

Syllabus Semester – II

ORGANISATIONAL BEHAVIOUR

Course code: CP 201

Max. Marks : 80

Min. Pass Marks : 32

OBJECTIVES:

1. To enhance the understanding of the dynamics of interactions between individual and the organization.
2. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations.
3. To develop greater insight into their own behavior in interpersonal and group, team, situations.

COURSE CONTENTS:

- UNIT I :** Understanding Organizational behavior: Levels of analysis within OB – individual, group and organization; challenges and opportunities for OB; relationship of OB with other fields.
- UNIT II :** Foundation of individual behaviour; learning theories; Perception: factors influencing Perception; Personality, Attitudes, Job satisfaction and Values.
- UNIT III:** Motivation: concept and process; Motivation theories: Maslow, McGregor, Herzberg, Alderfor's, Vroom, Porter & Lawler and Equity theory; Motivating employee techniques; Leadership, Contingency Theories of Leadership and the Managerial Grid.
- UNIT IV :** Organisational Culture & Climate; Organisational conflicts Type, Causes and Management; Johari Window and Transactional Analysis; Emotional Intelligence; Knowledge Management; Power & Politics; Negotiation.
- UNIT V :** Organisational Change: Forces for change; Resistance to change; Managing change;
- Stress; Concept, Sources of Stress, Consequences, Management of Stress; Burnout: Causes and Handling of Burnout; Managing diversity in organization.

Course Outcome : Upon the successful completion of this course, the student will be able to:

CO 1: Comprehending the nature, functioning and design of organizations as social collectives.

CO2: To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.

CO 3: Develop practical insights and problem solving capabilities for effectively managing the Organizational processes.

CO 4: Analyzing the behavior of individuals and groups in organizations.

CO 5: Developing conceptual understanding of change and its implementation.

Suggested Readings:

1. Baron, R.A. and Greenbeg. J (Behaviour in organization. Pearson India).

2. Luthans, F., "*Organizational Behaviour*", 7th ed. New York, McGraw Hill, 1995.
3. Udai Pareek, "*Organizational Behaviour*", Oxford University Press, 2004.
4. Robbins, S.P., Judge, T. A and Sanghi, S. (2007). *Organisational Behaviour Dehil* : Pearson Education.
6. Davis, K. *Human Behariour at work*. New Delhi. Tata McGraw Hill.

MANAGEMENT SCIENCE

Course No. CP - 202

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

COURSE OBJECTIVES :

1. The objective of the course is to make the students familiar with some basic Operation research tools and linear programming techniques.
2. The main focus, however, is in their applications in business decision making
3. The objectives of this course are to help the students acquire quantitative tools.
4. Student will be able to apply some basic tools for the analysis and solution of business problems.
5. The emphasis will be on the concepts and application project management.

COURSE CONTENTS:

- Unit – I** Management Science-Basic concepts and its role in decision making. Tools used in Management Science.
- Unit – II** Linear Programming – General Linear programming problem, Standard and Canonical Forms of Linear programming problem, Basic Concepts, Model Formulation, Graphical solution of solving LPP, Duality in Linear programming problem.
- Unit – III** Transportation Problem – Basic concept, North – West corner method, Row minima method, Column minima method, Least cost method, Vogel's Approximation method, Optimisation using U-V method.
- Unit – IV** Assignment & Sequencing Problem – Basic concepts, Hungarian method of solving assignment problem, Sequencing Problem, Processing Jobs through machine(s).
- Unit – V** PERT/CPM, Network Analysis in Project – Critical Path Method and Project Evaluation Review Technique. Introduction to Project management software, Decision Theory and Decision Trees, Game theory - two person zero sum game.

Course Outcome:

CO1 Understand Operation research tools and linear programming techniques to support the

decision making.

CO2 Determine to scientific management approach.

CO3 Evaluate models as per therequirements of the practicing managers and to get solutions from them.

CO4 Analyze Describe and attain of decision science skills for the management processes.

CO5 Estimate Project management cost to support the decision making.

SUGGESTED READINGS :

1. Kapoor V.K., 'Operation Research' . New Delhi, Sultan Chand. 2013
2. Heera & Gupta, 'Operations Research', S Chand; Revised edition edition 2007.

HUMAN RESOURCE MANAGEMENT

COURSE No. CP : 203

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES :

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

COURSE CONTENTS:

Unit – I Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment; Corporate Objective and Human Resource Planning;

Unit – II Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources.

Unit – III Induction and Socialization; Manpower Training and Development.

Unit – IV Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination.

Unit – V Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment;

Course Outcome :

- Co1. Students will be able to apply knowledge of H R in industry and business,
- Co2. Understanding organizational efficiency is largely dependent on the contribution made by the members of the organization.
- Co3. Able to understand the importance of manpower training and development.
- Co4. Explain performance appraisal , job evaluation and wages.
- Co5. Learn industrial relation and dispute settlement and also employee empowerment

SUGGESTED READINGS :

1. Aswathappa, K. 'Human Resource and Personnel Management', Tata McGraw-Hill, New Delhi, 1997.
2. Edwin B. Flippo, 'Personnel Management', New York, Mc Grew Hill Book Company, International Edition, 1984.
3. Monappa, A & Saiyadain M. 'Personnel Management', 2nd ed., New Delhi, Tata McGraw-Hill, 1966.
4. Pattnayak, 'Human Resource Management', Prentice Hall of India.
5. Mamoria C.B., 'Personnel Management', Himalaya Publication.
6. R.S. Dwivedi, 'Managing Human Resource', Galgotia Publishing Ltd.

FINANCIAL MANAGEMENT

COURSE NO. CP : 204

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

COURSE OBJECTIVES

1. To help the students gain understanding and an in-depth view of the process in financial management of the firm.
2. To Develop knowledge on the allocation, management and funding of financial resources.
3. To help the students to develop cognizance of the importance of financial Management techniques.
4. To enable them to analyze and understand the role of a financial manager in the current competitive business scenario.
5. The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

COURSE CONTENTS :

- Unit – I** Concept of Finance, Aims and Objectives of Financial Management, Decisions in financial management:- Financing Decision ,Investment Decision & Dividend Decision, Functions of Finance Manager Modern Age, Cost – Volume Profit Analysis , Time value of Money
- Unit –II** Leverage analysis – financial, operating and combined leverage along with its implications; Capital Structure and Firms Value: Net Income Approach, Net Operating Income Approach, Traditional Approach, MM Approach. EBIT --- EPS Analysis, ROI --- ROE Analysis & Optimum Capital Structure.
- Unit –III** Cost of Different sources of Raising Capital, Weighted Average cost of Capital; Investment and Instruments of Long Term & Short Term Finance.
- Unit –IV** Capital Budgeting, Methods of Capital Budgeting – Traditional Methods, Pay Back Period, Apr , Discounted cash Flows , NPV ,IRR , Profitability Index.
- Unit – V** Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance, Internal Financing and dividend Policy.

Course outcome : Students will be able to taking Financial Decisions in their respective fields.

CO1 Understand the basic aspects of financial management so that the organizational goals can

be achieved effectively and efficiently.

CO2 Determine the significance of long term sources of finance and cost of capital.

CO3 Analyze the different sources of funds to optimize capital structure.

CO4 Estimate Working Capital requirements for the business.

CO5 Evaluate investment proposal by using different techniques of capital budgeting.

SUGGESTED READINGS :

1. Hampton, John, 'Financial Decision Making', Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
2. Van Home, James C. 'Financial Management and Policy', 10th ed, New Delhi, Prentice Hall of India, 1997.
3. Pandey I. M., 'Financial Management', Vikas Publication New Delhi.
4. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
5. Chandra, Prasanna; Financial Management TMH, New Delhi.

6. Sharma & Gupta, 'Financial Management', Kalyani Publication.
7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi.

MARKETING MANAGEMENT

COURSE NO. CP: 205

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

OBJECTIVES:

To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints. • To develop understanding on Consumer and business buying behavior • Develop skill to understand Segmentation, Targeting and Positioning and develop strategy • Ability to Understand and implement the Marketing-Information Systems

COURSE CONTENTS:

- Unit –I Nature and scope of marketing, Corporate orientations towards the marketplace. The Marketing Environment and Environment Scanning;
- Unit –II Marketing information system and Marketing research, Understanding consumer and Industrial markets, market segmentation, Targeting and positioning;
- Unit –III Product decisions, product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decision- promotion mix, advertising, sales promotion, publicity and personal selling;
- Unit –IV Channel management-selection, co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing Marketing in the organization;
- Unit–V Evaluation and control of marketing efforts; New issues in marketing- Globalization, Consumerism, Green marketing, Legal issues.

Course Outcome : Upon the successful completion of this course, the student will be able to:

- CO1.** Remember and Comprehend basic marketing concepts.
- CO2.** Understand marketing Insights on application of basic marketing concepts.
- CO3.** Able to Apply and develop Marketing Strategies and Plans
- CO4.** Understand and Analyzing Business/ Consumer Markets
- CO5.** Develop skills and ability Identify & evaluate Market Segments and Targeting.

SUGGESTED READINGS :

1. Neelamegham, S. 'Marketing in India: Cases and Readings', New Delhi Vikas, 1988.
2. Kotler, Philip and Armstrong, G. 'Principles of Marketing', New Delhi, Prentice Hall of India, 1997
3. Kotler, Philip, 'Marketing Management Analysis, Planning, Implementation and Control',

- New Delhi, Prentice Hall of India 1994
4. Ramaswamy, V S and Namakumari, S. 'Marketing Management Planning Control', New Dehli, MacMillan, 1990
 5. Stanton, William, J. 'Fundamentals of Marketing', New York, McGraw Hill, 1994.
 6. Saxena Rajan., 'Marketing Management', Tata McGraw Hill.

PRODUCTION AND OPERATIONS MANAGEMENT

COURSE NO. CP – 206

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

Course Objectives:

1. To understand the students with decision making planning, scheduling and control of Production and Operation functions in both manufacturing and services
2. To familiarize with the latest production and operations related software packages

COURSE CONTENTS:

Unit – I Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis

Unit – II Planning and Control- Line Balancing-Problems; Operations decisions- Production Planning and Control in Mass Production, in Batch Production and Job Order Production.

Unit – III Capacity Planning –Models; Process Planning, Aggregate Planning- Scheduling. Production Maintenance- Work Study, Method Study, Work Measurement, Work Sampling

Unit – IV Material Planning and Inventory Control- Purchase and Store Management. Concepts, Lead Time, Reorder Point, Safety Stock, EOQ Models, Inventory Control – ABC Classification, VED Analysis

Unit – V Total Quality Management including Inspection and quality control: Just in Time (JIT), KANBAN, 5-S, Kaizen, and 3-M (Muri, Mura, Muda), Introduction to MIS in Production Management.

Course Outcomes:

- CO-1 Understand various types of manufacturing processes
- CO-2 Have awareness about process, production control and planning related to different manufacturing systems
- CO-3 Prepare production schedule and plan according to the capacity and aware of tools of production maintenance
- CO-4 Understand various inventory related costs and applications of EOQ
- CO-5 Have understanding of philosophy of TQM, and concepts of JIT, KANBAN, 5-S, Kaizen, Total Productive Maintenance (TPM), and 3-M production systems

Suggested Readings:

1. Adam, E & Ebert, R.J. 'Production and Operations Management', 6th ed. New Delhi, Prentice Hall of India, 1995.

2. Chary, S.N. 'Production and Operations Management', New Delhi, Tata McGraw Hill, 1989.
3. Dilworth, James, B, 'Operations Management : Design, Planning and Control for Manufacturing & Services', Singapore, McGraw Hill, 1992.
4. Moore, FG and Hendrick, T.E., 'Production/ Operations Management', Himalaya Publication.
5. Chunawalla, 'Production and Operations Management', Dr. K. Aswathappa, 'Production Management', Himalaya Publication.
6. Buffa, E.S., 'Modern Production Management', New York, John Wily, 1987.

MARKETING RESEARCH

COURSE No. CP : 207

Max. Marks (Ext. Exam) : 80

Min. Pass Marks : 32

Course Objectives:

1. To help the students gain understanding problems in business for decision making. .
2. To provide them tools and techniques to be used in the managerial job.
3. To enable them to analyze and understand the importance of data and data analysis.
4. To help the students to develop cognizance of the importance of research reports.

COURSE CONTENTS:

- Unit – I Introduction to Marketing Research – Nature and scope of marketing research, The marketing research process, research design and implementation.
- Unit – II Data collection – Secondary sources of marketing data, standardized sources of marketing data, Information collection (qualitative and observational method), Methods of data collection.
- Unit – III Designing Questionnaire – Sampling fundamental, probability sampling, non probability sampling, census survey,
- Unit – IV Data Analysis - Processing of Data (Editing, Coding, Classification, Field Work and Tabulation of Data), concept of hypothesis;
- Unit – V Report Writing and application – Presenting the results, Report writing. Application of Marketing research (distribution research, promotion research)

Course Outcome : Co1 Explain Research, application and importance of research in business.

Co2 Elaborate the scientific method of research, steps in the research process.

Co3 Elaborate exploratory research design, Descriptive research and experimental research design.

Co4 Illustrate qualities of good hypothesis and concept of hypothesis testing.

Co5 Understand types of data, and collection of data.

Co6 Explain the concept and need of sampling and types of sampling.

Co7 Analysis and Graphic representation of data.

Co8 Able to write research reports.

SUGGESTED READINGS :

- Kumar, Aker and Day, Marketing Research- Wiley publication.
- Golden, Biddle, Koren and Karen D. Locke; 'Composing Qualitative Research', Sage Pub. 1997.
- Kothari C.R., 'Research Methodology', Wishwa Prakashan.
- Dwivedi R.S., 'Research Methods in Behavioural Sciences', Macmillan.

PROJECT MANAGEMENT

Course : CP 208

Max Marks: Ext Ex: 80

Min Pass Marks : 32

Course Objectives:

1. To familiarize the students with the fundamental concepts
2. To make students understand methods of Project Management, Evaluation, Financing and Control.

COURSE CONTENTS:

- Unit - I** Overview of Project, Project Life Cycle, Generation and Screening of Project Ideas
- Unit – II** Market and Demand Analysis, Technical analysis, Financial Estimates and projections
- Unit III** Concept of Time Value of Money, Investment Criteria, Project Cash flows, Cost of Capital, Stand – Alone Risk Analysis; Portfolio Theory, Capital Budgeting and its methods
- Unit - IV** Financing of Projects and Projects' Capital Structure
- Unit - V** Project review, evaluation and control, Network Techniques: PERT and CPM. Cost and Time overrun, Crashing of Network.

.Course Outcomes:

CO-1: Understand fundamental concepts related to project

CO-2: Understand and prepare pre-project analysis

CO-3: Calculate the cost of capital and judge the viability of project based on projected cash inflows of project

CO-4: Understand the concept of project financing

CO-5: Apply Network planning techniques such as PERT and CPM for activity planning

Suggested Readings:

1. Project Management: Financial Evaluation with Strategic Planning, Networking and Control- Patel Bhavesh, Vikas Publishing house
2. Projects, Planning Analysis, Selection, Implementation & Review – Prasanna Chandra. Tata McGrawhill India Ltd.
3. Richman, Larry. (2008). Project Management: Step-by-step. Prentice Hall India
4. David I. Cleland – Project Management: Strategic Design and Implementation – McGraw – Hill Inc.
5. Text Book of Project Management, P. Gopalakrishnan and VE Rama Moorthy – Mcmillan India Ltd.
6. Project Management and Control – Narendra Singh – Himalaya Publishing House

