<u>**Semester I Syllabus**</u>

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 student will be required to attempt any two questions.

Section B: 36 Marks comprising four practical problems out of which student will be require to attempt any three questions.

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:
    o Material Cost Variance
    o Material Price and
    o Material Usage variance
    o Material Mix Variance

  ➢ Labour Variances:
    o Labour Cost Variance
    o Labour rate Variance
    o Labour Efficiency Variance
    o Labour Idle Time Variance
    o Labour Yield variance

  ➢ Overheads Variances:
    o Total Overheads Cost Variance
    o Fixed Overheads Cost Variance
    o Variable Overheads Cost Variance
    o Variable Overheads Efficiency Variance
    o Variable Overheads Expenditure Variance
    o Fixed Overheads Volume Variance
    o 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 Mukhargee, 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

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 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 (complier, 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, Priciples 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,** McGaw 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 Teadings:

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. Rodriques, 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