

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code :** BMN501 **Title :** **Principal and Practices of Management**
2. **Contact Hours:** **L: 3 T: 0 P: 0**
3. **Examination Duration (Hrs.):** **Theory: 2 Practical: 0**
4. **Relative Weight age: CWS: 50 PRS: 0 MTE: 0 ETE: 50 PRE: 0**
5. **Credits: 1.5** 6. **Term :** First
7. **Pre-requisite:** Nil 8. **Subject Area:** PCC
9. **Objective:** To develop an understanding of the basic management concepts.
10. **Details of Course:**

Sl. No.	Contents	Contact Hours
1	Managerial Processes, Functions, Skills and Roles, Nature and Purpose of International Business, Forms of International Business, Unifying Effect, Potentials for Conflict, Country Alliances and Economic Blocs,	3
2	Planning and Management by Objectives; Types of plans, Steps in planning, Strategic Planning Process, Verifiable Objectives, Systems approach to MBO.	3
3	Decision Making; Planning Processes; Rational Model of Decision Making, Individual Decision Making and Problem Solving.	3
4	Organizational Design and Structure, Departmentation, Line/Staff Authority, Delegation and Decentralization, Controlling: Process and Techniques of Control	3
5	Leading; Theories, Models, types of Leadership, success stories	3
6	Coordination; Elements, Features, Importance, Features, Types of coordination, Techniques of Effective coordination, Principles of coordination, Problems in Coordination	3
7	Controlling; Basic Control process, Critical Control Points, Strategic Control, Benchmarking, Feedback and Feedforward System, Beaucroatic and Clan control, Control techniques, Program Evaluation and Review Techniques (PERT)	3
Total		21

11. Suggested Books:

S. No.	Name of Authors/Books/Publisher/Edition	Year of Publication / Reprint
1.	Heinz Wehrich & Harold Koontz, Management A global prospective (10 th Edition) Tata McGraw Hill New Delhi.	2015
2.	Stephen P. Robbins, Mary Coulter & David D Cenzo, Fundamentals of Management, Pearson Education India, 9 th edition	2016
3.	Peter F. Drucker, Management: Tasks, Responsibilities and Practices, Harper Business.	1993

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code** : BMN502 **Course Title** : Microeconomics
2. **Contact Hours:** **L:** 3 **T:** 0 **P:** 0
3. **Examination Duration (Hrs.):** **Theory:** 2 **Practical:** 0
4. **Relative Weightage:** CWS : 50 PRS : 0 MTE : 0 ETE: 50 PRE: 0
5. **Credits:** 1.5 **6. Term :** First
7. **Pre-requisite:** Nil **8. Subject Area:** PCC
9. **Objective:** To give the students an introduction to basic concepts of microeconomics
10. **Details of the Course:**

Sl. No	Contents	Contact Hours
1	Introduction to Microeconomics; nature, approach, contents	01
2	Supply and Demand: definitions, functions, elasticity, markets and welfare; Income and substitution effects	04
3	The economics of public sector: Externalities; public goods and common resources	02
4	Firm behavior and the organization of industry: Costs of production; Profit maximization; Firms in competitive markets; monopoly; oligopoly; and monopolistic competition	10
5	The economics of labour market: markets for the factors of production; Earning and discrimination; Income inequality and poverty	04
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	N.Gregory Mankiw, Principles of Microeconomics (8 th Edition), Cengage Learning	2018
2	Samuelson, P. A., and Nordhaus, W.D., Microeconomics (19 th Edition), McGraw Hill	2010

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

- 1. Subject Code : BMN503 Course Title : Operations Research**
- 2. Contact Hours: L: 3 T: 1 P: 0**
- 3. Examination Duration (Hrs.): Theory: 2 Practical: 0**
- 4. Relative Weightage: CWS : 50 PRS : 0 MTE : 0 ETE: 50 PRE: 0**
- 5. Credits: 2 6. Term : First**
- 7. Pre-requisite: Nil 8. Subject Area: PCC**
- 9. Objective: To give the students an introduction to basic concepts of microeconomics**

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Introduction to Optimization Modelling , Linear Programming Models	5
2	Nonlinear Optimization Models and optimization with integer variables	5
3	Evolutionary Solver: An Alternative Optimization Procedure	3
4	Multiobjective Decision Making	3
5	Queueing Models	3
6	Decision Making Under Uncertainty	2
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Taha H A., Operations Research: An Introduction, 10 th Ed. Pearson	2017
2	Hillier & Lieberman, Introduction to Operations Research, 8 th Ed., McGraw Hill	2005

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code :** BMN504 **Course Title :** **Organizational Communication**
2. **Contact Hours:** **L:** 3 **T:** 0 **P:** 2
3. **Examination Duration (Hrs.):** **Theory:** 2 **Practical:** 0
4. **Relative Weightage:** CWS 50 PRS 20 MTE 0 ETE 30 PRE 0
5. **Credits:** 2 **6. Term :** First
7. **Pre-requisite:** Nil **8. Subject Area:** PCC
9. **Objective:** To introduce communication theory, meaning, definition and scope of communication in organization.

10. Details of the Course:

Sl. no	Particulars	Lecture Hours
1	The Role of Communication in Contemporary Organizations Introduction, classification, and purpose of communication; Communication Process; Characteristics of successful communication	3
2	Communication structure in organization; Communication in negotiation and conflict resolution, and cross-cultural communication	3
3	Essentials of Communication: Introduction to Business Environment and Communication, The Changing Environment for Business, Basics of Communication , Corporate Communication	3
4	Communicating Strategically, Developing Corporate Communication Strategy, Crisis communication	3
5	An Overview of the Corporate Communication Function; Media Management; Communication in Meetings – Planning meetings – objectives – participants – timing – venue of meetings, Meeting Documentation: Notice, Agenda, and Resolution & Minutes	3
6	Internal Corporate Communications	3
7	Interpersonal communication, Working and Communicating in Groups and Teams,	3
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Raymond Lesikar, Marie E flatly, Kathryn Rentz, and Neerja Pande, Business Communication: Making Connections in a Digital World, , McGraw Hill, 13 th Edition	2015
2	Paul A. Argenti, Corporate Communication, McGraw Hill, 6 th Edition	2013
3	Mukherjee H S, Business Communication: Connecting at Work, Oxford University Press	2013
4	Teri Kwal Gamble and Michael Gamble, Communication Works, McGraw Hill, 9 th Edition	2010
5	Geraldine E Hynes, Managerial Communication Strategies and Applications, McGraw-Hill, 4 th Edition	2010

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN505** **Course Title:** Financial Accounting - I
2. **Contact Hours: L: 3 T: 0 P: 0**
3. **Examination Duration (Hrs.): Theory: 2 Practical: 0**
4. **Relative Weightage: CWS: 50 PRS: 0 MTE: 0 ETE: 50 PRE: 0**
5. **Credits: 1.5** **6. Term: First**
7. **Pre-requisite: Nil** **8. Subject Area: PCC**
9. **Objective:** To acquaint students with the process of collecting, recording, summarizing, and reporting monetary information about the business performance for the use of various stakeholders.

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Introduction to financial accounting, conceptual framework of financial accounting, language of accounting. Introduction to GAAP	3
2	Accounting conventions and concepts, revenue recognition and measurement, matching of revenues and expenses.	2
3	Accounting mechanics- basic records, theory and practice of measurement of business income.	5
4	Financial statements like Income statement, balance sheet and related statements.	5
5	Accounting for tangible and intangible assets, fixed assets and depreciation accounting.	4
6	Emerging trends in financial accounting	2
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1.	Anthony, R. N., Hawkins, D.F. and Merchant, K. A., "Accounting- Text and Cases", 13 th Edition, Special Indian Edition, Tata McGraw-Hill	2019
2.	Gupta, Ambrish, "Financial Accounting for Management, 4 th edition, Pearson Publication	2013

3.	Bhattacharya, S.K. and Dearden, J., "Accounting for Management, Text and Cases", 3 rd Edition, Vikas Publishing House	2012
4.	Narayanaswamy, R., "Financial Accounting: A Managerial Perspective", 6th Edition, PHI Publishing.	2018
5.	Ramachandran, N. and Kakani, R. K., "Financial Accounting for Management", 3rd Edition, Tata McGraw-Hill	2011

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. /CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

- 1. Subject Code : BMN-506 Course Title : Business Environment**
- 2. Contact Hours: L: 4 T: 0 P: 0**
- 3. Examination Duration (Hrs.): Theory: 3 Practical: 0**
- 4. Relative Weightage: CWS 50 PRS 0 MTE 0 ETE 50 PRE 0**
- 5. Credits: 2 6. Term : First**
- 7. Pre-requisite: Nil 8. Subject Area: PCC**
- 9. Objective:** To acquaint students with economic, technological, socio-cultural and political environment to enable them to understand the external forces that influence business policies.

10. Details of the Course:

S. No.	Contents	Contact hours
1.	Introduction to business environment, macro-economic concepts, consumption, savings, investment, social, cultural, political and technological environment.	3
2.	An overview of planning in India, objectives of economic policy; Nature of economic policies, chronological survey of policy pronouncements and their impact on business.	3
3.	Industrial policy resolutions, IDRA, public-private partnership, privatization and disinvestment, MSMEs, industrial sickness, Indian Company Law, MRTP, Competition Act.	5
4.	Labour legislation, laws relating to weaker sections, specific industries, trade unions and industrial relations.	2
5.	Business and government relations and government influence on income planning, prices and production policies.	2
6.	Impact of tax and inflation on corporate policy planning; Problem of determining planning horizon; Effect of uncertainties	2
7.	An overview of Indian financial system, financial institutions and financial markets.	3
8.	Societal environment, social responsibility of business, corporate governance, consumerism and consumer protection act, sustainable development.	4

9.	Global environment, impact of global integration, GATT/WTO, MNCs, flow of FDI and FII, FEMA.	4
	Total	28

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1.	Aswathappa, K., "Essentials of Business Environment", 13 th Edition, Himalaya Publishing House	2017
2.	Cherunilam, F., "Business Environment-Text and Cases", 27 th Edition. Himalaya Publishing House	2019
3.	Dutt, R. and Sundaram, K.P.M., "Indian Economy", 72 th Edition, S. Chand and Co.	2016
4.	Ghosh B.N., "Business Environment", Oxford University Press	2014
5.	Paul, J., "Business Environment-Text and Cases", 4 rd Edition, Tata McGraw-Hill	2018
6.	Mishra & Puri, "Indian Economy", 37 th Edition, Himalaya Publishing House.	2019
7.	Worthington, I. and Britton, C., "The Business Environment", 8 th Edition, Pearson Education	2018

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN507 Course Title : Innovation and Entrepreneurship**
2. **Contact Hours: L: 3 T: 0 P: 0**
3. **Examination Duration (Hrs.): Theory: 2 Practical: 0**
4. **Relative Weightage: CWS : 50 PRS : 0 MTE : 0 ETE: 50 PRE: 0**
5. **Credits: 1.5 6. Term : First**
7. **Pre-requisite: Nil 8. Subject Area: PCC**
9. **Objective:** To acquaint students with fundamentals of innovation and entrepreneurship.

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Introduction to innovation, process of innovation, nature of innovation within firms	2
2	Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship	5
3	Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Proto- typing to Incubation	4
4	Business Model, Innovations in Business models	3
5	Marketing of Innovation, Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting	5
6	Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India	2
Total		21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Peter F Drucker “ Innovation and Entrepreneurship”. Harper & Row	1993
2	Bessant J. and Tidd J., Innovation and Entrepreneurship, John Wiley & Sons, 2nd Edition	2011
3	George G. and Bock A.J., Models of opportunity how entrepreneurs design firms to achieve the unexpected, Cambridge University Press	2012
4	Dabholkar V. and Krishnan R.T. , “ 8 Steps to Innovation Going from Jugaad to Excellence”, Collins Business	2013

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN508 Course Title Marketing Management-1**
2. **Contact Hours: L: 4 T: 0 P: 0**
3. **Examination Duration (Hrs.): Theory: 3 Practical: 0**
4. **Relative Weightage: CWS : 50 PRS : 0 MTE : 0 ETE: 50 PRE: 0**
5. **Credits: 2 6. Term : First**
7. **Pre-requisite: Nil 8. Subject Area: PCC**
9. **Objective:** To develop basic conceptual abilities, analytical skills, and knowledge in the field of marketing analysis and planning.

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Introduction: , Defining marketing for the new realities, understanding marketing management	3
2	Developing Marketing Strategies and Plans: Marketing and customer value, corporate, division and business unit strategic planning.	5
3	Creating Long-Term Loyalty Relationship: Building customer value, satisfaction, and loyalty.	4
4	Capturing Customer Insights: Scanning the environment, conducting marketing research and forecasting demand.	5
5	Connecting with customers: Analyzing consumer markets, Analyzing business markets.	5
6	Building Strong Brands: Identifying market segments and targets, crafting brand positioning, Creating Brand equity, Addressing competition and driving growth.	6
	Total	28

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Kotler, P., Keller, K L., Marketing Management, 15 th Edition, Pearson.	2016
2	Mullins, J., Walker, O. and Harper, B.J., “Marketing Management: A Strategic Decision-Making”, 7th Edition, McGraw-Hill	2013
3	Kurtz, D. L. and Boone, L.E., “Principles of Marketing”, 12th Edition, Thomson	2006
4	Michael Etzel, Bruce J Walker, William Stanton, Ajay Pandit, Marketing, 14/e, McGraw Hill Education	2017
5	Winer,R., Marketing, 4/e, Pearson	2015

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code** : BMN509 **Course Title** : Business Ethics
2. **Contact Hours:** **L:** 2 **T:** 0 **P:** 0
3. **Examination Duration (Hrs.):** **Theory:** 2 **Practical:** 0
4. **Relative Weightage:** CWS : 50 PRS : 0 MTE : 0 ETE: 50 PRE: 0
5. **Credits:** 1 **6. Term:** First
7. **Pre-requisite:** Nil **8. Subject Area:** PCC
9. **Objective:** To promote understanding of ethical concepts, perspectives and theories with respect to business management.

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Business Ethics: Why and What? Introduction, concept, Does Business Ethics Make Economic Sense? Examples, ideals, Debates, Beliefs, Values, Attitudes & Virtue, Moral Reasoning (Is there any scope of Reasoning in Morality and Ethics), Personal and Professional context (Differentiation or No Differentiation) Is ETHICS RELATIVE in NATURE?	2
2	Ethical Theories Or no theories: Egoism, Utilitarianism, Human Rights & Kantian ethics, Social Contract theories, virtual ethics & moral community, Stakeholder theories Several others with in the purview of discussion	4
3	Indian Ethos and Values Philosophy of Dharma Sutras, Ethics of Jainism, Buddhism, Vaishnavism, Advaita Vedanta, Visishtadvaita, Ethics of Bhagvad Gita, Gandhian Ethics	3
4	Environment and Culture: Ethics and environment, Environmental duties, Employer responsibilities and employee duties, language context, discrimination and diversity, moral muteness and whistleblowing, ethics and culture relativism	3
5	Functional Areas in Business Management Issues in Marketing & Advertising, Finance & Accounting, Human Resource Management, Production and Operations Management, Information Technology and all other relevant functionalities; choice of business and defining business with ethics	2
	Total	14

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Sturges, L. P., DesJardins, J. R., & MacDonald, C., "Business ethics: Decision making for personal integrity and social responsibility", 5 th Ed., New York: McGraw-Hill.	2020
2	Oswald A.J. Mascarenhas, Doris D'Souza, E. Abraham., "Tata J.R.D. ORATIONS ON BUSINESS ETHICS" Hardcover, Rupa Publications India	2019
3	Robbins, P. W., "Annual Editions: Business Ethics", 28 th Ed, McGraw Hill Education	2019
4	O.C., Fraedrich, J., & Ferrell, L., "Business Ethics: Ethical Decision Making & Cases", 11 th Ed, Cengage Learning	2017
5	Robbins, P. W., & Velazquez, M., "Business ethics: Concepts and cases", 11 th Ed, New York: Prentice Hall.	2016
6	Chakraborty, S. K., & Chatterjee, S. R. (Eds.), "Applied ethics in management: towards new perspectives". Springer Science & Business Media	2012
7	Ghosh, B. N., "Business ethics and corporate governance", 1 st Ed, Tata McGraw Hill Education Private Limited.	2011
8	Zsolnai, L. "Spirituality and ethics in management (Vol. 19)", Springer Science & Business Media.	2011
9	Nandagopal, R., & Sankar, A., "Indian Ethos & Values in Management" Tata McGraw Hill Education Private Limited.	2010
10	Harrison, M. R., "An Introduction to Business and Management Ethics", Macmillan International Higher Education	2005
11	Maxwell, J. C., "There's No Such Thing as "Business" Ethics: There's Only One Rule for Making Decisions", 1 st Ed, Center Street	2003
12	Chakraborty, S. K. "Ethics in management: Vedantic perspectives"., Oxford University Press, USA.	1995

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN510 Course Title : Macroeconomics**
2. **Contact Hours: L: 3 T: 0 P: 0**
3. **Examination Duration (Hrs.): Theory: 2 Practical: 0**
4. **Relative Weightage: CWS : 50 PRS : 0 MTE : 0 ETE: 50 PRE: 0**
5. **Credits: 1.5 6. Term: Second**
7. **Pre-requisite: Nil 8. Subject Area: PCC**
9. **Objective: To give the students an introduction to basic concepts of macroeconomics**

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Introduction: The Science of Macroeconomis	02
2	National Income Accounting: Consumption, Investment, Government Expenditure and Net exports	02
3	Money and Inflation: QTM; Inflation and interest rates	03
4	Unemployment: Natural Rate of Unemployment & NAIRU	02
5	Economic Growth: Capital Accumulation and Population Growth; Technology, empirics and policy	03
6	Business Cycle Theory: Aggregate demand analysis; building and application of IS-LM models	04
7	The Open Economy; International flows of capital and goods; Exchange rate determination and regimes; Mundell-Fleming Model	05
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	N.Gregory Mankiw, Macroeconomics (7 th Edition) , Cengage Learning	2010
2	Rudiger Dornbush, Stanley Fischer, Richard Startz, Macroeconomics (12 th Edition), McGraw Hill	2018

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN511 Course Title: Marketing Management-2**
2. **Contact Hours: L: 4 T: 0 P: 0**
3. **Examination Duration (Hrs.): Theory: 3 Practical: 0**
4. **Relative Weightage: CWS: 50 PRS : 0 MTE : 0 ETE: 50 PRE: 0**
5. **Credits: 2 6. Term: Second**
7. **Pre-requisite: Nil 8. Subject Area: PCC**
9. **Objective:** To develop basic conceptual abilities, analytical skills, and knowledge in the field of marketing analysis and planning.

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Creating Value: Setting product strategy, Designing and managing services	4
2	Developing Pricing strategies and programs	4
3	Communicating Value: Designing and managing integrated marketing communication. Advertising, Sales Promotions, Events And Experiences, Public Relations	5
4	Managing digital Communications: Online, Social media, and mobile.	4
5	Delivering Value: Designing and managing integrated marketing channels, managing retailing, wholesaling and logistics.	5
6	Conducting marketing responsibly for long term success: Trends in marketing, internal marketing, Socially responsible marketing.	6
	Total	28

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Kotler, P., Keller, K L., Marketing Management, 15 th Edition, Pearson.	2016
2	Mullins, J., Walker, O. and Harper, B.J., "Marketing Management: A Strategic Decision-Making", 7th Edition, McGraw-Hill	2013
3	Kurtz, D. L. and Boone, L.E., "Principles of Marketing", 12th Edition, Thomson	2006
4	Michael Etzel (Author), Bruce J Walker (Author), William Stanton (Author), Ajay Pandit (Author), Marketing, 14/e, McGraw Hill Education	2017
5	Winer,R., Marketing, 4/e, Pearson	2015

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code :** BMN512 **Course Title :** Managerial Communication
2. **Contact Hours:** **L: 3 T: 0 P: 2**
3. **Examination Duration (Hrs.):** **Theory: 2 Practical: 0**
4. **Relative Weightage:** CWS 50 PRS 20 MTE 0 ETE 30 PRE 0
5. **Credits:** 2 **6. Term: Second**
7. **Pre-requisite:** Nil **8. Subject Area: PCC**
9. **Objective:** To develop student's efficiency as potential managers.
10. **Details of the Course:**

Sl. no	Contents	Lecture Hours
1	Introduction to managerial communication, Forms of communication, Roles of a Manager in Communication; Barriers in managerial communication, Effectiveness in Managerial Communication	2
2	Role of Verbal & Non-verbal communication : Forms of Nonverbal Communication, Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication	2
3	Introduction to managerial writing, Adaptation and selection of words, Construction of clear sentences, and paragraphs, Writing for effect, Writing process	3
4	Introduction to business messages, Types of messages, Direct and indirect message strategy	3
5	Business letters, Routine letters, Bad news and persuasive letters, Sales letters	3
6	Fundamentals of Report Writing: Basics of report writing, Short reports and proposals, Long formal reports, Short Reports	2
7	Internal communication through Memos, Minutes of meeting, Notices	2
8	Oral communication, Public speaking and oral reporting; Business Etiquettes	2
9	Creating and Delivering Good Presentations	2
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Raymond Lesikar, Marie E flatly, Kathryn Rentz, and Neerja Pande, Business Communication: Making Connections in a Digital World, , McGraw Hill, 13 th Edition	2015
2	Paul A. Argenti, Corporate Communication, McGraw Hill, 6 th Edition	2013
3	Mukherjee H S, Business Communication: Connecting at Work, Oxford University Press	2013
4	Teri Kwal Gamble and Michael Gamble, Communication Works, McGraw Hill, 9 th Edition	2010
5	Geraldine E Hynes, Managerial Communication Strategies and Applications, McGraw-Hill, 4 th Edition	2010

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN513 Title : Organization Behaviour**
2. **Contact Hours: L: 3 T: 0 P: 0**
3. **Examination Duration (Hrs.): Theory: 3 Practical: 0**
4. **Relative Weight age: CWS: 50 PRS: 0 MTE: 0 ETE: 50 PRE: 0**
5. **Credits: 1.5**
6. **Term: Second**
7. **Pre-requisite: Nil**
8. **Subject Area: PCC**
9. **Objective of Course:** To develop an understanding of behaviour of Individuals and Group in Organizational Settings

10. Details of Course:

S.No.	Contents	Contact Hours
1	OB Model: Dynamics in organization, Contributing discipline to OB, Dependent and Independent Variables in OB Model, Personality Theories	2
2	Personality; Traits, Attributes, Types of Personality, Holland's Model, MBTI Scale, Personality Theories	2
3	Leadership: Theories, Models, types of Leadership, success stories	2
4	Motivation; Theories, Models, Success stories	2
5	Organizational Change Models; Reasons, elements of change, Models, GE 7 step change acceleration process, Force field analysis model	2
6	Stress Management; Cognitive Appraisal, P-E Fit, Psychoanalytic, Stress Life cycle, Sources of stress, Theories of stress,	2
7	Conflict Management; Consequences, causes, types of conflict, conflict process, conflict handling intentions, Outcomes of conflict	2
8	Emotional Intelligence; Emotional stability, Emotional Intelligence and Leadership, Spiritual Intelligence, Emotions in Negotiations	2
9	Team Building; Types of teams, Five stage Model, Group Behavior Model, Team culture, Effective Team Work	2
10	Organisation Culture, Power and Politics; Organisation Culture, Culture as Liability, Stages in Socialization Process, Spiritual Organization, Bases of Power, Dynamics of Power, Causes and Consequences of Political Behavior	3
Total		21

11. Suggested Books:

S. No.	Name of Authors/Books/Publisher/Edition	Year of Publication / Reprint
1.	Stephen P Robbins, Timothy A. Judge & Neharika Vohra, Organizational Behavior, Pearson Publication, 18 th edition	2018
2.	Udai Parek. & Sushama Khanna, Understanding Organizational Behavior, Oxford University Press 4 th Edition	2018
3.	Robin Fincham & Peter Rhodes, Principles of Organizational Behavior (4 th Edition). Oxford University press, New Delhi	2008
4.	Robert A. Baron & Nyla R., Social Psychology: Understanding Human Interactions, Pearson Publication, 14 th edition	2016

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN514 Course Title : Data Analysis for Managers**
2. **Contact Hours: L: 3 T: 0 P: 2**
3. **Examination Duration (Hrs.): Theory: 2 Practical: 0**
4. **Relative Weightage: CWS : 50 PRS : 20 MTE : 0 ETE: 30 PRE: 0**
5. **Credits: 2 6. Term : Second**
7. **Pre-requisite: Nil 8. Subject Area: PCC**
9. **Objective:** The objective of this subject is to introduce and familiarize the students with the basic concepts of data analysis using Spreadsheet Modelling.
10. **Details of the Course:**

Sl. No	Contents	Contact Hours
1	Formulas/Formatting/Printing/Functions	2
2	Relative/absolute cell references, Structural referencing (named ranges), Advanced formulae, LookUp Tables, Linking disparate workbooks, Dynamic linking, Updating links, Integrating and manipulating data from external sources, Data Validation	3
3	Research Insight, Importing, Defining, computing & applying measures of central tendency/dispersion (mean, median, quartiles, mode), Basic measures of dispersion (standard deviation and range), Differences and uses of different forms of data (nominal, ordinal, interval, ratio), Populations vs. Samples, Charting, Filtering, Sorting, Subtotals, including frequency counts Pivot Tables & Charts	3
4	Solver, Goal-Seek	2
5	Charting & Presentations, Grouping data, Scenarios/What-if Analysis Data Tables/Break Even Analysis, Change tracking and collaboration	2
6	Macros, Working with Large Datasets	4
7	The need for more powerful databases, Relational database concept, Excel vs. a relational database, Table creation & table field properties, Importing spreadsheets, Table relationships	2
8	Concatenation, Text to columns, Transposing data, Converting soft text to hard text, Summarizing data with measures of central tendency, frequency tables, charts & graphs	3
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Learning Microsoft Office Excel 2013 Comprehensive by Robert T. Grauer	2013

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code** : BMN515 **Course Title**: Management Accounting
2. **Contact Hours:** **L**:4 **T**: 0 **P**: 0
3. **Examination Duration (Hrs.):** **Theory**: 3 **Practical**: 0
4. **Relative Weightage:** **CWS** : 50 **PRS** : 0 **MTE** : 0 **ETE**: 50 **PRE**: 0
5. **Credits:** 2 **6. Term:** Second
7. **Pre-requisite:** Nil **8. Subject Area:** PCC
9. **Objective:** To develop an insight into utilization of financial and cost accounting information for planning, controlling and decision making in the business.

10. Details of the Course:

S.No.	Contents	Contact Hours
1.	Introduction: Nature, scope and tools of management accounting, management accounting vs financial accounting and cost accounting.	2
2.	Cost Accounting: Meaning, scope and classification of costs, absorption costing, cost sheet and cost analysis.	2
3.	Preparation of Budgets and Budgetary Control: Types of budgets, components of master budgets, operating budgets, financial budgets, budgeted income statement and balance sheet, sales forecasting and their use in the budgetary process.	6
4.	Standard Costing and Variance Analysis: Establishment of cost centers, types of standards, setting the standards; Material variances, labor variances, overhead variances, sales & profit variances, standard costing and budgetary control- a comparison.	6
5.	Marginal Costing and Cost-Volume-Profit Analysis: Marginal cost equation, contribution, break-even point, P/V ratio and margin of safety, applications of marginal costing and CVP.	4
6.	Activity Based Costing: Introduction, concept of ABC, cost drivers and cost pools, development of ABC system, allocation of overheads under ABC, traditional Vs ABC approach to designing a costing system.	4
7.	Responsibility Accounting: Concept, responsibility centers, goal congruence, managerial efforts and motivation; Controllability and measurement of financial performance, responsibility accounting in service, government and non-profit organizations.	2

8.	Management Control System: Concept, organizational goals, critical process, key success factors, responsibility centers, measures of performance, balance scorecard, key performance indicators and quality control.	2
	Total	28

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1.	Horngreen, C.T., Sundem, G.L. and Stratton, W.O., "Introduction to Management Accounting", 14 th Edition, PHI Publishing.	2012
2.	Bamber, L.S., Braun, K.W. and Harrison, T.W., "Managerial Accounting, Pearson Education.	2013
3.	Hansen, D.R. and Mowen, M.M., "Management Accounting", 7 th Edition, Thomson South Western.	2012
4.	Khan, M.Y. and Jain, P.K., "Management Accounting", 7 th Edition, Tata McGraw-Hill.	2016
5.	James, Jiambalvo. "Managerial Accounting", 6 th edition, John Wiley & Sons Publishing.	2012
6.	Louder, J.G. and Holmen, J.S. "Managerial Accounting", 10 th Edition, Thomson South Western.	2013

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN516 Course Title: Financial Accounting - II**
2. **Contact Hours: L: 3 T: 0 P: 0**
3. **Examination Duration (Hrs.): Theory: 2 Practical: 0**
4. **Relative Weightage: CWS: 50 PRS: 0 MTE: 0 ETE: 50 PRE: 0**
5. **Credits: 1.5 6. Term: Second**
7. **Pre-requisite: Nil 8. Subject Area: PCC**

9. **Objective:** To acquaint students with the process of financial analysis based upon the accounting/financial records of a business enterprise.

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Introduction to financial analysis, overview of various tools and techniques of financial analysis.	2
2	Over view of financial statements, detailed deliberation on components of financial statements.	2
3	Ratio analysis – concept, purpose, coverage and relevance. Role of ratio analysis in financial decision making.	6
4	Cash flow analysis - concept, purpose and relevance. Role of cash flow analysis in financial decision making. Preparation of cash flow statement under operating, investing and financing activities.	4
5	Comparative and common size statements – concept and relevance for financial analysis	2
6	Case studies w.r.t to financial analysis	5
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1.	Anthony, R. N., Hawkins, D.F. and Merchant, K. A., “Accounting- Text and Cases”, 13 th Edition, Special Indian Edition, Tata McGraw-Hill	2019
2.	Gupta, Ambrish, “Financial Accounting for Management, 4 th edition, Pearson Publication	2013
3.	Bhattacharya, S.K. and Dearden, J., “Accounting for Management, Text and Cases”, 3 rd Edition, Vikas Publishing House	2012
4.	Narayanaswamy, R., “Financial Accounting: A Managerial Perspective”, 6 th Edition, PHI Publishing.	2018
5.	Ramachandran, N. and Kakani, R. K., “Financial Accounting for Management”, 3 rd Edition, Tata McGraw-Hill	2011

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN517 Course Title : IT and Organization**
2. **Contact Hours: L: 3 T: 0 P: 0**
3. **Examination Duration (Hrs.): Theory: 2 Practical: 0**
4. **Relative Weightage: CWS : 50 PRS : 0 MTE : 0 ETE: 50 PRE: 0**
5. **Credits: 1.5 6. Term : Second**
7. **Pre-requisite: Nil 8. Subject Area: PCC**
9. **Objective:** To understand the role of information technology in modern organizations and explore how it provides value for businesses.

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Introduction- Why study IT value, Aligning IT with business strategy	3
2	IT-Based Business operating models- overview, Unification model, Diversification model, Replication model, Coordination model	3
3	IT-Based decision making- The data driven organization, IT governance: decisions, rights and accountability, IT investment, healthcare IT	3
4	Business architecture and change management- Enterprise architecture, Enterprise Software, Maturing enterprise architecture, Managing change	3
5	Managing IT and business risk- How firms drive value from IT risk management, IT outsourcing, Business process outsourcing, IT and globalization	4
6	IT-driven business innovation and agility- IT and business innovation, IT savvy, IT and business agility, New information Technologies and digital organizations	5
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Gallaughier, John, Information Systems: A Manager's Guide to Harnessing Technology, v7.0	2018
2	Laudon, Kenneth C., and Laudon, Jane P., Management Information Systems: Managing the Digital Firm, Pearson, 14th Ed.	2015
3	Ross, Jeanne, Peter Weill, and David Robertson. Enterprise Architecture as Strategy: Creating a Foundation for Business Execution. Boston, MA: Harvard Business School Press	2006

INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

NAME OF DEPTT. / CENTRE : DEPARTMENT OF MANAGEMENT STUDIES

1. **Subject Code : BMN518 Course Title:** Production and Operations Management I
2. **Contact Hours: L: 3 T: 0 P: 0**
3. **Examination Duration (Hrs.): Theory: 2 Practical: 0**
4. **Relative Weightage: CWS : 50 PRS : 0 MTE : 0 ETE: 50 PRE: 0**
5. **Credits: 1.5 6. Term: Second**
7. **Pre-requisite: Nil 8. Subject Area: PCC**
9. **Objective:** To provide a systemic view of operations management and its role in the total enterprise management.

10. Details of the Course:

Sl. No	Contents	Contact Hours
1	Introduction: System concept and OM systems, role of OM in the enterprise management.	2
2	Operations Strategy: Concept of product life cycle, manufacturing strategy and competitive advantage	2
3	Types of Manufacturing systems	2
4	Types of Services System	2
5	Forecasting Techniques: Approaches, accuracy and control of forecast, computers in forecast.	5
6	Inventory Models: Static and probabilistic models, inventory control methods	5
7	Aggregate Production Planning: Aggregate demand, dimensions 6 of production capacity, mathematical models for aggregate . planning; Master production scheduling	3
	Total	21

11. Suggested Books:

S. No.	Name of Authors/Book/Publisher	Year of Publication / Reprint
1	Chase, RB., Jacobs, RF., Shankar Ravi , "Operations and Supply Chain Management", 15 th Edition McGraw-Hill	2018
2	Heizer J., Render B., Munson C., Sachan A., "Operations Management Sustainability and Supply Chain Management", 12 th Edition, Pearson	2017
3	Gaither, N. and Frazier, G., "Operations Management", Cengage Learning	2015
4	Buffa, E. S. and Sarin, R., "Modem Production and Operations 2009 Management", 8th Edition, John Wiley and Sons	2009