases, Sultan Chand & Sons, New Delhi
2. R.L. Nandeshwar, Balakrishna Jayasimha, Change and Knowledge Management –Ist Edition Excel Books, New Delhi
3. Kavita Singh, Organizational change and Development-I Edition, Excel Books, New Delhi

**Suggested Reading:**

1. Dale H. Besterfield and Mary Besterfield-Sacre, Total Quality Management, Prentice Hall, New Delhi
2. Pradip N Khandwala, Turnaround Excellence- Theory and Cases, New Delhi, response Books, 2001

## **FT-406H SOCIAL AND INDUSTRIAL PSYCHOLOGY**

**Level of Knowledge:** Expert Knowledge

**Course Objective:**

- To help the students to understand Social and Industrial Psychology with a view to appreciate nitty gritty of human, social and industrial behaviour in order to achieve excellence

**Scheme of Examination:**

**Total Marks: 100**

**Internal Marks: 40**

**External Marks: 60**

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**Course Contents**

**Unit 1: Social Psychology:**

- Definition
- Nature and Background.

**Unit 2: Social Perception:**

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

**Unit No. 3: Social Identity and Social Influence:**

- Self Concept
- Self Esteem
- Self Efficacy
- Self Monitoring and Self Focusing
- Conformity
- Compliance and Obedience.

**Unit 4: Industrial Psychology:**

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

**Unit 5: Psychological Testing:**

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

**Unit 6: 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.

**Unit 7: Case Module:**

(To be presented by the students and will be facilitated by faculty in the class)

- An interpersonal conflict at Homebuy
- Introducing a Testing Programme: Upgrading sales operations for a publishing house
- Greywal Synthesis Limited
- Are personality tests colour blind?
- 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)

## FT-404F 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**

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**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-405F 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**

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**Course Contents:**

**Unit 1: Financial Statement Analysis:**

- Analysis of financial Statements using ratios and tools like:
  - Liquidity Ratio, Activity Ratio, Cash Ratio, Net Working Capita Ratio, Debt-Equity Ratio, Capital Employed to Net Worth Ratio, Inventory Turnover Ratio, Debtor Turnover Ratio, Net Assets Turnover Ratio, Return on Investment, Return on Equity, P/E Ratio, Dividend Payout Ratio
  - Cost Volume Profit Analysis and BEP Analysis

**Unit 2: Capital Budgeting Decision:**

- Capital Budgeting decisions using:
  - Pay Back / Discounted Pay Back Method
  - Internal Rate of Return Method
  - Profitability Index
  - Net Present Value
  - Accounting Rate of Return
  - Capital Rationing
  - Sensitivity Analysis
  - Certainty equivalent Factor

**Unit 3: Dividend Policy & Share Valuation:**

- Valuation of Equity shares Using:
  - Constant Growth Model / Gordons Approach
  - Walters Model
  - P/E Ratio
  - Modigilani & Miller Approach

**Unit 4: Long Term Financing Decisions & Leverages:**

- Decision of Investment in Projects involving analysis of various Long Term Source of Finance:
  - Equity Shares, Debentures, Preference Share
  - Leverages: Operating, Financial and Combined
- EBIT & EPS Analysis

**Unit 5: Corporate Restructuring Strategies:**

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

**Unit 6: Case Module:**

(To be presented by the students and will be facilitated by faculty in the class)

**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.
3. Shashi K Gupta & Rk Mishra

**Suggested Readings:**

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

## **FT-406F 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**

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**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

## **FT-404I ENTERPRISE RESOURCE PLANNING**

**Level of Knowledge:** Expert 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**

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**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

### **Unit 6: Case Module:**

(To be presented by the students and will be facilitated by faculty in the class)

- SAP R/3 at Mercedes-Benz
- Oracle at Cisco Systems
- SAP at BMW
- 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-405I RELATIONAL DATABASE MANAGEMENT SYSTEM USING ORACLE**

**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**

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**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
- Data Warehousing
- Data Mining
- Online Analytical Processing
- OLAP

### **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**”, Galgotia 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 406I VISUAL PROGRAMING USING VISUAL BASIC**

**Level of Knowledge:** Expert 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**

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**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.

### **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 will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can 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.

## **FT-405P 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 will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

**Course Contents:**

**Unit 1: Productivity:**

- Introduction
- Concepts, Definitions of productivity
- Production & Productivity
- Expectations from productivity
- Benefits from productivity
- Dynamics of productivity change
- Productivity measures
- Advantages and limitations of productivity measures
- Productivity improvement techniques
- Factors influencing productivity
- Productivity measurement models
- Levels of productivity measurements.

**Unit 2: Work Study:**

- Introduction, Importance of work study
- Advantages of work study
- Work Study procedure
- Work simplification & work study
- Human considerations in work study
- Work study and the management
- Work study and supervisors
- Work study and the workers
- Influence of methods and time study on production activities
- Concepts of work content
- Reasons for excess work content
- Techniques to reduce work content
- Work study as a tool to improve productivity.

**Unit 3: Method Study:**

- Introduction
- Objectives of method study
- Scope of method study
- Steps involved in method study
- Selection of the job for method study
- Recording techniques
- Micro-Motion study
- Memo-Motion study
- Cycle graph & chronocycle graph
- Critical examination
- Development and selection of new method
- Principles of motion economy
- Installations of the proposed method
- Maintain the proposed method.

**Unit 4: Work Measurement:**

- Definition
- Objectives of work measurement
- Techniques of work measurement
- Types of elements
- Time study equipment
- Performance rating
- Allowances
- Computation of standard time
- Comparison of various techniques
- Work sampling
- synthetic data
- Pre-determined motion time system.

**Unit 5: Value Engineering:**

- Origin of value engineering
- Meaning of value
- Definition of value engineering
- Value analysis and value engineering
- Uses of value engineering
- When to apply value analysis
- Difference between value engineering and cost reduction techniques
- Function analysis systems techniques
- Ten principles of value analysis.

**Text Readings:**

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

3. Barnes, Motion and Time Study Design and Measurement of Work
4. International labour office Geneva, Introduction to Work Study, Universal Book Corporation.

## **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 will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can 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.