



PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

MASTER OF BUSINESS ADMINISTRATION (CAPITAL MARKETS)

(MBA - CAPITAL MARKETS)

For the Examination 2021-22

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) (CAPITAL MARKETS) FOR THE EXAMINATION OF 2021-22

**SCHEME OF EXAMINATION FOR MBA
(CAPITAL MARKETS)**

FIRST SEMESTER

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBACM-1001	PRINCIPLES AND PRACTICES OF MANAGEMENT	4	100
MBACM-1002	MANAGERIAL ECONOMICS	4	100
MBACM-1003	ACCOUNTING FOR MANAGEMENT	4	100
MBACM-1004	BUSINESS STATISTICS	4	100
MBACM-1005	ORGANIZATIONAL BEHAVIOUR	4	100
MBACM-1006	LEGAL AND ETHICAL ASPECTS OF BUSINESS	4	100
MBACM-1007	MANAGEMENT INFORMATION SYSTEMS	4	100
	TOTAL	28	700

SECOND SEMESTER

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBACM-2001	BUSINESS ENVIRONMENT	4	100
MBACM-2002	FINANCIAL MANAGEMENT	4	100
MBACM-2003	PRINCIPLES OF MARKETING	4	100
MBACM-2004	HUMAN RESOURCE MANAGEMENT	4	100
MBACM-2005	WORKSHOP ON SOFT SKILLS	2	50
MBACM-2006	SEMINAR ON RESEARCH METHODOLOGY	2	50
SECTORAL SUBJECT – 1			
MBACM-2007	DYNAMICS OF FINANCIAL SYSTEM	4	100
SECTORAL SUBJECT – 2			
MBACM-2008	CAPITAL MARKETS AND FINANCIAL INTERMEDIATION	4	100
MBACM-2009	SUMMER TRAINING RELATED TO CAPITAL MARKETS AND VIVA-VOCE*	4	100
MBACM-2010	COMPREHENSIVE VIVA-VOCE**	4	100
	TOTAL	36	900

**At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.*

***Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.*

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) (CAPITAL MARKETS) FOR THE EXAMINATION OF 2021-22

**SCHEME OF EXAMINATION FOR MBA
(CAPITAL MARKETS)**

THIRD SEMESTER- CAPITAL MARKETS

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBACM-3001	PROJECT PLANNING AND ANALYSIS	4	100
SECTORAL SUBJECT – 3			
MBACM-3002	CAPITAL MARKET SECURITIES	4	100
SECTORAL SUBJECT – 4			
MBACM-3003	PRIVATE EQUITY AND ALTERNATIVE INVESTMENTS	4	100
SECTORAL SUBJECT – 5			
MBACM-3004	EQUITY RESEARCH AND FINANCIAL MODELLING	4	100
FUNCTIONAL SPECIALIZATION GROUP – A: MARKETING			
MBACM-M-3005	MARKETING RESEARCH AND CONSUMER BEHAVIOUR	4	100
MBACM-M-3006	ADVERTISING AND SALES MANAGEMENT	4	100
MBACM-M-3007	INTERNATIONAL MARKETING	4	100
MBACM-M-3008	INTERNET MARKETING	4	100
FUNCTIONAL SPECIALIZATION GROUP – B: FINANCE			
MBACM-F-3009	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	4	100
MBACM-F-3010	STRATEGIC COST MANAGEMENT	4	100
MBACM-F-3011	FINANCIAL ENGINEERING	4	100
MBACM-F-3012	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	4	100
FUNCTIONALSPECIALIZATION GROUP – C: HUMAN RESOURCE MANAGEMENT			
MBACM-H-3013	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	4	100
MBACM-H-3014	ORGANIZATIONAL DEVELOPMENT	4	100
MBACM-H-3015	LABOUR LAWS	4	100
MBACM-H-3016	PERFORMANCE MANAGEMENT	4	100
FUNCTIONAL SPECIALIZATION GROUP – D: OPERATIONS MANAGEMENT			
MBACM-O-3017	SUPPLY CHAIN MANAGEMENT	4	100
MBACM-O-3018	ADVANCED PRODUCTION MANAGEMENT	4	100
MBACM-O-3019	BUSINESS PROCESS RE-ENGINEERING	4	100
MBACM-O-3020	MANAGEMENT OF TECHNOLOGY AND INNOVATION	4	100
	TOTAL	32	800

Note: -The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.

FOURTH SEMESTER – CAPITAL MARKETS

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBACM-4001	STRATEGIC MANAGEMENT	4	100
MBACM-4002	SEMINAR ON CORPORATE GOVERNANCE	2	50
MBACM-4003	WORKSHOP ON DEVELOPING ENTREPRENEURIAL SKILLS	2	50
MBACM-4004	OPERATIONS RESEARCH	4	100
MBACM-4005	RESEARCH PROJECT*	4	100
MBACM-4006	COMPREHENSIVE VIVA-VOCE**	4	100
SECTORAL SUBJECT – 6			
MBACM-4007	CAPITAL MARKET RISK MANAGEMENT	4	100
SECTORAL SUBJECT – 7			
MBACM-4008	GLOBAL CAPITAL MARKETS	4	100
SECTORAL SUBJECT – 8			
MBACM-4009	BEHAVIORAL FINANCE AND CAPITAL MARKETS	4	100
FUNCTIONALSPECIALIZATION GROUP – A: MARKETING			
MBACM-M-4010	INDUSTRIAL AND RURAL MARKETING	4	100
MBACM-M-4011	INTEGRATED MARKETING COMMUNICATIONS	4	100
FUNCTIONAL SPECIALIZATION GROUP – B: FINANCE			
MBACM-F-4012	CORPORATE VALUATION	4	100
MBACM-F-4013	MANAGEMENT OF FINANCIAL SERVICES	4	100
FUNCTIONAL SPECIALIZATION GROUP – C: HUMAN RESOURCE MANAGEMENT			
MBACM-H-4014	INDUSTRIAL RELATIONS AND LABOUR WELFARE	4	100
MBACM-H-4015	TRAINING AND DEVELOPMENT	4	100
FUNCTIONALSPECIALIZATION GROUP – D: OPERATIONS MANAGEMENT			
MBACM-O-4016	ENTERPRISE RESOURCE PLANNING	4	100
MBACM-O-4017	PRODUCTIVITY MANAGEMENT	4	100
TOTAL		40	1000

**Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.*

***Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.*

Note: -The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study TWO papers of the Group selected.

Learning Objectives:

The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

Section – A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

Section – B

Evolution of management thought, Contribution made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Likert and McGregor, Peter F. Drucker, M.E. Porter.

Schools of Management: Scientific Management, Human Behaviour, Mathematical School, Systems Approach of Management.

Section – C

Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.

Decision-Making: Importance and steps in Decision Making, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships

Delegation-authority, responsibility, accountability, Steps to make delegation effective

Decentralization-purpose and types of decentralization, Span of Management.

Section – D

Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination.

Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Suggested Readings:

1. Harold Koontz & Heinz Weihrich: Essentials of Management, Tata McGraw Hill
2. Stoner, Freeman, Gilbert Jr.: Management Prentice Hall India.
3. Heinz Weihrich& Harold Koontz: Management (A Global Perspective), Tata McGraw Hill.
4. Stephen Robbins & Coulter: Management Prentice Hall India.
5. RichyW.Griffin: Management, AITBS Publishers.
6. Terry & Franklin: Fundamentals of Management, Pearson Education.
7. B.S. Moshal: Principles of Management, Ane Books.

Learning Objectives:

To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. This course is designed to mix basic economics theory with useful knowledge regarding how the actual economy operates. It is an introduction to the behavioural science of economics which focuses on the aggregate behaviour of households, firms and the government. Topics covered include gross domestic product, national income, inflation and the business cycle.

Section – A

Introduction to Managerial Economics: Nature, Scope and Importance of Managerial Economics. **Basic Concepts in decision making:** Opportunity cost principle, incremental principle, time element in decision making. **Distinction between micro and macroeconomics.** **Demand Concepts and Analysis:** Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand. **Elasticity of Demand:** Concept, Types, Measurement and importance.

Section – B

Theory of Consumer Behavior: Cardinal Utility Approach and Ordinal Utility (Indifference Curves) Approach. **Demand Forecasting:** Sources of Data Forecasting-Expert Opinions, Surveys and Market Experiments, Time Series Analysis-Trend Projection, Barometric Forecasting, Leading Indicators, Composite and diffusion Indices. **Production Function:** Concept, types: Cobb Douglas and CES Production Function, Returns to Factor and Returns to Scale. **Cost concepts and Analysis:** Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis. **Revenue Curves:** Concept and Types.

Section – C

Perfect Competition: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run. **Monopoly:** Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run, Price Discrimination. **Imperfect Competition: Monopolistic Competition** – Price output determination in short and long run, Product variation and selling expenses behaviour, **Oligopoly**– Characteristics, Price Rigidity, interdependence, the Cournot Model, Cartels and Collision, Price leadership.

Section – D

National Income: Concept of National Income, National Income Accounting Methods: Output, Income & Expenditure Methods, **Consumption Function and Investment Function-** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator, **Business Cycle-**Introduction, Meaning and Features, Measures to Control Business Cycles, Business Cycles and Business Decisions, **Inflation and Deflation:** Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation.

Suggested Readings:

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
3. Keat: Economic Tools for Today's Decision Makers, Pearson Education
4. William Samuelson and Stephen G. Mark: Managerial Economics, John Wiley & Sons.
5. K.K. Dewett: Modern Economic Theory, Sultan Chand and Sons
6. Mote, Paul Gupta: Managerial Economics, Vikas Publisher.
7. A. Koutsoyiannis: Modern Microeconomics, McMillan.

Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

Section – A

Accounting: Accounting and its functions, Accounting as an information system, Basic Accounting Concepts and Accounting Conventions, Accounting Principles, Generally Accepted Accounting Policies (GAAP), Accounting Standards (Ind AS and IFRS). **Branches of Accounting:** Financial Accounting, Cost Accounting, Management Accounting, Accounting Equation, Accounting Structure, Types of Accounts. Rules regarding Journal Entries, Recording of Journal Entries, Ledger Posting, Cash book, Trial Balance, Preparation of Final Accounts, Trading Account, Profit & Loss Account, Balance Sheet, Treatment of Adjustments into trial balance.

Section – B

Meaning of Management Accounting: Nature, Scope, Objectives, Functions of Management Accounting, Relationship between Financial and Management Accounting, Meaning of Financial Statement, Importance and Limitations of Financial Statement, Meaning and Objectives of Financial Statement Analysis, Limitation of Financial Analysis. **Tools of financial analysis:** Ratio analysis, Common size statements, Trend analysis, Fund flow and cash flow statement.

Section – C

Cost Accounting: Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making. **Cost Control Techniques:** Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing. **Responsibility Accounting:** Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

Section – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, **Social Accounting:** Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. **Human Resource Accounting:** Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

1. Charles T. Horngren, Gary L. Sundem, John A. Elliott and Donna Philbrick: Introduction to Financial Accounting, Prentice Hall India.
2. Hanif Mukherjee: Financial Accounting, Tata McGraw Hill
3. Charles T. Horngren, Jeff Schatzberg, Gary L. Sundem and William O. Ostratton: Introduction to Management Accounting, Pearson Education.
4. Hilton Ronald: Managerial Accounting, McGraw Hill Professional
5. Charles T. Horngren, Srikant M. Datar and George Foster: Cost Accounting- A Managerial Emphasis, Prentice Hall India.
6. N.R.Swamy: Financial Accounting-A managerial Perspective, Prentice Hall India.
7. J.R. Williams, S.F. Haka, M.S. Bettner and R.F. Meigs: Financial and Managerial Accounting – The Basis for Business Decisions, Tata McGraw Hill

Learning Objectives:

The objective of the course is to equip the students with techniques for data analysis. Data need to be analyzed, classified and interpreted to facilitate decision making. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

Section – A

Classification of data and construction of Frequency Distribution: Graphic Presentation of Data. **Introduction of Descriptive Statistics:** Measures of Central Tendency, Measures of Dispersion-Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis. **Index Numbers:** Definition and Methods of Construction of Index Numbers, Tests of Consistency, Base shifting, Splicing and Deflation, Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

Section – B

Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its Mathematical Expectation. **Theoretical Distributions:** Binomial, Poisson and Normal Distribution.

Section – C

Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error. **Theory of Estimation:** Point and Interval Estimation, Construction of Confidence Limits for Mean. **Testing of Hypothesis:** Large Sample Tests, Small Sample Test (t-test: single sample mean and difference of means tests, F test-Variance Ratio test, Z test-single proportion, difference of proportions, single sample mean and Difference of Means), χ^2 - (chi square) test: Independence of Attributes, Goodness of Fit and Test of Homogeneity.

Section – D

Correlation Analysis: Rank Method and Karl Pearson's Coefficient of Correlation and Properties of Correlation. **Regression Analysis:** Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients. **Time Series Analysis:** Components, Measurement of Trend by Least Squares Method, Straight Line and Quadratic Trend, Importance of Time Series Analysis in Managerial Decision Making.

Suggested Readings:

1. J.K. Sharma: Business Statistics, Pearson Publication.
2. Amir D Acze I& Sounderpandian: Complete Business Statistics, Tata McGraw Hill.
3. Levin & Kapoor: Statistics For Management, Prentice Hall India
4. U.K. Srivastava, Shenoy & Sharma: Quantitative Techniques for Management, New Age International.
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
6. M.P. Gupta & S.P. Gupta: Business Statistics, Sultan Chand and Sons.

Learning Objectives:

The objective of studying Organizational Behaviour is to investigate the impact that individuals, groups and structure have on behaviour within organizations. The purpose is to apply such knowledge towards improving the effectiveness of organizations.

Section – A

Introduction to OB: Contributing Disciplines to OB, OB in context of Globalisation. **Values, Attitudes and Job Satisfaction:** Values, Types of Values, Components of Attitude and their Sources, Cognitive Dissonance Theory, Job Satisfaction. **Perception:** Factors Influencing Perception, Perceptual Selectivity, Attribution Theory, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making.

Section – B

Personality: The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence. **Motivation:** Meaning, Early Theories of Motivation, Contemporary Theories of Motivation. **Group Dynamics:** Types of Groups, Stages of Group Development, Five Stage Model, Group Processes, Group Decision Making, Teams vs Groups, Types of Teams, Model for Team Effectiveness

Section – C

Leadership: Concept, Leadership Theories- Trait Theories, Behavioural Theories and Contingency Theories, Leadership Styles, Level 5 Leaders. **Power and Politics:** Definition, Bases of Power, Strategies of Power Acquisition, Factors influencing Political Behaviour in Organizations. **Conflict Management:** Sources of Conflict, Types of Conflict, Process of Conflict, Levels of Conflict- Individual, Group and Organizational level conflict.

Section – D

Stress Management: Concept, Sources of Stress, Consequences of Stress, Emotion focused/ Problem focused Coping Strategies. **Organizational Culture:** Definition, Concept, Characteristics, Levels of Organizational Culture, Socialization Process. **Organizational Structure:** Concept, Elements of Organizational Structure, Types of Organizational Structures and their Impact on Human Behaviour.

Suggested Readings:

1. S.P. Robbins: India Organizational Behavior, Prentice-Hall.
2. Keith Davis: Human Behaviour at work, Tata McGraw Hill.
3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
4. K. Ashwatappa: Organizational Behaviour , Himalaya Publishing House.
5. F. Luthans: Organizational Behaviour, McGraw Hill.

Learning Objectives:

The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

Section – A

The Indian Contract Act, 1872: Nature and kinds of contracts, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of Object and Consideration, Void Agreements, Contingent Contracts, Discharge of Contracts, Remedies for Breach of Contract, Quasi Contract, Contracts of Indemnity and Guarantee, Contract of Bailment and Pledge, Contracts of Agency. **The Sale of Goods Act, 1930:** General Principles, Conditions and Warranties, Transfer of property in goods, Transfer of title, Performance of contract of sale, Rights of unpaid seller, Miscellaneous.

Section – B

Companies Act, 2013: Definition and nature of Company, Kinds of Companies, Formation of Company, Memorandum of Association, Articles of Association, Prospectus, Share and share capital, Membership in a Company, Transfer and Transmission of shares, Company meetings, Directors of a Company, Dividends and Interest, Accounts and Audit, Borrowing Powers, Majority Powers and Minority Rights, Winding up. **The Consumer Protections Act, 1986:** Introduction, Consumer Protection Councils, Consumer Disputes Redressal Agencies.

Section – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

Section – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:

1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
4. Meenu Paul: Labour & Industrial Law, Allahabad Law Agency.
5. S.N. Mishra: Labour & Industrial Law, Central Law Publications.
6. P.L. Malik: Industrial Law, Eastern Book Company.
7. S.C. Srivastva: Industrial Relations and Labour Laws, Vikas Publishing House.
8. T.L. Beauchamp and N.E. Bowie: Ethical Theory and Business, Prentice Hall India.
9. J.R. Boatright: Ethics and the Conduct of Business, Pearson Education.

Learning Objectives:

Upon completion of this course, students will be able to explain the strategic impact of the use of business information systems and identify different aspects of the management of the IT business function.

Section – A

Information systems: Role of IS in Business, Globalization Challenges and Opportunities, **E-Business:** IT role in Business enhancement, TPS, E-Commerce, E-Government, IS Organizations and Strategy, Ethical & Social issues in IS, Cyberbullying,

Section – B

IT Infrastructure & Emerging Technologies: IT Infrastructure components, Contemporary Hardware trends, Contemporary Software trends, **Business Intelligence-Databases and Information Management:** Database approach to data management, Multidimensional data analysis, data mining, databases and web, Telecommunications, **Internet & Wireless Technology:** Communications Networks, Internet, Wireless networks in Business, Securing IS: Malicious softwares, technologies and tools for protecting Information systems.

Section – C

Enterprise applications: Enterprise systems, Supply Chain management systems, New opportunities and challenges, **E-Commerce:** concepts in e-commerce, Internet business models, m-commerce, e-commerce payment systems, Decision Making: Reality mining, Hybrid AI systems, Intelligent agents, decision making and IS, Systems for decision making.

Section – D

Building IS: System as planned Organizational change, system development, system analysis, system design, RAD, **Managing Projects:** importance of projects, selecting projects, managing project risk, **Managing Global Systems:** technology issues and opportunities for global value chains, computing platforms and systems integration, connectivity, software localization.

Suggested Readings:

1. K.C. Laudon, J.P. Laudon & RajanishDass: “Management Information Systems – Managing The Digital Firm”, Pearson.
2. James A O’Brien: Management Information Systems, Tata McGraw Hill.
3. M.M. Goyal: Management Information Systems: Managerial Perspectives, McMillan.
4. R.D. Murdick & J.E. Claggett: Information Systems for Modern Management, Prentice Hall India.
5. G. Davis & M.H. Olson: Management Information Systems – Conceptual Foundation, Structure and Development, McGraw Hill.
6. E. Turban, J. E. Aronson, T. Liang: Decision Support Systems & Intelligent Systems, Dorling Kindersley India.

Learning Objectives:

The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry. Another objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

Section – A

Economic Environment: Economic Environment of Business, Non- economic Environment of Business-Political legal environment of business, Critical elements of socio – cultural environment, emerging rural sector in India and Indian Business, Social responsibility of business, Consumerism in India, Techniques of Environmental Scanning, Environmental Scanning of some important industries.

Section – B

Economic Planning in India: Objectives, Strategies and Evaluation of current Five Year Plan, Public Sector in India, Privatization and Disinvestment, New Economic Policy-Liberalization and Structural Adjustment Programmes, Economic Systems.

Section – C

Economic Policies in India: Monetary Policy as an instrument of growth, Fiscal Policy and Indian business, Industrial Policy and Industrial Licensing in India, EXIM Policy, The Competition Act FEMA 2000, RTI Act, 2000.

Section – D

International Economic Environment: Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee, Contemporary issues in Indian economic environment.

Suggested Readings:

1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
2. G.Rama Krishna & A.G. Moss V.Suguna: Economic Reforms in India- Retrospect and Prospect, Himalaya Publishing House.
3. M.R. Das: WTO Opportunities and Challenges for Indian Banking, Himalaya Publishing House.
4. R.V. Badi: Indian Business Environment, Himalaya Publishing House.
5. Francis Cherunilam: Global Economy and Business Environment, Himalaya Publishing House.
6. Misra & Puri: Economic Environment of Business, Himalaya Publishing House.
7. I.J. Ahluwalia: Industrial Growth in India, Oxford University Press.
8. S. Chakravarthy: Development Planning, Oxford University Press.

Learning Objectives:

The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

Section – A

Introduction to Financial Management: Meaning, Scope, Finance Function, Financial Goals, Agency Problem, Relationship of Finance with Accounts and Economics. **Sources of Finance:** Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR, Derivative instruments, Commercial Papers, Certificate of Deposits, Trade credit, Bank finance, money market instruments **Cost of Capital:** Meaning, Calculation of Cost of Debt Capital, Equity Capital, Preference Capital, Retained Earnings, Weighted Average Cost of Capital.

Section – B

Capital Structure: Meaning, Determinants, Assumptions, Net Income Approach, Operating Income Approach, Traditional Position, Modigliani Millar Approach, EBIT and EPS Analysis, Trading on Equity, Gearing Ratio. **Leverage Analysis:** Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.

Section – C

Management of Working Capital: Meaning of working capital, Need of managing working capital, Determinants of working capital, Operating Cycle, and Estimation of working capital. **Inventory Management:** Meaning, Need to hold Inventory, Objective of Inventory, Inventory Management, Factors affecting inventory investment, Determination of Economic Order Quantity, Evaluation of Discount Proposal, Determination of maximum, minimum, average, safety and reordering level of inventory, Models for classification of inventory, Inventory Control System. **Cash Management:** Meaning, Facets of Cash Management, Motives for Holding Cash, Optimal Cash Balance: Baumols model, Miller-Orr model, Short-Term and Long-Term Cash Forecasting.

Section – D

Receivable Management: Meaning and objectives of receivable management, Factors affecting receivables, Credit Policy Variable, Credit Evaluation, Credit Decisions, Control of Account Receivable. **Dividend Decisions:** Meaning and Types of Dividend, Issues in Dividend Policy, Traditional Model, Walter Model, Gordon Model, Miller and Modigliani Model. **Corporate Restructuring:** Meaning and need of corporate restructuring, Financial and Operational restructuring, merger and amalgamation: meaning types and motives.

Suggested Readings:

1. James C. Van Horne: Financial Management, Pearson Education.
2. Richard A. Brearley and Stewart C. Myres: Principles of Corporate Finance, McGraw Hill.
3. John J. Hampton: Financial Decision Making-Concepts, Problems and Cases, Prentice Hall India.
4. M.Y. Khan and P.K. Jain: Financial Management-Text and Problems, McGraw-Hill.
5. Prasanna Chandra: Financial Management, Tata McGraw-Hill Publishing.

Learning Objectives:

The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

Section – A

Introduction to Marketing: Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix. **Marketing Environment:** Marketing Environment, New Marketing Realities, New Consumer Capabilities, Demographic Environment, Social-Cultural Environment, Natural Environment, Technological Environment and Political-Legal Environment, SWOT analysis.

Section – B

Analyzing Markets: Marketing Research Process, Sources of data collection, factors influencing Consumer behavior, Buying Decision Process, Post-Purchase Behavior, Organizational Buying, Stages in the Buying Process. **Market Segmentation:** Levels of Market Segmentation, segmenting consumer markets, Niche Marketing, segmenting business markets, Michael Porter's Five Forces Model, Analyzing competitors, strategies for market leaders, Targeting and Positioning.

Section – C

Product Decisions: Product characteristics, classifications, differentiation, packaging and labeling, Product Life Cycle. **Pricing Strategies:** Understanding Pricing, Setting the Price, Initiating and Responding to Price Changes, Reactions to Competitor's Price Changes.

Section – D

Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling. **Marketing Communication:** The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:

1. P. Kotler, and K.J. Keller: Marketing Management, A South Asian Perspective, Prentice Hall India.
2. V.S. Ramaswamy, & S.Namakumari: Marketing Management, Planning, Implementation and Control, Macmillan.
3. Britt and Boyd (ed): Marketing Management and Administrative Action, Tata McGraw Hill.
4. T.K. Panda: Marketing Management: Text and Cases, Excel Books.
5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
6. Douglas, K.Hoffman, et al: Marketing, Best Practices, Thomson South-Western
7. R. Saxena: Marketing Management, Tata McGraw Hill.

Learning Objectives:

The objective of the paper is to make the participants aware of the importance of Human Resource Management. It further aims to impart an in-depth understanding of the various functions of Human Resource Management whereby the underlying objective of the course is to develop understanding into the tools available to attract, retain and motivate the human resources in an organization.

Section – A

Introduction to HRM: Meaning, Scope, Importance of HRM, Challenges faced by HRM. **Job Analysis and Job Design:** Concept, Methods of Job Analysis, Job description and Job specification, Traditional and Modern Approaches to Job Design, Flexible Work Arrangements, Competency Mapping. **Human Resource Planning:** Definition, Need and Importance, Process of HRP, Demand Forecasting and Supply Forecasting of Workforce.

Section – B

Recruitment: Definition and Concept, Factors Affecting Recruitment, External and Internal Sources of Recruitment. **Selection Process-** Steps in Selection Process, Types of Selection Tests and Selection Interviews, Placement and Induction. **Managing Careers:** Concept, Career Stages, Career Anchors, Benefits of Career Planning to the Individual and Organisation, Internal Mobility- Promotions, Demotions and Transfers. **Employee Training and Management Development:** Importance, Objectives, Process, Methods of Training and Development.

Section – C

Performance Management and Performance Appraisal: Concept, Objectives of Performance Management, Performance Appraisal Process, Traditional and Modern Methods of Appraisal, Pitfalls in Performance Appraisal, Potential Appraisal. **Job Evaluation:** Definition, Concept, Methods of Job Evaluation. **Compensation Management:** Objectives, Factors Determining Compensation and Pay Rates, Wage and Salary Administration, Incentive Plans and Fringe Benefits.

Section – D

Industrial Relations: Concept, Objectives, Trade Unions and their Functions, Collective Bargaining-Types and Process, Grievance Handling- Definition, Sources of Grievance, Grievance Redressal Machinery, Discipline and Disciplinary Action. **Quality of Work-life:** Concept, Strategies for Improving QWL.

Suggested Readings:

1. Gary Dessler: Human Resource Management, Pearson Education
2. Edwin B. Flippo: Personnel Management, Tata McGraw Hill.
3. Dale Yoder: Personnel Management & Industrial Relation, Sir Isaac Pitman & Sons.
4. Arun Monappa & Saiyadain: Personnel Management, Tata McGraw Hill
5. K. Aswathappa: Human Resource Management, Tata McGraw Hill

Learning Objectives:

To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

Section – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication. **Presentations, Book Reviews and Summaries**

Section – B

Time Management and Goal Setting: Identification of Time Wasters, Prioritisation of Work (ABC Method), Goal Setting. **Listening Skills:** Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface. **Team Assignment:** Effects of Competition on Individual and Group Behaviour, Competitive and Collaborative Team Behaviour, Team/Group Dynamics, Team Assignment.

Section – C

Stress Management: Symptoms of Stress, Coping Approaches. **Report Writing:** Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

Section – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.

Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:

1. Lesikar, Petit & Lesikar's: Basic Business, Tata McGraw Hill
2. Poe & Fruchling: Basic Communication, AITBS.
3. Taylor: English Conversion Practice, Tata McGraw Hill.
4. Diwan & Aggarwal: Business Communication, Excel Books.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
6. B.L. Courtland and J.V. Thill: Business Communication Today, Pearson Education.
7. H.A. Murphy, W. Hilderland and P.J. Thomas: Effective Business Communication, Tata McGraw Hill Companies.

Learning Objectives:

The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills so as to facilitate managerial decision making.

Section – A

Introduction: Meaning, Features, Objectives/Motives & types of Research, Defining the Research problem, Research Process, Significance of Research in Managerial decision making.**Research Design:** Meaning, Characteristics and various concepts relating to Research Design and classification of Research Design, General phases and principles of Research Procedure.

Section – B

Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire.**Sampling Design:** Meaning and need of Sampling and review of Sampling Methods.**Measurement and Scaling Techniques.Formulation of Hypothesis.**

Section – C

Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

Section – D

Report writing: Style/format, contents and essential steps for report writing, **Role of Computer in Research.**

Suggested Readings:

1. K.N. Krishnaswamy, AppaLyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
4. Michael Riley:Researching & Writing dissertation in Business & Management, Thomson Learning.
5. R. Pannerselvam: Research Methodology, Prentice Hall India.
6. R. Nandagopal: Research Methods in Business, ExcelBooks.
7. William G.Zikmund: Business Research Methods, Thomson South Western Publication
8. C.R. Kothari: Research Methodology-Methods &Techniques, Vikas Publishers.

Learning Objectives:

The primary objective of this paper is to provide an overview of the financial system to capital market learners so that they can understand the dynamics of different components of financial system.

Section A

Financial system: Introduction, Genesis, Formal and Informal Financial Sectors, Components of financial system, Functions of Financial system.

Financial system and Economy-Role of Financial System in the Economy, Relationship between financial system and economic growth.

Indian Financial System and reforms- Features of Indian Financial system, Indian Financial system in the pre-reform period, Objectives of financial reforms,

Financial Supervision-Development of Banking and Non-banking supervision, Board for financial supervision in India- sub committees, advisory council and supervisory jurisdiction.

Section B

Financial market- Meaning, Characteristics, Classification of Financial Market, Functions of Money Market, Indian Money Market, Role of RBI in the Money Market

Money Market Instruments-Treasury Bills, Commercial Papers, Commercial Bills, Certificate of Deposits, Call / Notice Money Market;

Introduction to Capital Market- Primary Capital Market- Introduction and Steps involved in primary issues; Secondary Capital market- Need and Functions;

Introduction to Derivative Market-Meaning, Benefits, History of Derivative Trading, Types of financial derivatives

Section C

Financial Institutions- Meaning, Special Characteristics, Broad categories, Money Market Institutions, Capital Market Institutions, Profile of Indian Financial Institutions

Banking Institutions- Functions of Banks, Scheduled Commercial Banks- Public sector, Private Sector and Foreign Banks, Cooperative Banks- Meaning and Features, Difference between Commercial and cooperative banks

Non-Banking Financial Institutions (NBFCs) -Meaning, Types, Structure of NBFCs, Growth of NBFCs in India, Regulatory Provisions, Role of Board for Financial supervision in monitoring NBFCs.

Stock exchange- Genesis, Stock Exchanges in India- Introduction of Bombay Stock exchange, National stock exchange and Regional stock exchanges, Authorities and Role of Stock exchange.

Section D

Financial Services-Meaning, Types- Fund based and Non-fund based financial services, Insurance- Meaning, Principles and Types; Mutual Funds- Types and features; Pension Funds- Types and features; Factoring and Forfeiting, Types and Characteristics; Housing Finance- Role of Housing finance in economy, Types of Housing Loans, Leasing- Meaning, Types and Difference from Hire-purchase; Asset backed financing, Investment in real estate- REITs and RMFs

Micro Financial services – Meaning of Micro finance, Micro Finance Institutions, Micro financial services, Features of Micro Finance, Approaches to Micro financing, Micro Finance Programme and schemes in India

Role of households and institutional investors

Financial Regulation- Securities and exchange Board of India– Power, Functions, Guidelines, Investor protection measures, Investor education, Investor grievances redressal mechanism; Reserve Bank of India – Objectives, Organization, Functions and Role of RBI

Suggested Readings:

1. Neave E H, Modern Financial Systems: Theory and Applications, Wiley Publications
2. Burton M and Brown B, Financial System of the Economy: Principles of Money and Bank, Routledge Publishing
3. Pathak B V, The Indian Financial System-Markets, Institutions and Services, Pearson Publications
4. Gurusamy S, Indian Financial system, McGraw Hill Education
5. Khan M Y, Indian Financial system, McGraw-Hill Education

Learning Objectives:

The course aims to introduce various concepts related to capital markets citing its various segments, infrastructure and instruments and acquaint students with the economic role played by financial intermediaries in capital markets.

Section – A

Capital Markets: Overview, Functions, Nature and Significance, Role of Capital Markets to a Country's Economy, Outlook for Capital Markets

Capital Market Segments: Primary and Secondary Market, Cash/Spot Market, Derivatives Market, Foreign Exchange Markets, Equity and Debt Markets

Capital Market Infrastructure: Pre-trading Facilitation including Quote Order Management, Risk Management, Price Discovery, Trade Documentation, Counter-Party Risk Assessment, Ongoing Portfolio Management, Creation and Listing; Trading Facilitation through stock exchanges, Functions and Significance of Stock Exchanges, Operations and Trading Mechanism of Stock Exchanges, Stock Market Indices, Risk Management, Surveillance Mechanism at Stock Exchanges, Straight through Processing, Demutualization of Stock Exchanges, SME Exchange; Post-trading facilitation including Clearing, Custody and Settlement of Securities

Section – B

Participants in Capital Market: Investors (Retail and Institutional), Issuers, Financial Intermediaries; Recent Trends and Developments, Regulatory initiatives of Government of India

Equity Capital Market Instruments: Asset allocation, IPOs, Equity Futures & Options, Hedge fund, Private Equity; **Debt Capital Market Instruments:** Corporate Debentures, Fixed Income Products, Interest based Bonds, Derived Instruments, Benchmarked Instruments, Mezzanine finance, Securitization, Bond Futures & options

Regulation of Capital Market: Functions and Objectives of SEBI, Role of SEBI in Promotion and Development of Capital Market.

Section – C

Financial Intermediaries: Overview, Role, Functions of Financial Intermediaries within the Financial System

Financial Intermediaries in Equity and Debt Markets: Merchant Bankers, Depositories, Depositories Participants, Role and functions of NSDL and CDSL; Custodians, Stock Brokers, Dealers, Registrars, Underwriters, Commercial Banks, Debenture Trustees, Credit Rating Agencies

Financial Intermediaries in Currency and Commodities Derivatives: Basics of currency and commodity markets in India; SEBI Regulations for Currency and Commodity Derivatives Exchanges and Intermediaries

Section – D

Mutual Fund: Introduction, Setting Up of Mutual Funds, Types, Advantage of Investment in Mutual Fund, Concept of Trustee and Asset Management Company, Legal & Regulatory Framework, Measuring & Evaluating Mutual Fund Performance

Venture Capital: Concept of Venture Capital, Registration, Investment Conditions and Restrictions, Foreign Venture Capital Investors, Private Capital Funds

Credit Rating Agencies: Meaning, Types of rating, Rating Agencies in India, Rating Methodologies, Factors affecting ratings

Suggested Readings:

1. Bansal, L. K., Merchant Banking & Financial Services, Tata McGraw Hill
2. Bhole, L. M. Financial Institutions and Markets, McGraw Hill
3. Khan, M.Y., Management of Financial Services, Tata McGraw Hill
4. Midgley, K., The Capital Market: its Nature and Significance, The Macmillan Press Ltd
5. Strumeyer, G., The Capital Markets: Evolution of Financial Ecosystem, Wiley
6. Fabozzi, F.J., Capital Markets: Institutions, Instruments and Risk Management, PHI
7. Mishkin, F.S. and Eakins, S.G., Financial Markets & Institutions, Pearson Prentice Hall

Learning Objectives:

The objective of this course is to promote a sound understanding of the theory and practice of project management and help the students to appreciate the Concepts, dynamics, and practice of project management. It also aims to impart skills in project planning, execution and control methods and project management software and applications.

Section – A

Introduction to Project Management: Meaning and Definition of a Project, Objectives of a Project, Project Life cycle; Steps in Project Planning; **Generation and Screening of Project Ideas-** Generation of ideas, Monitoring the environment, Regulatory framework for Projects, Corporate Appraisal, Preliminary Screening, Project Rating Index, Porter model for estimation of profit potential of industries.

Section – B

Market and Demand Analysis- Situational analysis and Specification of objectives, Collection of secondary information, Conduct of market survey, Characterization of the market, Demand forecasting, Market planning; **Technical Analysis-** Study of material inputs and utilities, manufacturing process and technology, product mixes, plant capacity, location and site, machinery and equipment, structures and civil works, project charts and layouts; **Project Costing and Finance:** Cost of project, Cost of production, Means of Financing Project, Working capital requirements and its financing, Profitability Projections, Projected Cash flow statement and projected Balance Sheet.

Section – C

Project Appraisal: Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio, Social Cost Benefit Analysis, and Assessment of various methods. **Risk Analysis:** Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis, Decision Tree Analysis, and Application of project appraisal techniques in current environment. **Social cost benefit analysis (SCBA) -** Rationale for SCBA, UNIDO approach to SCBA, Little and Mirrlees approach to SCBA.

Section – D

Project Management: Need for Project Management, Project Management Framework, forms of project organization, project control, human aspects of project management, prerequisites for successful project implementation; **Network techniques for project management:** Development of project network, time estimation, determination of critical path, scheduling when resources are limit, PERT and CPM models, Project review and administrative aspects- initial review, performance evaluation, abandonment analysis.

Suggested Readings:

1. M. Patel: Project Management-Strategic Financial Planning Evaluation and Control, Vikas Publishing.
2. Prasanna Chandra: Projects - Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill.
3. Esty, B. C.: Modern Project Finance: A Case Book, John Wiley and Sons.
4. Robert K. Wysocki, Robert, Bick and David B, Crane: Effective Project Management, John Wiley and Sons.
5. E.C. Benjamin: Modern Project Finance-A case book, John Wiley and Sons.
6. Gatti, S.: Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects, Academic Press.
7. I.M.D. Little and J.A. Mirrlees: Project Appraisal and Planning for Developing Countries, Oxford and IBH Publishing Co.
8. P.K. Nevitt and F.J. Fabozzi: Project Financing, Euromoney Books.

Learning Objective:

The objective of the paper is to impart knowledge to the students about various capital market securities and their trading mechanism.

Section: A

Introduction to Capital Market, Structure and Growth of the Indian Capital Market, Importance of capital market, Forms of capital markets - Industrial Securities market, New Issue markets and Old Issue markets, Difference between Capital market and Money market.

Institutional Structure in Capital Market: Development and Investment Institutions – UTI & its objectives, IDBI, IFCI, IRBI, LIC, GIC, SIDC, SHCIL, Depository Services, Rating Agencies: CRISIL, ICRA, CARE

Securities and Instruments: Meaning and mobilization of savings for investment, Characteristics of securities, Arena of Securities: Equity, Debentures, Preference Shares, Sweat Equity, Non-Voting Shares, Share Warrants, Features and Types of Shares and Debentures, Employee Stock Option Scheme and Employee Stock Purchase Scheme, Depository Receipts: Indian DR, Global Depository Receipts, American Depository Receipts, Derivative Instruments: Forward, Future, Options and Swaps.

Section: B

New Issue Market: Origination of New Issue Market, Distinction between New Issue Market and Stock Exchange, Relationship between New Issue Market and Stock Exchange, Functions of New Issue Market, Players in New Issue Market, Advantages of Primary Market, Anchor investors.

Methods of Floating New Issues – Offer through prospectus, offer of sale, private placement, General Guidelines for new issue, steps involved in public issue, steps involved in case of offer-for-sale, Right Issue, Bonus Issue, Offer to Employees, SEBI's guidelines for IPOs, SEBI regulations for New Issue Market, Recent trends in New Issue Market.

Operators in New Issue market: Brokers, Managers, Bankers to the issue, Registrar and Underwriters.

Listing of Securities: Objectives, Advantages, Basic Requirements, Listing Procedure, Listing Agreement, Delisting of securities.

Section: C

Stock Exchanges in India: Establishment and Functions/Services of Bombay stock exchange, National Stock Exchange and Regional Stock Exchange.

Stock Indices: SENSEX, Nifty, Classification of stock indices of BSE & NSE, Recent development in Indian stock market.

Over the Counter Exchange of India: Meaning and trading in OTICE

Trading Mechanism of Stock Exchange: Classification of listed shares, Procedure for Buying and Selling shares, Transfer of Securities, Settlement Procedure of Trading Transactions, Online Trading, BOLT system, Mobile Trading, Merits of Online trading, Types of Stock market orders (NSE-NEAT system), Carry over or Badla transactions, Genuine Trading Vs. Speculative trading, Kinds of speculators, Registration of Stock brokers, Kinds of Brokers.

Section: D

Regulation of Capital Market: Need for regulation of capital market

Controller of Capital Issues: Objectives and Administration

Securities and Exchange Board of India: Objectives of SEBI Act, Organisation of SEBI, Functions of SEBI, SEBI guidelines for prohibition of Malpractices and Unfair Trade practices

Securities Contract Regulation Act- Important provisions.

Provisions of Companies Act regarding Issue of Share Capital, Issue of New Shares, Further Issue of Shares, Pre-emptive Issue of Shares, Issue of Shares at Premium, Discount, Issue of Bonus shares, Provisions regarding allotment of shares, Maintenance of Accounts.

Suggested Readings:

1. Strumeyer G. and Swammy S., The Capital Markets: Evolution of the Financial Ecosystem, Wiley Publications.
2. Alan R. Kanuk, Capital Markets of India: An Investor's Guide, Wiley Publications
3. Fabozzi and Frank, Capital Markets: Institutions and Instruments, PHI Learning
4. Choudhary, Jonnas, Lanuyt, Pereira and Pienaar, Capital Market Instruments: Analysis and Valuation, Palgrave Macmillan.
5. Gurusamy S, Capital Markets, McGraw Hill Education
6. Midgley, K., The Capital Market: its Nature and Significance, The Macmillan Press Ltd

Learning Objectives:

The objective of the course is to develop understanding of dynamics of private equity/venture capital industry among the students.

Section – A

Venture Capital: Venture debt vs venture equity, characteristics of private equity/venture capital investments: illiquidity, information asymmetry and cyclicity. History of private equity/venture capital: global and India, SEBI Alternative Investment Funds Regulations.

Section – B

Deal Evaluation: opportunities in the market, competitive edge, team, uniqueness, deal characteristics. **Private equity equity/ Venture capital:** Valuing young and startup firms: Information Constraints, A Life Cycle Perspective, and Venture Capital Valuation. **Market valuation approach** – First round valuation using revenue and EBITDA multiples, price earnings multiple valuation, multiple rounds of funding in batches.

Section – C

Private equity/Venture capital fund structure: limited partners, management company, general partners, portfolio companies. Types of private equity/venture capital funds, steps involved in funding companies with private equity/venture capital. **Private equity/venture capital fund economics:** primary funders, hurdle rate, carried interest, escrow, clawback agreements, exit route of an investment. **Fund Economics:** Payout model in fund economics of private equity/venture capital fund.

Section – D

Restructuring through Buyouts: Leveraged buyouts: Criteria for identifying the leveraged buyouts, strategic analysis investment/divestment, structuring and valuation of leveraged buyout.

Angel Funds: angel investor, understanding angel investors, definition, applicability, registration of angel funds, Investments in angel funds, Investments by angel funds.

Suggested Readings:

1. The Business of Venture Capital: The Art of Raising a Fund, Structuring Investments, Portfolio Management, and Exits - 2021, MahendraRamsinghani, Wiley.
2. Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist, –2019.rad Feld (Author), Jason Mendelson, Wiley.
3. Mastering Private Equity: Transformation via Venture Capital, Minority Investments and Buyouts-2017, Claudia Zeisberger, Michael Prahl Bowen Wiley.
4. Venture capital investments, 2020 by Raj Kumar and Manu Sharma, Sage Publications.

Learning Objectives:

The course aims at providing in-depth knowledge about various aspects of mutual funds including valuation of investments in mutual fund schemes, mutual fund accounting, investment funds through NSE, investment in Indian mutual funds and investment in international mutual funds schemes.

UNIT A

Introduction to Equity Research and Financial Modelling, : Economic Analysis - the basic principles of macroeconomics, Introduction to various macroeconomic variables, Sources of information for economic analysis. Different models for carrying out economic analysis.

UNIT B

Industry Analysis: Michael Porter's five force model for industry analysis, Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) Analysis, Structure Conduct Performance (SCP) Analysis, the Key Industry Drivers, the Regulatory framework; Sources of information for industry analysis.**Company Analysis** –Business Models, the Competitive Advantages/Points of differentiation over the competitors, Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, Quality of management (including independent directors) and governance, Pricing power and sustainability of this power, Organization structure, Critical business drivers/success factors, Risks in the business, Compliance orientation of the company.

UNIT C

An Earnings Model, The Fundamental Principles of Modeling, The Earnings Cycle, Timing of Publication, Basic Excel Functionality, Types of Models, Anatomy of a Model, Build Financial Model. Financial model: How to Setup Your Model, Filling in the Historic Data, Assumptions & Forecast Equations. Complete the Historic Financials: Balance Sheet Modeling—Assets, Balance Sheet Modeling – Liabilities, Balance Sheet Modeling – Equity, Cash Flow Statement Modeling, Primary Financial Statement Links.

UNIT D

Discounted model: Bottoms up approach model to calculate cost of equity, identify and determining total capex and change in non-cash working capital using financial model. Perform discounted cash flow based valuation using financial model. **Dividend Model:** modeling dividend payout ratio and return on equity using financial model, performing dividend discounted modelling to determine value of equity of a company.

Suggested Reading:

1. J. Valentine: Best Practices for Equity Research Analysts: Essentials for Buy-Side and Sell-Side Analysts, McGraw Hill India.
2. Aswath Damodaran: Investment Valuation: Tools and Techniques for Determining the Value of any Asset, Wiley University Edition.
3. Simon Benninga: Financial Modeling fourth edition, The MIT Press, USA
4. John Moschella: Financial Modeling For Equity Research: A Step-by-Step Guide to Earnings Modeling and Stock Valuation for Investment Analysis.

Learning Objectives:

The course is intended to help participants get acquainted with various research concepts, techniques and procedures and to develop their ability to conduct, evaluate, use and present research findings. The course will also help students to understand the various factors affecting consumer behavior and to understand the process of consumer buying.

Section – A

Introduction to Marketing Research: An overview of marketing research- definition and scope; phases, the marketing research industry, experimental research design, Scales to measure Attitudes, perceptions, intentions, behaviors and satisfaction of the stakeholders. Ethical issues in marketing research. Marketing Research using the internet.

Section – B

Applications of marketing research: Research design classification, application of marketing research: product research, pricing research, advertising research. **Case studies.**

Section – C

Consumer behavior and marketing strategy; consumer involvement and decision making, information search process, evaluative criteria and decision rules, consumer motivation, information processing and consumer perception, Indian consumer market- economic, social, cultural and psychographic aspects.

Section – D

Consumer attitudes and attitude change, influence of personality and self concept on buying behaviour, psychographics and lifestyle, influence of culture, subculture and social class, reference group influence, diffusion of innovation and opinion leadership, family decision making, consumer behaviour audit

Suggested Readings:

1. S.L. Gupta: Marketing Research, Excel Books.
2. G.C. Beri: Marketing Research, McGraw Hill.
3. Nigel Bradley: Marketing Research - Tools and Techniques, Oxford University Press.
4. Alan Bryman, Emma Bell: Business Research Methods, Oxford University Press.
5. Gilbert A Churchill, Jr. Dawn Iacobucci: Marketing Research – Methodological Foundations, Cengage Learning.
6. P. Narayana Reddy and G.V.R.K. Acharyulu: Marketing Research, Excel Books.
7. A. Parasuraman et al.: Marketing Research, Biztantra.
8. William Zikmund, Barry J. Babin: Essentials of Marketing Research, Cengage Learning.
9. Laudon, D.L. & Bitta, A. J. D. *Consumer Behavior*, Tata McGraw Hill New Delhi
10. Schiffman, L. G. and Kanuk, L. L. *Consumer Behavior*, Prentice Hall of India, New Delhi

Learning Objectives:

The course is designed with an aim to develop an understanding of the decision processes in advertising from a marketer's point of view and to understand the concept, methods and strategies of sales management.

Section – A

Introduction to Advertising: concepts, types, forms, importance and role of advertising in the marketing process, legal, ethical and social aspects of advertising, the advertising plan and setting of objectives, DAGMAR approach, determination of target audience. Different types of advertising, Advertising in India: Problems and Prospects.

Section – B

Developing advertising programmes & Media planning: message, headlines, copy, logo, illustration, appeal, layout, campaign planning, advertising budget and relevant decisions, Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising.

Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy. Advertising agencies, their role and importance, management problems of agencies, client-agency relations.

Section – C

Sales Management: Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public. Functions and qualities of a Sales Executive. Routing and Scheduling, International Sales Management.

Salesmanship: Theoretical aspects of Salesmanship, the process of selling, Sales forecasting methods.

Section – D

Sales organization: types of sales structure, management of sales territory, sales quotas, sales budget, sales control & cost analysis, organizing & staffing sales force: selection & recruitment of sales force, sales training, motivation & compensation, strategic role of information in sales management, ethical & legal issues in sales, evaluating of sales force performance.

Suggested Readings:

1. Rajeev Batra, John G. Myers, David A. Aaker: Advertising Management, Pearson Education.
2. Raghuvir Singh: Advertising-Planning and Implementation, Prentice Hall India.
3. Richard R Still, Cundiff W Edward and Govoni A P Norman: Sales Management, Decisions, policies and Cases, Pearson Education.
4. K. K. Havaldar: Sales and Distribution Management, Tata Mc-Graw Hill.
5. G.E. Belch and M.A. Belch: Introduction to Advertising and Promotion, Irwin Publishers.
6. C.H. Sandage, V. Fryberger and K. Rotzoll: Advertising, AITBS.

Learning Objectives:

The objective of this course is to develop a conceptual framework of international marketing management so as to provide necessary knowledge and tools to develop marketing strategies for a variety of products and services.

Section – A

Framework of International Marketing: Scope of International Marketing - International Marketing vs Domestic Marketing - Trade Barriers such as Tariff and Non-Tariff Barriers. Transition from Domestic to International Business. Pre-export behaviour - Motivation to export. Special difficulties in International Marketing. Advantages or importance of International Marketing. Balance of Trade and Balance of Payments. **International Marketing Environment:** Factors/Dimensions influencing International Marketing - Controllable and Uncontrollable factors in International Marketing. Globalization and Role of Multinational Enterprises (MNEs).

Section – B

Product Policy - International Product Life Cycle - Export Pricing. International Marketing Decision: Marketing Decision - Market Selection Decision - Market Entry Decision - Marketing Mix Decision. **International Marketing Research:** Marketing Information System - Market Research - Marketing Research - Methodology for Marketing Research - International Research Strategy - Desk Research and Field Research - Market Oriented Information - International Marketing Intelligence -- Competitive Intelligence.

Section – C

International Sales Contract: Major Laws - INCO Terms - Standard clauses of International sales Contract - Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. **International Trade Liberalization:** General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO) - GATS –UNCTAD. Trade Blocks: North American Free Trade Agreement (NAFTA) - Association of South East Asian Nations (ASEAN). World Bank, IMF, International Finance Corporation - Multinational Investment Guarantee Agency (MIGA).

Section – D

India's Foreign Trade: Recent Trends in India's Foreign Trade - India's Commercial Relations and Trade Agreements with other countries. Institutional Infrastructure for Export Promotion in India - Export Assistance - Export Finance - Export Processing Zones (EPZs) - Special Economic Zones (SEZs) - Role of ECGC, EXIM Bank of India, Commodity Boards, STC, MMTC, etc. Role and Functions of Export Promotion Councils. Overview of Export - Import Policy of India, Export Regulations: Procedure for export of goods - Quality control and Pre-shipment Inspection Export and Import Documentation. Export Payment - Different Modes of Payment and Letters of Credit.

Suggested Readings:

1. R.L. Varshney and B. Bhattacharya: International Marketing Management.
2. Cateora, P. R., Graham, J. L.: International Marketing, McGraw Hill.
3. Douglas, S. P., and Craig, C.S.: Global Marketing Strategies, McGraw-Hill
4. Onkysist, S., and Shaw, J.: International Marketing, Routledge.
5. Subhash C. J.: International Marketing, Cengage Learning India Pvt Ltd.
6. Export and Import Policy of Government of India.
7. Ministry of Commerce and Industry, Government of India: Annual Report of the Department of Commerce
8. Economic Survey of India.

Learning Objectives:

This course aims to provide an in-depth perspective into Internet Marketing, and help participants to appreciate internet as an integral part of an organization's marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for marketing of products and services.

Section – A

Internet Marketing: Definition and Concepts, Evolution, Framework, Fundamentals of Internet, 10 C's of Internet marketing, E-Business Models, e-Revenue models. Developing Capabilities for competing on the web. Marketing Perspective in the Internet Age. Internet Marketing Environment. Internet Marketing Information System.

Section – B

Internet marketing mix. Marketing organization for internet marketing. Marketing control and the impact of internet on it. E-payment mechanism. Consumer Characteristics & Branding Strategy: Branding and consistency online/offline branding, Environmental, situational, and personal factors affecting users, Market segments served, Brand position, Offline versus online customers, Customer satisfaction, loyalty and retention.

Section – C

Interactive Marketing: Online Advertising, Display Advertising, Email Marketing Social and Business Networking. Product Opinion Sites. **Measuring Internet Marketing Effectiveness:** Strategic planning for e-marketing, Strategies for internet Business. Taking Internet Marketing International. Mobile Marketing.

Section – D

The technology behind Internet Marketing, Website publishing, The Website, Website registration and web hoisting, Website costs, Search Engine working, Web browsers, Search engines, SEO, Generating traffic to website, Monitoring web activity, E-Marketing Metrics. Ethical and Legal Issues, Protection of cyber consumers in India and CPA 1986. IT Act, 2000. Marketing and online publishing including digital copyrights, Intellectual Property Rights.

Suggested Readings:

1. Judy Strauss & Raymond Frost: E-Marketing, PHI Learning
2. Ravi Kalakota & Andrew B. Whinston: Frontiers of Electronic Commerce, Pearson Press
3. Jeffery F. Rayport & Bernard J. Jaworski: E-Commerce Tata McGraw Hill
4. P.T. Joseph: E-Commerce- A Managerial Perspective- Prentice Hall India
5. Rajesh Chakraborti, & Vikas Kardile: Asian Manager's Handbook of E-Commerce Tata McGraw Hill
6. Parag Diwan, and S. Sharma: Electronic Commerce-a Manager's Guide to E-Business, Vanity Books
7. V.K. Jain and Hemlata; Electronic and Mobile Commerce, Cyber-Tech Publication, New Delhi.
8. Phil Carpenter: e Brands, HBS Press, Boston.
9. Keen, Peter and Mark Mc-Donald: The e Process Edge, Tata Mc-Graw Hill, Delhi
10. Paul Phillips: E-business strategy, McGraw Hill, Delhi

Learning Objectives:

The course aims to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

Section – A

Introduction to Investment Management: Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues, Types of Management Strategies, Approaches to Investment. **Risk and Return:** Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return **Efficient Market Theory:** Random walk, Weak form, semi-strong and strong form of market, Empirical tests, Comparison between random walk.

Section – B

Fundamental and Technical Analysis: Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis, Porter Model of Assessment of Profit Potential of Industries, Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value. Meaning of Technical Analysis, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Elliott Wave theory.

Section – C

Portfolio Analysis and Selection: Traditional and Modern Portfolio Theory, Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Markowitz Theory, Efficient Frontier for two securities, Efficient Frontier for n-securities, Optimal portfolio, Sharpe single index model, Importance of Beta, Capital Asset Pricing Model, Security Market Line, Distinction between capital market line and security market line, Zero Beta CAPM, Tax adjusted CAPM, Limitations of CAPM, Arbitrage Pricing Theory.

Section – D

Portfolio management: Equity portfolio Management Strategies. Bond portfolio: Bond Fundamentals and bond Portfolio Management Strategies. **Portfolio performance evaluation:** objectives and models. **Portfolio Revision:** Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique. **Valuation of Security:** Valuation of Equity Shares: Balance Sheet Techniques, Relative Valuation Techniques, Discounted Cash Flow Techniques, Valuation of Bonds: Bonds with a Maturity Period, Perpetual Bonds, and Valuation of Preference Shares.

Suggested Readings:

1. Elton et. al.: Modern Portfolio Theory and Investment Analysis, Wiley Publications
2. Reilly Brown: Investment Analysis and Portfolio Management, Cengage Learning
3. Bodie et, al.: Investments, Tata Mcgraw hill
4. Prasanna Chandra: Investment Analysis and Portfolio Management, Tata McGraw Hill.

Learning Objectives:

The objective of the course is to acquaint the learners with the various methods of cost determination and tools and techniques of cost control from strategic perspective.

Section – A

Strategic Cost Management: Meaning, Nature and Significance of Strategic Cost Management, Forces shaping business environment and their effect on cost and management accounting. Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost Analysis, Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools. Activity Based Costing and Management: Treatment of Cost, Steps, Advantages, and Disadvantages. Customer Profitability Analysis

Section – B

Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis, Customer Profitability Analysis. Strategic Positioning Analysis, Critical Success Factors Analysis. Productivity improvement techniques: Various tools and techniques including life cycle analysis, Kaizen and Six Sigma.

Section – C

Variance Analysis : Basics of Standard Costs, Material Variances, Labour Variances, Overhead Variances, Difficulties in Measuring Variances, Evaluation of Control based on Standard Costing, . activity based standard costing; **budgeting** – nature, administration and effectiveness; budgeting cycle; ZBB; performance budgeting; human aspects of budgeting. Responsibility Accounting, Measuring the performance of investment centre – ROI, RI, EVA, balanced scorecard. Behavioral aspects of responsibility accounting, Transfer Pricing.

Section – D

Valuation of Intangible Assets: Meaning of Intangible Assets, Acquired and Generated Assets, Importance, Methods of Valuation for Goodwill, Brands, Patent. Relevant Indian and International accounting standards, Current Scenario in India, Numerical Problems. **Performance Evaluation :** Traditional Framework of Performance Evaluation, Performance Measurement System, Balanced Scorecard, Implementation, Strengths and Weaknesses of Balance Scorecard, Behavioral Views, Rewards to performance, Incentive Compensation. Cost of Quality: Cost of Conformance and Cost of Non-Conformance, environmental costing.

Suggested Readings:

1. John K. Shank , Vijay Govindarajan: Strategic Cost Management, Free Press.
2. Callie Berliner: Cost Management for Today's Advanced Manufacturing - The CAM-1 Conceptual Design, Harvard Business School Press.
3. Robert S. Kaplan and Robin Cooper: Cost & Effect, Harvard Business School Press
4. Blocheret. al.:*Cost Management- A Strategic Emphasis, McGraw -Hill.*
5. S C Vaidya and Suveera Gill: Cost Management – A Strategic Approach

Learning Objectives:

This course aims at developing understanding and analytical skills among participants regarding applications of Financial Engineering.

Section – A

Meaning of Financial Engineering, features and significance of financial engineering Factors Contributing to Growth of Financial Engineering, Financial Engineering Process and Strategies. Financial engineering in India.

Section – B

Credit Analysis, Risks: sovereign and country risks, industry risks, management factor, and financial risk analysis. **Credit ratings:** credit spreads, interest coverage ratio and its effect on industries classification, process of credit ratings. Credit Derivatives: Overview, Types, Pricing Considerations, and Risk

Section – C

Options: Principles of options, factors affecting option value, option pricing models: single stage and two stage binomial models, Black Scholes. **Strategies:** bullish options strategies, bearish options strategies and neutral strategies, Collar spread. **Interest rate options:** calls and puts, caps, floors and collar. **Swaps, Interest rate swap:** definition, structure of swaps, valuation of swap at outset. **Currency swap:** definition, valuation of currency swap.

Section – D

Forwards and Futures: introduction, features, hedging with forward contracts, futures pricing models, difference between forwards and futures contracts. **Hedging with Futures:** hedging concepts including long hedge & short hedge, the basis, risks in hedging. Minimum variance hedge ratio, price sensitivity hedge ratio and stock index futures hedging, Hedging strategies. **Credit Derivatives:** Credit default swap and Total return swap. **Application and Case studies.**

Suggested Readings:

1. Salih N. Neftci: Principles of Financial Engineering, Academic Press
2. Marshall, Bansal: Advanced Finance Financial Engineering, P.H.I
3. David Dufresne and Thomas Miller: Derivatives-Valuation and Risk management. Oxford University Press.
4. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
5. James A. Overdahl: Financial Derivatives: Pricing and Risk Management John Wiley & Sons, Delhi
6. Andrew M. Chislohm: Derivatives Demystified: A Step-by-Step Guide to Forwards, Futures, Swaps and Options John Wiley & Sons, Delhi
7. Ganguin, Bilardello: Standard & Poor's Fundamentals of Corporate Credit Analysis McGraw Hill, Boston
8. T.S. Beder, C.M Marshall: Financial Engineering: The Evolution of a Profession John Wiley & Sons, Delhi

Learning Objectives:

The objectives of the course is to impart knowledge about the considerations and processes involved in mergers acquisitions and corporate restructuring.

Section – A

Mergers: Meaning of Merger, Reasons for M&A, Classification of Mergers, Types of Merger: Horizontal Mergers, Vertical Mergers, Conglomerate Mergers, Accretive Merger and Dilutive Merger, Reverse Merger: Process and Myths about Reverse Merger. **Acquisition:** Meaning of Acquisition, Types of Acquisition: Asset Purchase, Stock Purchase, Difference between Mergers and Acquisition, Motives behind M & A, Value Drivers in M & A, Reasons for failure of M&A, Process of M& A: Planning phase and implementation Phase. **M&A Analysis:** Synergy Value Determination, Determination of Price Paid to Target, Financing of M&A: Debt Financing, Equity Financing, Cash financing., Determination of combined company's new capital structure, cost of equity, cost of capital and Share Exchange Ratio Determination.

Section – B

Valuation: Meaning, Factors to be considered for Valuation, Types of values: Going concern Value, Liquidation Value and Market Value, Methods of Valuation: Asset based Valuation method, Earning based valuation, Market based valuation, Book value approach, Stock and Debt approach, Direct Comparison Approach and Discounted Cash flow method of valuation. **Cross Border Acquisition:** Meaning, Need, Benefits of Cross Border Acquisition and Difficulties in Cross Border Acquisition. **Post-Merger Issues:** Tools for Integration, Strategies for Post-Merger Success, Post-merger growth strategies, Human aspects in mergers and acquisition, Failures in Post-merger Integration and Successful Post-merger Integration.

Section – C

Corporate Restructuring: Meaning, Conceptual framework, McKinsey 7S Model, Reasons for restructuring, Barriers to corporate restructuring, Key Elements, Types of corporate restructuring: Financial. Portfolio and Organizational Restructuring, Hardware and Software Restructuring, Strategic Options in restructuring, Implications of corporate restructuring for investors, customers, management, employees, bankruptcy reorganizations and others. **Restructuring through Joint Ventures:** Meaning, Characteristics, Objective, Rationales, and Reasons for failure of Joint Venture. **Restructuring through Buyouts:** Leveraged buyouts: Meaning' of Leveraged buyouts, Types, Criteria for identifying the leveraged buyouts, strategic analysis investment/divestment. Management Buyouts: Meaning of Management Buyouts, Characteristics, Benefits; General Economic and Financial factors for Buyouts, Sources of Gains in Buyouts: Tax Benefit, Management Incentives, Wealth Transfer Effect, Asymmetric Information and Underpricing. Efficiency considerations. **Restructuring through Divestitures and Spinoffs:** Types, Economic, financial and strategic reasons for divestitures and spinoffs

Section – D

Due Diligence: Concept, Need, Transaction requiring Due-diligence, Process, Types: Financial, Legal, Operational, Intellectual, IT and Human resource Due Diligence, Due diligence and M&A failure. **Strategic Alliance:** Types, Reasons, Implications of Strategic Alliance, Strategic Management of Alliances. Divestitures: Meaning, Types, Reasons for Divestiture, Benefits of Divestiture. **Case studies.**

Suggested Readings:

1. Aurora, Shetty and Kale: Mergers and Acquisition, Oxford University Press.
2. Weston, Chung and Hoag: Mergers, Restructuring and Corporate Control, PHI Learning
3. Krishnamurti and Vishwanath: Mergers, Acquisition and Corporate Restructuring, Sage
4. Vadapalli: Mergers, acquisition and Business Valuation, Excel Publication.
5. DePamphilis: Mergers, acquisitions and other restructuring activities, Elsevier Limited

Learning Objectives:

The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

Section – A

Introduction to IHRM drivers of globalization, variables that moderate differences between HRM and IHRM. **IHRM trends and future challenges:** Ethics in international business, strategies IHRM. **Sustaining International Business Operations:** Approaches to staffing- ethnocentric, polycentric, geocentric, region-centric, reasons and types of international assignments, role of expatriates, role of non-expatriates

Section – B

Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria. **Training and development:** Role of expatriate training, effective pre-departure training programmes, effectiveness of pre departure training, developing staff through international assignments. **Compensation:** Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation. **Re-entry and Career Issues:** Repatriation Process, Individual reactions to re-entry, Multinational responses, Designing repatriation programme.

Section – C

HRM in host country context: standardization and adaptation of work practices, retaining, developing and retrenching staff. **Culture and IHRM:** Concept of Culture, Cross Cultural Studies, Hofstede's Model of National Culture. **Industrial Relations:** Key issues in international Industrial relations, trade unions and international industrial relations, response of trade unions to multinationals. **Performance Management:** Multinational performance management, performance management of international employees, Performance appraisal of international employees, Appraisal of HCNs.

Section – D

IHRM Trends and future challenges in Infrastructure industry: International business ethics and HRM, research issues and theoretical developments in international HRM. **HRM in cross border merges and acquisitions:** Motives behind mergers and acquisitions, HR Interventions.

IHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India. *Cases on IHRM practices.

Suggested Readings:

1. K. Aswathappa, D. Sadhna: International Human Resource Management, Tata Mcgraw-Hill.
2. Monir H. Tayeb: International Human Resource Management, Oxford University Press.
3. Chris Brewster: International Human Resource Management, Orient Longman.
4. Tony Edwards and Chris Rees: International Human Resource Management, Pearson Education.
5. F. Luthans: Organizational Behaviour, Tata McGraw Hill.
6. D.R. Brisloe and R.S. Schuler: International Human Resource Management: Policy and Practice for the Global Enterprise, Routledge.

Learning Objectives:

The aim of this course is to provide valuable insights in managing change in such a way that knowledge and skills are transferred to build the organization's capability to achieve goals and solve problems. It provides an insight into the dynamics of Organizational Development and OD Interventions.

Section – A

Introduction to Organizational Development: Definition, Growth, Relevance of OD. **Underlying Assumptions and Values:** Assumptions and Implications about People as Individuals, Assumptions and Implications about People in Groups, Assumptions and Implications about People in Organizations. **Foundations of OD:** Models and Theories of Planned Change, Systems Theory, Participation and Empowerment, Teams and Teamwork, Parallel Learning Structures, Normative Re-Educative Strategy: Applied Behavioral Science, Action Research.

Section – B

OD Interventions: Definition, Nature, Major Families of OD Interventions, Classification of OD Interventions. **Team Interventions:** Team Building Interventions, Family Group Diagnostic Meeting Family Group Team Building Meeting, Role Analysis Technique, Role Negotiation Technique, Responsibility Charting, Force Field Analysis, Gestalt Approach. **Inter-group Interventions and Third Party Peacemaking Interventions:** Inter-group Team Building Interventions, Third Party Peacemaking Interventions, Organisation Mirror Intervention, Partnering.

Section – C

Personal, Interpersonal, Group Process Interventions: Employee Empowerment, Sensitivity Training, Johari Window, Transactional Analysis, Life and Career Planning Interventions, Stress Management Interventions. **Comprehensive Interventions:** Confrontation Meeting, Strategic Management Activities, Survey Feedback, RensisLikert's System, Grid OD, Contingency Theory of Lawrence and Lorsch.

Section – D

Structural Interventions: Job Design, Quality Circles, MBO, Work Restructuring, Quality of Work-life. **Role and Style of OD Practitioner:** External and Internal Practitioner, Competencies of OD Practitioner, OD Practitioner styles, Ethical Guidelines and Dilemmas for OD Practitioners.

Suggested Readings:

1. Wendell L French, Cecil H Bell, Jr.: Organization Development - Behavioral Science Interventions for Organization Improvement, Pearson Education.
2. Thomas G Cummins, Christopher G. Worley: Organizational Development & Change, Southwestern College Publishing.
3. W. Warner Burke: Organizational Development - A Process of Learning and Change, Prentice Hall India.
4. Don Harvey, Donald R. Brown: An Experiential Approach to Organizational Development, Prentice Hall India.
5. D.R. Brown and D. Harvey: An Experiential Approach to OD, Pearson Education.

Learning Objectives:

The objective of this course is to enhance the understanding of Indian corporate environment relating to legislative framework. Emphasis would be given on provisions and case laws of various acts, as are applicable to the sectoral organizations.

Section – A

The Industrial Disputes Act, 1947: Industry, Workman, Industrial Dispute - methods and authorities for the settlement of industrial disputes, Strikes and Lockouts; Layoff and Retrenchment with latest amendments. **Employees Provident Fund & Miscellaneous Provisions Act, 1952** - objective, coverage, employers' obligations, benefits, penalties with latest amendments.

Section – B

The Trade Unions Act, 1926: Trade Union, Registration, of Trade Unions, Rights and Liabilities of registered trade unions. Collective Bargaining: Importance, Levels, Collective agreements, Hurdles to Collective Bargaining in India with latest amendments. **Payment of Wages Act, 1936** - deductions and authorities, critical appraisal of the Act with latest amendments. **Minimum Wages Act, 1948** - fair wages, living wages, minimum wages, fixation of minimum rate of wages, critical appraisal of the Act with latest amendments.

Section – C

Factories Act, 1948: Factory, Worker, Manufacturing process, Provisions of health, Safety and Welfare, Working hours of adults, Special provisions relating to children, Annual leave with wages with latest amendments. **The Workmen's Compensation Act, 1923:** Workman, Employer's liability to pay compensation, Disablement, Amount of compensation, critical appraisal of the Act with latest amendments.

Section – D

Standing Orders Act, 1948: Standing orders, Certification of draft standing orders, Duration and Modification of certified orders, critical appraisal of the Act with latest amendments. **Employee's State Insurance Act, 1948:** Contribution, Principle employer, Immediate employer, Different benefits, critical appraisal of the Act with latest amendments. **The Payment of Gratuity Act, 1972:** Objective, Coverage, Employers' obligations, benefits, critical appraisal of the Act with latest amendments.

*Case studies on applicability of labour laws in sectoral organizations.

Suggested Readings:

1. Meenu Paul: Labour & Industrial Law, Allahabad Law Agency.
2. S.N. Mishra: Labour & Industrial Law, Central Law Publications.
3. C.B. Mamoria and Gankar Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House.
4. Venkata Ratnam: Industrial Relations, Oxford University Press.
5. A. Monappa: Industrial Relations, Tata McGraw Hill.
6. S.N. Dhayani: Industrial Relations System, Sultan Chand and Sons
7. K.K. Ahuja: Industrial Relations - Theory and Practice, Deep and Deep Publications.
8. J.T. Dunlop: Industrial Relations System, Harvard Business Press.
9. E.A. Ramaswamy and U. Ramaswamy: Industry and Labour Oxford University Press

Learning Objectives:

This course aims to integrate concepts and current day practices to provide insight into Performance Management systems and models in order to understand and appreciate the intricacies of Reward Management in organizations.

Section – A

Performance Management: Meaning of Performance, Concept and Definition of Performance Management, Concerns of Performance Management, Focus of Performance Management, Difference between Performance Management and Performance Appraisal, **Performance Management Systems:** Concept, Role of Performance Management Systems, Characteristics of Ideal Performance Management System, Problems with Poorly Manages Performance Management Systems, Process of Performance Management.

Section – B

Performance Planning: Setting Objectives, Process of Performance Planning, Contents of a Performance Plan, Role of Goal Setting Theory in Building Performance Plans, Performance Plan and Role Description. **Monitoring Performance:** Concept, Objectives of Performance Monitoring, Methods used for Monitoring Performance. **Mentoring Performance:** Objectives, Process of Managee Development, Types of Mentors, Mentoring Process.

Section – C

Annual Stocktaking: Stocktaking Performance, Principles of Stocktaking Performance, Measurement Issues, Review Discussions, Purpose of Annual Stocktaking, Contents and Characteristics of Stocktaking Discussions. **Appraising for Recognition and Reward:** Appraiser and Appraisee Concerns, Common errors in Appraisal, Methods of Appraisal, Implementing Appraisal.

Section – D

Reward Management: Definition, Aims of Reward Management, Factors Affecting Pay Levels, Financial/ Non-Financial Rewards, Reward Philosophy, Reward Strategy, Reward Policy, Evaluating Reward Processes, Developing Reward Processes. **Pay Structures:** Aim of Pay Structures, Developing Pay Structures, Graded Pay Structures, Job Family Modeling, Broad banding.

Suggested Readings:

1. Michael Armstrong and Angela Baron: Performance Management, Jaico Publishing House.
2. Chadha, Prem: Performance Management: It's about performing, Not just appraising, Macmillan.
3. T.V. Rao: Performance Management and Appraisal Systems, Sage Publication.
4. Michael Armstrong and Helen Murlis: Handbook of Reward Management, Crest Publishing House.
5. S.R. Kandula: Performance Management – Strategies, Interventions, Drivers, Prentice Hall India.
6. D. Goel: Performance Appraisal and Compensation Management – A Modern Approach, Prentice Hall India.
7. R.I. Henderson: Compensation Management – Rewarding Performance in the Modern Organization, Reston Publishing.

Learning Objectives:

This course aims to impart practical understanding about the scientific methods of Supply Chain Management, including material and equipment planning, procurement, logistics, inventory management, and financial issues pertaining to supply chains.

Section – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network – 1st Tier , 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven “R” Principles, Service after sale, Customer delight)

Section – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, **Transport Economics:** Distance – volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy.

Section – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Supply chain process integration, performance measurement, Value Chain. **Planning demand and supply:** Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning

Section – D

Financial issues in Supply Chain - Macro and micro view, Asset management, Du Pont Model, Supply Chain Costing, Decision environment in SCM, Global supply chain perspectives - New business models. Role of IT in supply chain management. Case studies on SCM.

Suggested Readings:

1. HaraldDyckhoff et al, Ed.: Supply Chain Management and Reverse Logistics, Springer (India).
2. JayashreeDubey and M.L. Saikumar Ed.: Supply Chain Management, IIPe Hyderabad and New Century Publication.
3. SarikaKulkarni, Ashok Sharma: Supply Chain Management-Creating Linkages for Faster Business Turnaround, McGraw Hill.
4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management,Pearson Education.
6. Ronald H. Ballou, Samir K. Srivastava: Business Logistics/Supply Chain Management, Pearson Education.

Learning Objectives:

The paper aims to make the learners understand a system's view of operations and to understand the conversion of inputs into outputs with various technologies.

Section – A

Operations Management: Concepts and Functions, Trends and Issues. Product Development Process: Concept, Product Development Process, Tools for Efficient Product Development. **Design of Manufacturing Process:** Determinants of Process Characteristics in Operations, Types of Processes and Operation Systems, Product-Process Matrix. Design of Service Systems.

Section – B

Facility Location: Importance, Factors affecting Location Analysis, Location Planning Methods Facility Layout: Objectives, Advantages, Types of Layouts. **Capacity Planning:** Concepts, Factors affecting Capacity, Planning, Capacity Planning Framework. Production Planning & Control (PPC): Concepts, Objectives, Functions. Work Study: Productivity, Method Study, Work Measurement.

Section – C

Materials Management: Concepts and Objectives. Introduction to modern Productivity techniques: Just in time, Kanban System, Total quality management & Six Sigma. **Purchasing Management:** Objectives, Functions, Methods, Procedure.

Section – D

Stores Management: Types of Stores, Functions, Coding Methods. **Inventory Planning and Control:** Concepts, Types of inventory, Inventory Control Systems, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, and Selective Control of Inventory. **Maintenance Management:** Concepts, Objectives, Functions, Types of Maintenance.

Suggested Readings:

1. Mahadevan, B.: Operation Management: Theory and Practice, Perason India, Delhi
2. N.G. Nair: Production & Operation Management, Tata McGraw Hill
3. Everett E. Adam & Ronald J. Ebert: Production & Operation Management, Prentice Hall India
4. RitzmanKrajewski: Operations Management, Pearson Education Asia
4. SarinBuffa: Modern Production and Operations Management, John Wiley.
5. S . N. Chary: Production & Operations Management, Tata McGraw Hill.
6. Gaither: Operations Management, Thomas Learning

Learning Objectives:

The objective of this course is to develop abilities to evaluate existing management practices so as to design and reengineer processes.

Section – A

Definition of reengineering, time for reengineering, why business process start to fail, explanation of change theory, reengineering mission and scope, reengineering cost, survival and growth strategies, rethinking business processes.

Section – B

The new world of work, the enabling role of information. technology, perspectives on the customer, understanding markets, customer research within markets, service and specifications from the customer, insights from customer analysis.

Section – C

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement. Planning for change, refined mission and scope, design options and alternatives, mapping the new process, developing business policies, information channels and communications, feedback for continuous improvement, implementing system and structural changes.

Section – D

Recent trends and Issues in BPR: downsizing dilemma, maximizing the chances for reengineering success, resistance to change, the transition process, revitalizing the organization for long term durable change. Case studies.

Suggested Readings:

1. Dey, B.R.: Business Process Reengineering & Change Management, Dreamtech Press Edition.
2. Hammer, M. and Champy, J.: Reengineering the Corporation - A Manifesto for Business Revolution, Nicholas Brealey Publishing Limited; London.
3. Jawadekar, W.S.: Redesigning the Business Organization, Tata McGraw Hill Publishing
4. Kerin, F.C., Father, J.J. and Lynch, R.L.: Corporate Renaissance.
5. Lowenthal, J.N.: Reengineering the Organization McGraw-Hill Higher Education

Learning Objectives:

This course is designed to help participants in understanding the importance of managing Technology and innovation, leading to better appreciation of them being a source of competitive advantage.

Section – A

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

Section – B

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations

Section – C

Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering. **Creative and Lateral Thinking Management:** Thinking, Creative Thinking, and Problem Solving, Managing Lateral Thinking.

Section – D

Technology management: Leveraging technology for growth in organizations. Process innovations in organizations. Case studies.

Suggested Readings:

1. Hossein Bidgoli: The Handbook of Technology Management (3 Volume Set), Wiley.
2. Larisa V. Shavinina: The International Handbook of Innovation, First Edition, Elsevier Science, Permagon.
3. Tushman, Michael L and Philip Anderson: Managing Strategic Innovation and Change, 2 nd Edition, Oxford University Press.
4. Adair, John: Leadership for Innovation, Kogan Page India Private Limited.
5. Narayanan, V K.: Managing Technology and Innovation for Competitive Advantage. Pearson Education.
6. Frederick Betz: Managing Technological Innovation, Competitive Advantage from change, Second Edition, John Wiley & Sons, Inc., USA.

Learning Objectives:

The objective of this course is to create in-depth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategic issues.

Section – A

Introduction: Definition, Concept, Phases of strategic management, Benefits of strategic management, Challenges to Strategic Management, Elements of Strategic Management, Strategic Decision Making. **Vision, Mission , Objectives and Goals:** Definitions, Characteristics of an Effective Vision Statement, Components and Characteristics of a Mission Statement, Importance of Mission Statement, Characteristics of Good Objectives, Characteristics of Effective Goals, Types of Goals

Section – B

The External Environmental Analysis: Identifying External Environmental Variables, Segments of the General Environment, Industry Analysis- Porter's Five Forces Model, Strategic Groups, Strategic Types, Hyper-competition. **Organizational Analysis:** Concept, Core and Distinctive Competencies, VRIO Framework, Competitive Advantage, Moving from Sustainable to Transient Competitive Advantage, Value Chain Analysis, Scanning Functional Resources and Capabilities. **Strategy Formulation:** SWOT analysis, Strategies Factor Analysis Summary (SFAS), TOWS matrix. **Corporate Strategy:** Directional Strategies- Growth, Stability, Retrenchment, Portfolio Analysis- BCG Matrix, GE Matrix, Corporate Parenting.

Section – C

Business Level Strategy: Competitive strategy- Porter's Competitive Strategies- Differentiation, Cost Leadership, Focus, Risks and Issues in Competitive Strategies, Industry Structure and Competitive Strategy, Competitive Tactics **Cooperative strategies-** Collusion, Strategic Alliance. **Functional Strategy:** Marketing, Financial, Operation, Human resource, Research and development, Risk culture, Strategy in Global Environment, Strategies to Avoid, Strategic Choice. **Strategy Implementation:** Developing Programmes, Budgets and Procedures, Achieving Synergy, Stages of Corporate Development, Organizational Life Cycle, Types of Organizational Structures, Problems Associated with Strategy Implementation, Reengineering and Strategy Implementation

Section – D

Strategic Evaluation and Control: Stages of Strategic Evaluation and Control, Measuring Performance, Types of Control, Strategic Information Systems, Problems in Measuring Performance, Measures for Effective Control. **Emerging Strategic Trends:** International Issues in Strategy Implementation, Transient Competitive Strategies, Red Ocean to Blue Ocean, Edge Strategy.

Suggested Readings:

1. Hill, Charles W.L. and Gareth R. Jones: Strategic Management: An Integrated Approach, Cengage Learning, India.
2. Thompson, Arthur A. and A. J. Strickland: Strategic Management, McGraw Hill, New York.
3. Hitt, Michael A., Ireland, R. D., Hokisson, Robert E. and S. Manikutty: Strategic Management: A South- Asian Perspective, Cengage Learning, India
4. Porter, M.E.: Competitive Strategy, The Free Press, New York.
5. Porter, M.E.: The Competitive Advantage, The Free Press, New York.

Learning Objectives:

The objective of this course is to acquaint learners with concepts of corporate governance and to examine business, financial, political and legal issues affecting systems by which corporations are directed and controlled both in developed and developing countries.

Section – A

Introduction to Corporate Governance: Role and purpose of corporations, Meaning, Significance of Corporate Governance Conceptual framework of Corporate Governance. Theories and Principles of Corporate Governance, Emergence of Corporate Governance in India, Pioneers in Good Governance Practices, Future of Corporate Governance in India.

Section – B

The External Agents and Institutions of Corporate Governance: The purpose of the corporation, for whom does the corporation exist (shareholders, stakeholders, the community, and the state) and their role in Corporate Governance. **The Internal Agents and Institutions of Corporate Governance:** Role of Board of Directors, Managers, and Shareholders in Ensuring Corporate Governance Corporate Social Responsibility.

Section – C

Accountability of managers and stockholders: Defining and enforcing managers' duties, mechanisms of stock holders' accountability (through voting and proxy contests, derivative and class actions, takeovers, tender offers, and markets for corporate control).

Section – D

Facilitators, Role Players and Regulators: Role of regulators, government enforcement in Corporate Governance, legislative (introduction to Indian and foreign initiatives); gatekeepers and access to capital (auditors, investment bankers, rating agencies, exchanges, the financial press). Clause 49 of the listing agreement. Corporate Governance provision in the companies acts 2013. Role of SEBI in Promoting Corporate Governance in India. Globalization and Corporate Governance, Emerging Trends in Corporate Governance.

Suggested Readings:

1. Fernando, A.C., Corporate Governance: Principles, Policies and Practices, Pearson Education.
2. U.C. Mathur: Corporate Governance & Business Ethics, Macmillan.
3. C.V. Baxi: Corporate Governance, Excel books.
4. Swami (Dr.) Parthasarathy: Corporate Governance, biz tantra.
5. Donald. H. Chew Jr.: Corporate Governance at the Cross Roads, Tata McGraw Hill.
6. Jill Solomon: Corporate Governance & Accountability, Wiley India.
7. Kesho Prasad: Corporate Governance, Prentice Hall India.
8. Christine A. Mallin: Corporate Governance, Oxford.
9. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India.

Learning Objectives:

The objective of this course is to develop potential entrepreneurs, helping them in understanding how to sense the entrepreneurial opportunity and start up a venture. The course will also sensitize students about the competencies required and institutional framework promoting entrepreneurial spirit in India.

Section – A

Entrepreneurship: Concept and Definitions, Entrepreneurship and Economic Development, Classification and Types of Entrepreneurs, Social entrepreneurship. Entrepreneurial Competencies, Traits/Qualities of Entrepreneur, Manager Vs. Entrepreneur. Factor Affecting Entrepreneurial Growth, Life cycle of entrepreneurship

Section – B

Starting a venture: Identification and Product Selection: Entrepreneurial Opportunity Search and Identification, Criteria to Select a Product, Conducting Feasibility Studies. Opportunity recognition and entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition

Section – C

Business Plan: Building and presenting business plan. Financial Plan: Estimating Financial Projections, Preparation of projected statements of financial position, income statement and cash flows, Funding and entrepreneurial finance, Angel investors, Venture capital, Microfinance, Crowd funding. Marketing Plan: Entrepreneurial Marketing, Conducting market analysis, Building marketing strategies. Human Resource Plan: Talent acquisition and management

Section – D

Legal Issues for an Entrepreneur. The creation and Protection of Knowledge, Intellectual Property, Copyrights, Design rights, Trademarks, Patents. **Government initiatives and schemes:** Start Up India, Make in India, Skill India.

Suggested Readings:

1. Drucker: Innovation and Entrepreneurship -Routledge
2. Strokes, Wilson and Mador: Entrepreneurship, South Western Cengage Learning.
3. D.H. Holt: Entrepreneurship – New Venture Creation, Prentice Hall India.
4. Hisrich, Peters and Shepherd: Entrepreneurship, Tata McGraw Hill Companies.
5. Singhvi and Chandak: Business Environment and Entrepreneurship, Taxman

Learning Objectives:

The objective of this course is to enable the students to formulate a real-world problem as a mathematical programming model and Implement and solve the model in EXCEL.

Section – A

Introduction: Problem solving and Decision Making, Quantitative analysis, Management Science Techniques, Linear Programming: Simplex Method, Big-M Method, Two Phase Method, Maximization Problems, Minimization Problems, Duality, Sensitivity Analysis and Interpretation of Solution, Applications in Marketing, Finance, and Operations Management

Section – B

Advanced Linear Programming Applications: Data Envelopment Analysis, Revenue Management, Portfolio Models and Asset Allocation, Game Theory, **Distribution and Network Models:** Transportation Problem, Assignment Problem, Transshipment Problem, Shortest-Route Problem, Maximal Flow Problem.

Section – C

Integer Linear Programming: Types of IL Programming Models, Graphical and Computer Solutions for IL Program, Nonlinear Optimization Models: Unconstrained Problem, Constrained Problem, Project Scheduling: PERT/CPM, Inventory Models

Section – D

Decision Analysis: Decision Making without Probabilities, Decision Making with Probabilities, Goal Programming, **Forecasting:** Components of Time Series, Smoothing Methods

Suggested Readings:

1. Anderson, Sweeney, Williams, Martin: “An Introduction to Management Science- Quantitative Approaches to Decision Making”, 13th edition, Cengage Learning.
2. Hiller, F.S. and Lieberman, G.J.: Introduction to Operations Research (9th ed.), McGraw-Hill.
3. Cliff Ragsdale: “Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Business Analytics”, 8th Edition, Cengage.
4. PradeepPrabhakarPai: “Operations Research- Principles and Practice, Oxford Higher Education.

Learning Objectives:

The course aims to develop understanding of different derivatives instruments which can be used as risk management tools for management of risk of capital markets securities.

Section – A

Foundations of uncertainty and risk; Building block approach to risk assessment and management: market risk, credit risk, liquidity risk, model risk, settlement risk, regulatory risk. **Managing risk:** managing market risk, managing credit risk, performance evaluation, capital allocation.

Section – B

Fundamentals of Options: Fundamentals of Options, American and European Options, Long/short Options: long call, short call, long put and short put. Hedging with options. **Value of Options:** Intrinsic Value of Option, Time Value of Option. **Binomial Option Pricing Model:** Single stage and Double Stage Call Option Pricing Model, Single stage and Double Stage Put Option Pricing Model. **Black-Scholes Option Pricing Model,** Options Variables Delta, Gamma, Vega and Rho. Put Call Parity.

Futures and Forward Contracts: Characteristics of Futures Contracts, risk management with long hedging with Futures Contracts, risk management with short hedging with Futures Contracts with Case Studies.

Section – C

Risk management with Credit Derivatives: Credit default swap, Collateralized debt obligations, total return swaps and credit spread options.

Section – D

Risk management with Swaps: Interest rate swap, Structuring Interest rate swap, Fixed to Floating Interest rate swap, Floating to Fixed Interest rate swap, Valuation of Interest rate swap at outset. Lessons from Global Financial Disasters; SEBI's Comprehensive Risk Management Framework for Capital Markets

Suggested Readings:

1. Derivatives and Risk Management Paperback – 16 Apr 2014, by Rajiv Srivastava (Author), Oxford University Press.
2. Financial Derivatives: Theory, Concepts and Problems Paperback – Import, 30 Oct 2017, by S.L. Gupta (Author), PHI.
3. Derivatives Markets, 3e Paperback – 2014 by McDonalds (Author), Pearson Education India.
4. Options Futures & Other Derivatives 9e Paperback – 25 May 2016 by Hull/Basu (Author), Pearson Education India

Learning Objectives:

The objective of the course is to acquaint the students with the various aspects of Global Financial markets.

UNIT A

An Introduction to Global Capital Markets; Market Functions and Key Players, Opportunities and Constraints in Global Markets; Identifying Links between Global markets. Major international capital market: Euro currency market- Eurocurrency Loans and Deposits, Eurocurrency Interest and Day-Count, Eurocurrency Certificates of Deposit, CD Yield-to-Maturity, US Market- Yankee bonds and Yankee loans ADRs and GDRs, Japanese market- samurai bond and shibosai bonds and Australian market- kangaroo bonds. **Foreign Exchange Market:** Market Structure, FX Dealers and Brokers, Spot Foreign Exchange Deals, Sterling and Euro Quotations, Factors Affecting Spot FX Rates, Spot FX Trading, Spot Position Keeping, FX Risk Control, Cross-Currency Rates, Outright Forward FX Rates, Outright Forward FX Hedge: Case Study, Forward FX Formula, FX or Forward Swaps.

UNIT B

Global Equity Markets: Functions and features of global equity markets. Global Equity market participants, Trading and settlement procedures in major global markets, , Market for depositary receipts, Order-driven Markets, Order types Dealer Markets, Bid-Ask Spreads, Priority Rules (Price, Time, Sharing, Size, Random, Others); Transparency (Pre- and Post-Trade), Other Exchange-related issues. **Global Market for Stock Index Futures:** Stock Index Futures and its Uses: Types of Stock Index Futures: Stock Index Futures Prices and valuation.

UNIT C

Global Fixed Income Securities : Major Government Bonds Markets: Introduction to Government Bonds, Sovereign Risk, US Government Notes and Bonds, US Treasury Quotations, US Treasury Strips, Bond Pricing, Pricing Coupon Bonds: Examples, Detailed Bond Valuation: US Treasury, Bond Yield, Reinvestment Assumptions, Annual and Semi-Annual Bond Yields, UK Government Bonds, Japanese Government Bonds (JGBs), Eurozone Government Bonds. Major corporate bonds markets- Euro market, Yankee market, Japanese market and the Australian market. **Bond Price Sensitivity:** Macaulay's Duration, Modified Duration, convexity.

UNIT D

Global Derivatives: Equity Swaps: Mechanics of equity swaps and cash flows involved, Single Currency Equity Swaps, Cross-Currency Equity Swaps. **Equity Options:** Basics of equity options, Famous options strategies. **Equity forwards and futures:** Importance, types and valuation of forwards and futures. **Interest rate futures:** Treasury bill Interest rate futures, Treasury bond Interest rate futures, Cheapest to deliver bond in interest rate futures, Short hedge futures for Interest rate, Long Hedge futures for Interest rates.

Recommended Reading:

1. International Capital Markets Second Edition, Andrew M. Chisholm, 2009, Wiley
2. Capital Markets, Fifth Edition, Frank J. Fabozzi, 2015, THE MIT PRESS.
3. The Capital Markets: Evolution of the Financial Ecosystem, Gary Strumeyer, Sarah Swammy, 2017, Wiley.
4. Capital Markets and Investments: Essential Insights and Concepts for Professionals, Siddhartha G. Dastidar, 2017, Reading Light Publication

Learning Objectives:

The course aims at equipping the students to understand the behavioral aspects of individual investors and their impact upon the financial markets. It examines the common assumption of efficient markets within the traditional neoclassical economic theory.

Section – A

Conventional finance, Prospect theory and Market Efficiency: Traditional versus behavioral finance, Neoclassical Economics, Expected Utility theory, Risk Attitude, Allais paradox, Asset pricing, Pricing of risk, Market Efficiency, Agency theory, Prospect theory and extensions, Framing and mental accounting, challenges to Market Efficiency, Some key Anomalies, Noise-Trading and limits to Arbitrage.

Section – B

Behavioral Science Foundations And Investor Behavior: Heuristics and Biases and Financial Decision-Making, Overconfidence, Implications of Overconfidence For Financial Decision-Making, Emotional Foundations, Individual Investors and the Forces of Emotions.

Section – C

Social Forces And Market Outcomes: Social Interactions And Investments, Empirical Evidences of Social Forces At Work, Behavioral Explanations to Market Anomalies, Behavioral Factors And Stock Market Puzzles- The Equity Premium Puzzle, Real-World Bubbles, Experimental Bubbles Market, Behavioral Finance And Market Valuations, Excessive Volatility.

Section – D

Behavioral Corporate Finance And Money Management: Behavioral Corporate Finance and Managerial Decision-Making, Behavioral Finance and Capital Budgeting: Ease of Processing, Loss Aversion, and Affect, Neurofinance and The Trader's Brain: Expertise and Implicit Learning, Expertise and Emotion.

Suggested Readings:

1. Ackert, L. and Deaves, R., Behavioral Finance: Psychology, Decision-Making, and Markets, South-Western Cengage Learning.
2. Chandra P.: Behavioural Finance, McGraw Hill
3. Forbes W.: Behavioural Finance, Wiley & Sons
4. Montier, J.: Behavioral Finance: Insights into Irrational Minds and Markets, Wiley & Sons
5. Parikh, P.: Value Investing and Behavioral Finance, McGraw Hill Ltd.
6. Pompian, M. M.: Behavioral Finance and Investor Types: Managing Behavior to Make Better Investment Decisions, Wiley & Sons
7. Shleifer, A: Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press.
8. Thaler, R.H., Advances in Behavioural Finance, Russell Sage Foundation.

Learning Objectives:

The course aims at imparting the knowledge about industrial marketing and also to orient participants to the realities of marketing of products and services in rural India.

Section – A

Introduction to Industrial Marketing: Definition of Industrial & Consumer Product, Basis of Classification, Difference between Industrial & Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process. Industrial Buying Process, Buying Situation Analysis, Buying Motivations of Organizational Buyers, Purchaser's Evaluation of Potential Suppliers, Environmental Influences on Organizational Buying.

Section – B

Marketing Strategies: Segmenting the Industrial Market, Targeting & Positioning, New Industrial Product Development, Managing Business Marketing Channels, Industrial Pricing Process.

Section – C

Introduction to Rural Marketing: Definition, Concept, Scope, Nature, Size and Nature of Indian Rural Markets Rural Demand, Buying Characteristics, Decision Process, Behavior and Evaluation. **Product Strategy:** Significance, concepts and product mix decisions. **Pricing Strategy:** Objectives, Policies and Strategies. **Promotion Strategies:** Advertising, Sales Promotion, Communication in Rural Marketing - Language and Culture Distribution Strategies for rural Marketing and channels of distribution, Public distribution systems.

Section – D

Intervention of IT in Rural Markets. Rural marketing environment, Segmenting the Rural Market, Targeting and Positioning. Products and service mix for rural areas. Role of Cooperative Govt. and Financial institutions. Problems in rural marketing, future of rural marketing. Case Studies.

Suggested Readings:

1. Krishana K Hawaldar: Industrial Marketing, Tata McGraw Hill.
2. Francis Cherunilam: Industrial Marketing Text and Cases, Himalaya Publishing House
3. Reeder et al: Industrial Marketing: Analysis, Planning & Control, Prentice Hall India.
4. Hory Shankar Mukerjee: Industrial Marketing, Excel Books.
5. T.P. Gopalswamy: Rural Marketing, Environment problems and strategies, Wheeler Publishing.
6. C.S.G. Krishnamacharulu and LalithaRamkrishnan: Rural Marketing, Text and Cases, Pearson Education.
7. B. Dogra and K. Ghuman: Rural Marketing – Concepts and Practice, Tata McGraw Hill.
8. R. Dwyer and J.F. Tanner: Business Marketing, Tata McGraw Hill.

Learning Objectives:

Participants are expected to appreciate importance of integrated marketing communications. Purpose is to equip participants to develop a basic integrated marketing communications plan for various products and services.

Section – A

Integrated Marketing Communications: Role of Integrated Marketing Communications (IMC), Designing, Objectives Setting and Budgeting for IMC programs, Developing effective communications

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC program, Effectiveness of marketing communications.

Section – B

Promotion: Meaning, Importance, tools used, conventional/unconventional, drawbacks, push pull strategies. **Public Relation/ Publicity:** Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity. Corporate Advertising - Role, Types, Limitations, PR Vs Publicity. Monitoring, **Evaluation and Control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing

Section – C

CRM: definition, components, scope, evolution, importance and transformation of customers, touch point analysis, customer relationship styles, types of customers and customer value , customer lifetime value, customer retention: importance, stages, measurement of customer expectations: managing and delivering, consumer research, CRM measurement, e-CRM: basic concepts, importance, benefits, steps and success factors in e-CRM, merging CRM and the internet, and barriers to internet adoption.

Section – D

Event Management: Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events. **Direct marketing:** Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Ethics and social responsibility in IMC campaigns. Evaluating Marketing Communication Programs.

Suggested Readings:

1. Don Schultz and Heidi Schultz: IMC: The Next Generation, McGraw-Hill.
2. Tom Duncan: Principles of Advertising and IMC, McGraw-Hill.
3. M Dahlen, F Lange and T. Smith: Marketing Communications: A Brand Narrative Approach, John Wiley
4. Belch and Belch: Advertising and Promotions Integrated Marketing Communication Perspectives, Tata McGraw Hill.
5. Clow, Baack: Integrated Advertising, Promotion, and Marketing Communications, Pearson Education.

Learning Objectives:

The course aims to help the students in learning different techniques of valuation and applying them to real world companies so as to understand stock selection process in financial markets.

Section – A

Estimating Risk Parameters and Costs of Financing: cost of equity, Beta, Historical Market Betas, Estimation Choices for Beta Estimation, Historical Beta Estimate for Companies in Smaller (or Emerging) Markets, Estimating the Historical Beta for Private Firms, Limitations of Regression Betas. **Fundamental Betas:** Determinants of Betas- Type of Business, Degree of Operating Leverage, Degree of Financial Leverage, Bottom Up Betas, Accounting Betas.

Section – B

Cost of Debt: Default Risk and Default Spread of a firm, Cost of Debt for an Emerging Market firm, **Cost of Hybrid Securities:** Cost of Preferred Stock, convertible bond, Weights of Debt and Equity Components, Operating Leases, Book Value versus Market Value Debt ratios. **Earnings based approach:** reinvestment rate, modified dividend payout ratio, return on equity, growth rate in net income, terminal value analysis. **Cash flow based approach:** return on invested capital, capex analysis, change in non-cash working capital, operating income analysis, terminal cash flows.

Section – C

Fundamental Principles of Relative Valuation: Use of Relative Valuation, Standardized Values and Multiples, Four Basic Steps to Using Multiples. Earnings multiples: Price-Earnings Ratio, Cross Sectional Distribution of PE ratios, Determinants of the PE ratio, Estimating the PE ratio for a high growth firm in the two-stage model, Using the PE ratio for comparisons. Alternate Relative Valuation Ratios

Section – D

Enterprise Value to EBITDA Multiple: determinants of the enterprise value to EBITDA multiple, Application of EV/EBITDA multiple. Price to Book Value (PB ratio), Determinants of Price to book value, BCG Matrix of PB ratio and Return on equity. Revenue Multiples: benefits of revenue multiple, definition, determinants of revenue multiples, Revenue Multiples and its relationship with Profit Margins.

Suggested Readings:

1. AswathDamodaran:Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, 3rd Edition, wiley
2. Jerald E. Pinto, Elaine Henry, Thomas R. Robinson: Equity Asset Valuation, CFA Institute
3. Tim Koller:Valuation: Measuring and Managing the Value of Companies, Marc Goedhart.University Edition (Wiley Finance) McKinsey& Company.
4. Prasanna Chandra:Corporate Valuation and Value Creation

Learning Objectives:

The objective of the course is to acquaint the students with the various Financial Services and techniques to manage these services effectively

Section – A

Financial Services: Introduction of Financial Intermediaries and Financial Services, Organisation of the Financial Service Industry, Various Financial Intermediaries, Recent Development in Financial Services, Financial Services in India. **Financial Regulation:** Need for Regulation of Financial Market, Theoretical and Economic Perspective of Regulation, International Regulatory Framework, Deregulation of Indian Financial System, Revolution of Financial Services, Financial System and Securitized Financial System, Financial Market, Functions of Stock Exchange, Debt Market, Government Securities Market, Regulations for Primary Market, Regulations for Secondary Market.

Section – B

Depository Services: Introduction to Depository Services, Depository Participants in India, Role of NSDL and CDSL, Difference Between NSDL and Bank, Services offered by Depository Participants, Products offered by Depository Participants, Process of Dematerialization, Difference Between Physical and Electronic Holding of Securities. **Broking:** Broking Services and Trading in Equity Broking and Trading in Debt. **Mutual Funds:** Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations. **Insurance Services:** Introduction, Types of Insurance, Life Products, Non-Life Products.

Section – C

Debt Securitization and Corporate Advisory Services: Introduction, Securitization as a funding Mechanism, Securitization of Mortgaged and Non- Mortgaged Assets Issue Management; **Credit Rating:** Meaning of Credit Rating, Process of Credit Rating, and Factors affecting Rating, Types of Rating, Advantages and Disadvantages of Credit Rating, Methodology of Credit Rating. Credit Rating Agency Regulation Act 1974, Credit Rating in India. **Venture Capital:** Meaning of Venture Capital, Nature, Scope, Regulatory Framework, Investment Process, Factors Affecting Venture Capitalist, Major Trends, and Reasons for Slow Growth, and Limitations of Venture Capital.

Section – D

Leasing: Definition, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector, Risk in Leasing, Lease Proposal Analysis, Comparison Between Lease and Hire Purchase, Legal and Taxation Aspects of leasing, Lease Accounting and Reporting. **Housing Finance:** Introduction to Housing Finance, Housing Finance Schemes, Procedure of Loan-disbursement, Legal Framework of Housing Finance. **Credit Cards:** Types, Settlement Process Mechanism. **Factoring:** Meaning, Forms, Functions, Legal Aspects and Evaluation.

Suggested Readings:

1. M.Y. Khan: Indian Financial Services, Tata McGraw Hill.
2. V. A. Avdhani: Marketing of Financial Services, Himalaya Publishing House.
3. Lalit K. Bansal: Merchant Banking and Financial Services, Unistar Publications.
4. V. K. Bhalla: Management of Financial Services, Anmol Publications.
5. G.S. Batra and B.S. Bhatia: Management of Financial Services, Deep & Deep Publications

Learning Objectives:

The objective of this course is to help the students in understanding the various components of the employee-management relations and sensitize them about methods and measures that can be undertaken to build harmonious industrial relations

Section – A

Industrial Relations: Concept, Nature, Objectives, Evolution of IR in India, Approaches to IR. **Trade Unionism:** Concept, Functions of Trade Unions, Approaches, Structure of Trade Unions. **Collective Bargaining:** Concept, Objectives, Process of Collective Bargaining, Principles of Collective Bargaining

Section – B

Grievance Handling: Definition, Sources of Grievances, Grievance Redressal Machinery. **Industrial Disputes:** Concept, Classification of Industrial Disputes, Causes, Strikes, Types of Strikes, Lockouts, Prevention of Strikes and Lockouts. **Discipline and Disciplinary Action:** Concept, Causes of Indiscipline/ Misconduct, Objectives of Discipline, Types of Indiscipline/ Misconduct, Procedure for Disciplinary Action, Types of Disciplinary Actions.

Section – C

International Labour Organisation (ILO): Objectives, Structure (International Labour Conference, Governing Body, International Labour Office), Fundamental Principles, Role of ILO. **IR and Technological Change:** Types of Technological Change, Rationalization and Automation, Positive and Negative Impact of Technological Change. **Psychological Aspects of Labour Management Relations:** Group Dynamics, Role of Formal and Informal Communication, Achieving Effective Communication with the Unions.

Section – D

Labour Welfare: Concept, Scope, Objectives, Classification of Welfare Work, Agencies for Administering Labour Welfare in India. **Human Engineering:** Concept, Time Study, Motion Study. **Fatigue:** Nature, Fatigue Reduction, Fatigue Tests, Environmental Conditions. **Accident Prevention:** Introduction, Scope, Causes, Industrial Safety Programmes.

Suggested Readings:

1. Bray M, Deery.S, Walsh.J, and Waring P: *Industrial Relations: A Contemporary Approach*, Tata McGraw Hill.
2. Monappa, A.: *Industrial Relations*, Tata McGraw Hill
3. Dunlop. J.T.: *Industrial Relations System*, Harvard Business Press, Cambridge.
4. Monappa, A.: *Industrial Relations*, Tata McGraw Hill.
5. C.B. Mamoria and GankarMamoria: *Dynamics of Industrial Relations*, Himalaya Publishing House.
6. Ramaswamy, E.A. &Ramaswami, U.: *Industry and Labour*, Oxford University Press, New Delhi.
7. Sharma, A.M.: *Social Security &Labour Welfare*, Himalaya Publishing House.

Learning Objectives:

The objective of the course is to provide the participants with the necessary skills and understanding of the training and development concepts that will help them in designing and delivering better training for employees in financial organizations.

Section – A

Introduction to Training and Development: Definition, Objectives, Benefits, Role and Responsibility of Training, Forces influencing working and learning. **Training Needs Assessment:** Concept, Process of Training Needs Assessment, Levels of Training Needs Analysis- Organizational Analysis, Task Analysis, Person Analysis, Significance of Training Needs Analysis. **Learning:** Concept, Principles of Learning, Kolb's Learning Cycle, Conditions for Transfer of Learning.

Section – B

Training Design: Defining objectives of Training, Make vs. Buy Decision, Selecting the Trainer, Preparing Lesson Plans, Selecting Training Methods and Media, Preparing Training Materials, Scheduling the Training Programme, Factors influencing Transfer of Training. **Training Methods:** Classification of Training Methods - On-the job training, Classroom methods and Self-paced method - Job instruction, Job rotation, Coaching, Mentoring, Lectures, Conference, Audio Visual (Static and Dynamic Media), Assessment Centres, In-basket Exercises, Case study, Role-Playing, Discussion Method, Fish Bowl Exercise, Management Games, Simulation, T-Group Method, Computer based training, E-Learning.

Section – C

Training Evaluation: Need for evaluation, Models for Training Evaluation (with special focus on Kirkpatrick Model and Phillip's Five Level ROI Framework), Data Collection for Training Evaluation, Types of Training Costs. **Management Development:** Management Development Implications, Management Characteristics, Training for Executive Level Management, Succession Planning. **Trainer's Skills and Styles:** Training Delivery Competencies, Dimensions of Trainer Credibility, Rapport Building with Trainees" Trainer' Role, Trainer's Style, Skills of a Trainer.

Section – D

Special Issues in Training and Development: Training Issues Resulting from the External Environment, Cross-cultural Training, Diversity Training Programmes. **Use of Role-Playing,** Discussion Method, Management Games, Simulation, and Computer based training.

Suggested Readings:

1. Craig, Robert L.: Training and Development Handbook, McGraw Hill.
2. Garner, James: Training Interventions in Job Skill Development, Addison-Wesley.
3. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid: Manpower Training and Development, London Institute of Personnel Management.
4. Noe, Raymond A., and Amitabh DeoKodwani: Employee Training and Development, Tata McGraw Hill.
5. Blanchard, P. Nick, James W. Thacker and V. Anand Ram: Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.

Learning Objectives:

The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers and analyses the future prospects of ERP implementation in Indian scenario.

Section – A

Introduction: Overview to ERP, Typical Business Process Workflow, Fundamentals, Functionalities, Benefits, Modern Business Concepts, E-Commerce, Advance Planning and Scheduling, Business Analytics, Service oriented architecture. Current and future ERP market, Key Players and Market Shares.

Section – B

Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Customers of ERP, Purchasing or Outsourcing, Planning, Purchasing and Selection of ERP, Managing implementation partners, ERP strategy options and risk mitigation.

Section – C

Implementation of ERP: Implementation plan of ERP, Methods and tools, Business process mapping, Gap analysis, risks and dependencies, Project timeline plan, Project organization plan, Structure and coding, Data migration and historical record, Prototype testing, User training program, Knowledge management, Disaster recovery plan, RDBMS, Data communication system, Hardware requirements, Sample system architecture.

Section – D

ERP Implementation in Organizations: Introduction to ERP Project success and failure with case studies. ERP adoption models – The role of SAAS model and Cloud Computing in ERP adoption, Continuous business improvement through ERP.

Suggested Readings:

1. A. Pandey: Enterprise Resource Planning, Variety Publishers.
2. Vinod Kumar Garg and R.K. Venkita Krishnan: Enterprise Resource Planning: Concepts and Practice, Prentice Hall India.
3. Mary Sumner: Enterprise Resource Planning, Pearson Education.
4. A. Leon: Enterprise Resource Planning, Tata McGraw Hill.
5. M.E. Wagner: Concepts in Enterprise Resource Planning, Cengage Learning.
6. S. Sadagopan: ERP – A Management Perspective, Tata McGraw Hill.
7. V.K. Garg and R.K. Venkita Krishnan: ERPWARE and ERP Implementation Framework, Prentice Hall India.

Learning Objectives:

This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in organizations.

Section – A

Introduction: The concept of productivity, Needs for productivity culture, Management and productivity, Factors affecting productivity, Efforts in productivity management, Organizational effectiveness and productivity. **Sources of productivity:** Labor, capital, efficiency in use of labor and capital, productivity and standard of living.

Section – B

Measurement of Productivity: Productivity cycle, Productivity measurement and its need, Total productivity mode, Limitations of partial measures of productivity, Productivity evaluation in organizations, Productivity and industrial relations. **Productivity and business cycles:** Cyclical pattern of labor productivity, market impact on productivity.

Section – C

Productivity and Planning: Productivity planning and improvement concepts, Strategies for productivity, International productivity management and experience, Indian experience in productivity. **Productivity and price trends:** Factors influencing relative price, relationship of price and output.

Section – D

Productivity and Government Policies: Productivity trends in selected industries: engineering pharmaceutical, fertilizer, textile and energy sectors, Impact of government policies on productivity. **Productivity differences among countries:** International differences in labor productivity, role of central planning errors and business cycles on productivity. **Case studies.**

Suggested Readings:

1. D.J. Sumanth: Productivity Engineering and Management, McGraw-Hill.
2. P.R. Brahmananda: Productivity in Indian Economy, Himalya Publications.
3. Chandra: Dynamics of Productivity, South Publisher.
4. Solomon Fabricant: A primer on Productivity, Prentice Hall India.
5. Prokopenko: Productivity Management, Oxford &IBH.
6. PremVrat, G.D. Sardano and B.S. Sahay: Productivity Management - A Systems Approach, Narosa Publishing House.
7. RatnakarGedam: Indian Industry – Productivity Management, Anmol Publications.