

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.
-

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.