# Bachelors in Management Studies*

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*Note: Paper Code 101 is Ability Enhancement Compulsory, Paper Code 201 is Ability Enhancement Compulsory, Paper Code 305 is Skill Enhancement Course, Paper Code 405 is Skill Enhancement Course.
**DISCIPLINE SPECIFIC ELECTIVE COURSE**: A Student would be free to choose any FOUR papers from ONE group. The COURSE offers FOUR groups viz. Finance (DSE - I), Marketing (DSE - II), Human Resource (DSE - III) and Management of Global Business (DSE – IV).

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<td>Training &amp; Development</td>
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<td>3. Investment Analysis &amp; Portfolio Management</td>
<td>Advertising &amp; Brand Management</td>
<td>Management of Industrial Relations</td>
<td>Transnational &amp; Cross Cultural Marketing</td>
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<td>4. Project Appraisal</td>
<td>Retail Management</td>
<td>Performance &amp; Compensation Management</td>
<td>International Distribution &amp; Supply Chain Management</td>
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<td>5. Business Analysis &amp; Valuation</td>
<td>Distribution &amp; Supply Chain Management</td>
<td>Counselling &amp; Negotiation Skills for Managers</td>
<td>International Accounting &amp; Reporting System</td>
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<td>7. Strategic Corporate Finance</td>
<td>International Marketing</td>
<td>Talent &amp; Knowledge Management</td>
<td>International Joint Ventures, Mergers &amp; Acquisitions</td>
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<td>8. Research Project</td>
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SKILL ENHANCEMENT COURSE (SEC)
1. IT Tools for Business
2. Personality Development & Communication Skills
3. E Commerce
4. Statistical Software package (s)
5. Financial Software package (s)
6. Summer Internship- A student will submit report of *Summer Internship of six to eight weeks which will be internally evaluated.*

Generic Elective / Interdisciplinary Course (Choose Any FOUR)
1. Entrepreneurship Development
2. Ethics & Corporate Social Responsibility
3. Tax Planning
4. Econometrics
5. Production & Operations Management
6. India’s Diversity & Business
102. Fundamentals of Management & Organisational Behaviour

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at workplace so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Course contents:

Unit I
Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.
Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit II

Unit III

Unit IV
Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window
Readings:

15. Navin Mathur, Management Gurus , National Publishing House, New Delhi
103. Statistics for Business Decisions

**Objective:** To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

**Course contents:**

**Unit I:** Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

**Unit II:** Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

**Unit III:** Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.


**Unit V:** Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean.

Using Non-parametric statistics for hypothesis testing.

**Readings:**
202. Managerial Economics
301. MANAGERIAL ECONOMICS

Objective: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Course content

Unit I: Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply;
Theory of consumer behavior: cardinal utility theory, ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.
Unit II: Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources)
Costs and scale: traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.
Unit III: Theory of firm and market organization: perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes); monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity); oligopoly (Cournot’s model, kinked demand curve model, dominant price leadership model, prisoner’s dilemma)
Unit IV: Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Readings:
203. BUSINESS ACCOUNTING

Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Contents

Unit I

Unit II

Unit III

Unit IV

Readings:

301. MACROECONOMICS
Objective: This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Course Content


Unit II: Keynesian theory of Income and employment: simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model: properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit III: Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control;
Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

Unit IV: Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

Readings:

302. PRINCIPLES OF MARKETING

Objective: This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Content:

Unit I: Introduction: Nature, Scope and Importance of Marketing, Evolution of
Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

**Unit II**: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;


**Unit IV**: Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

**Readings**:

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**303. MANAGEMENT ACCOUNTING**

**Objective**: To acquaint students with role of Management Accounting in planning, control and decision-making.

**Course Content**

**Unit I**
Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of
Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Unit II
Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Unit III
Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Unit IV

Readings:
1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson

401. BUSINESS RESEARCH

Objective: To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

Course Content:

Unit I: Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem

**Unit II:** Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

**Unit III:** Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

**Unit IV:** Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis.

**Readings:**
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,

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**402. HUMAN RESOURCE MANAGEMENT**

**Objective:** The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases

**Course Contents**

**Unit I**
Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations

**Unit II**

**Unit III**

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees’ stock option plans. Brief introduction of social security, health, retirement & other benefits.

Unit IV
Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining.

Readings:
Objective: To acquaint students with the techniques of financial management and their applications for business decision making.

Course Contents:

Unit I
Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit II
Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method. Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit III

Unit IV
Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Readings
501. QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

Course contents:

Unit I: Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

Unit II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel’s Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

Unit III: Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

Unit IV: Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information


Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

Readings:
502. LEGAL ASPECTS OF BUSINESS

Objective: To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

Course contents:

Unit I:

Unit II:
Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.
Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

Unit III:
The Companies Act 2013:
Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.
The Limited Liability Partnership Act 2008:
Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

Unit IV:
Consumer Protection Act 1986:
Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.
The Right to Information Act 2005:
Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Readings:
601. BUSINESS POLICY AND STRATEGY

Objective: To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Course contents:
Unit I: Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions.
Company’s vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement- Drucker’s Performance Area, Bennis’s Core Problem; formulation of mission statement.
Unit II: Environmental Analysis & Diagnosis: Analysis of company’s external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter’s 5 Forces model; Internal analysis: Importance of organisation’s capabilities, competitive advantage and core competence, Michael E. Porter’s Value Chain Analysis.
Unit IV: Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Readings:
1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH

Supplementary Readings
1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books
602. FINANCIAL INSTITUTIONS AND MARKETS

Objective: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Content:

Unit I: Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs


Unit III: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE


**Readings:**
DISCIPLINE SPECIFIC ELECTIVE
COURSE

DSE - I (Finance)
INTERNATIONAL FINANCE

Objective: The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Course Content:

UNIT-I
Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India)
International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

UNIT-II
Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts
Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

UNIT-III

UNIT-IV

Text Books:
1. PG Apte: International Finance, TataMcgraw Hill.

References:
INVESTMENT BANKING AND FINANCIAL SERVICES

Objective: The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

UNIT- 1
Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

UNIT II
Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter’s contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter’s contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

UNIT III
Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee’s angle), Hire Purchase interest &Installment, difference between Hire Purchase & Leasing. Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

UNIT IV
Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.
Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.
Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.
Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

REFERENCES
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: The aim of this course is to provide a conceptual framework for analysis from an investor’s perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Contents:

Unit I

Unit II
Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)

Unit III

Unit IV
References:
PROJECT APPRAISAL AND ANALYSIS

**Objectives**: To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.

**Course Contents:**

**Unit I**: Appraisal: an introduction, Project appraisal and evaluation, Project cycle, Project cycle management, Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study, Project identification and formulation, Generation of Project ideas, Basic Principals of Project Analysis Entrepreneurship – concept, Theory and perspective

**Unit II**: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary/secondary data, Forecasting techniques

Technical appraisal of a project, Business and Technology Acquisition and management of technology


Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

**Unit IV**: Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis

**Readings**:

BUSINESS ANALYSIS AND VALUATION

Objective: This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.

Course Contents:

Unit I
Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman’s statement, Directors’ report, management discussion & analysis, report on corporate governance, auditor’s report to evaluate the financial soundness of the company.

Unit II
Cash Flows:Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model

Unit III
Introduction to Valuation:Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates-cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life.

Unit IV
Firm Valuation Models:Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies.
Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options

Text Books:
1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd

References:
2. Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall of India
FINANCIAL MODELING AND DERIVATIVES

Objective: To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

Course Contents:

Unit I

Unit II
Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR, MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.

Unit III
Financial Derivatives: Introduction, various underlyings and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.

Unit IV
Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

Text Books:
2. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education.

References:
2. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.)
Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India
STRATEGIC CORPORATE FINANCE

Objective: The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.

Course Contents:

UNIT-I

Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis.

Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

UNIT-II
Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected.


Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy.

Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.

UNIT-III
Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable
potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.

UNIT-IV
Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance

Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

Text Books:
1. Aswath Damodaran: Corporate finance theory and practice; John willey & sons, Inc
2. Jakhotia: Strategic Financial Management (Vikas Publication)
CONSUMER BEHAVIOR

Objective: The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

Course contents:

Unit I
Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach.
Introduction to ‘Industrial Buying Behaviour’
Market Segmentation: VALS 2 segmentation profile.

Unit II
Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow’s hierarchy of needs, McLelland’s APA theory, Murray’s list of psychogenic needs, Bayton’s classification of motives, self-concept & its importance, types of involvement.
Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory.
Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit III
Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.
Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle.
Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.
Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.
Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit IV Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.

NOTE: Cases & application to marketing will be taught with respect to each topic.

Readings
DSE II (Marketing)

PERSONAL SELLING & SALES FORCE MANAGEMENT

Objectives: To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling.

Course Contents

Unit I Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

Unit II Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.


Unit IV Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

Readings:
1. Still, Cundiff & Govani: Sales Management, Prentice Hall of India
Objective: To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Contents:
Unit I
Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

Unit II
How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

Unit III
Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

Unit IV
Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes.

Unit V
Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process.

Unit VI
Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.

Unit VII
Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapfrer. Brand equity, brand personality, brand image, managing brands overtime. Integrating advertising and brand management

Readings:
4. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
5. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
8. David Aaker: Brand Leadership, Simon & Schuster
10. Sandage, Fryburger,: Advertising Theory & Practice, Ratroll Longman Group

DSE II (Marketing)

RETAIL MANAGEMENT
Objective: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student’s critical and creative thinking skills.

Course Contents

Unit I:
Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

Unit II:
Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non traditional selling.

Unit III:
Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

Unit IV:
Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.

Unit V:
Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

Unit VI:
Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

Unit VII:

Readings
2. Berman & Evarv: Retail Management, Perntice Hall.
5. Harjit Singh: Retail Management, S. Chand Publication.

DSE- II (Marketing)
DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

Objective: This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Contents

Unit I: The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

Unit II: Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

Unit III: Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

Unit IV: Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

Unit V: Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

Readings

DSE II (Marketing)

MARKETING OF SERVICES
**Objective:** The course is designed to equip students with the knowledge of marketing of all types of services.

**Course Contents:**

Unit I: The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges

Unit II: Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

Unit III: Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

Unit IV: Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

Unit V: Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment;

Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

**Text Books:**

**References:**
DSE II (Marketing)

INTERNATIONAL MARKETING

Unit 1. Framework of international marketing. Intra firm & environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.

Unit 2. Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licencing regulations & Procedures.


Unit 4. Institutional infrastructure for export in India, Export Assistance.

Unit 5. Introduction to Export documentation and procedures, framework, preshipment & postshipment documents, Role of ITPO in export promotion, quality control & pre-shipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.

Readings:

1. Varshney & Bhattacharya: International marketing management, Sultan Chand & Sons
5. Hans Muhlbache: International marketing - A global perspective, Cengage Learning EMEA
DSE-III (HUMAN RESOURCE)
DSE-III (HUMAN RESOURCE)
HRD: SYSTEMS AND STRATEGIES

Objective
The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization’s systems and strategies leading to an optimal HRD climate.

Course Contents

UNIT - I: Human Resource Development (HRD) : Concept, Origin and Need,
Relationship between human resource management and human resource development;
HRD as a Total System; Activity Areas of HRD : Training, Education and Development;
Roles and competencies of HRD professionals.
UNIT - II: HRD Process: Assessing need for HRD; Designing and developing effective
HRD programs; Implementing HRD programs; Evaluating HRD programs.
Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity
management; HRD Climate; HRD Audit.
UNIT – IV: HRD Applications: Coaching and mentoring, Career management and
development; Employee counselling; Competency mapping, High Performance Work
UNIT – V: Evaluating the HRD Effort; Data Gathering; Analysis and Feedback;
Industrial relations and HRD. HRD Experience in Indian Organizations, International
HRD experience, Future of HRD.

Readings:
ASTD, New York.
Oxford and IBH Publication Ltd.
Vision Books.
DSE III (Human Resource)

TRAINING & MANAGEMENT DEVELOPMENT

Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course Contents

Unit I Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.
Unit II Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.
Unit III Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training.
Unit IV Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behaviouralmodelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Readings:
DSE-III (HUMAN RESOURCE)
MANAGEMENT OF INDUSTRIAL RELATIONS

Objective: To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

Course Contents:

Unit I Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.
Unit II Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.
Unit V The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures ,employment of women and young persons ,leave with wages and weekly holidays.
Unit VI The salient features ,coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

References:

DSE III (HUMAN RESOURCE)

PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Contents

Unit I

Unit II
Performance management and reward systems. Performance Coaching ,Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

Unit III

Unit IV
Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in indian industry.

Unit V

Readings:
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
4. T.N. Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
DSE III (Human Resource)

COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT

Objective: The objective of this course is to provide insights into handling behavioural issues at workplace by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

Course Contents

Unit I
Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

Unit II
Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

Unit III
Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

Unit IV
Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Readings
1. Singh Kavita - Counselling Skills for Managers (PHI)
DSE III (Human Resource)

Cross Cultural Human Resource Management

Objective: - To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognise its critical issues .The course aims to understand HRM concerns in the cross cultural scenario.

Course Contents

Unit 1
Introduction to concepts of culture and nationality, Impact of culture on international business environment ,Hofsted’s approach ,advantages and disadvantages PCN,TCN,HCN,Expatriate adjustment process,Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.

Unit 2
Managing diversity: diversity and organisational culture, Approaches to managing diversity, Diversity management programme.Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building

Unit 3

Unit 4

Unit 5
International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.

Readings
DSE III (HUMAN RESOURCE)

TALENT AND KNOWLEDGE MANAGEMENT

Objective - To prepare students for talent and knowledge management efforts in organisations. It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

Course Contents

Unit 1
Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

Unit 2
Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

Unit 3

Unit 4
Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka’s model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

Unit 5
Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Readings
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
DSE - IV Management of Global Business
Objective: The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Contents:

Unit I: Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy.
Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today’s international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt

Unit II: The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.


Unit IV: Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of South East Asian Nations).

Text Books:
1. Tendulkar and Srinivasan: Reintegrating India with the World Economy, Pearson.

References:
1. The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi : Academic Foundation
3. www.wto.org
GLOBAL BUSINESS ENVIRONMENT

Objective: To get the students acquainted with the present economic environment in India and abroad. To enable the students understand the various issues involved in the macro management of the economy.

Unit I:

Unit II:
Institutional Framework of Economic Environment: Role of state; State Vs Markets. Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Commercial Policy; Concept & Implications.

Unit III:

Unit IV:

Text Books:

1. The Indian Economy; Problems and Prospects. Edited by Bimal Jalan, Penguin
2. V.K.Puri: Indian Economy, Himalya Publishing House
TRANSNATIONAL AND CROSS CULTURAL MARKETING

Learning Objective: The purpose of this paper is to provide an understanding of the impact the cultural differences have on global marketing. The methods of price decisions in international markets shall also be taught.

Unit I: Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. impact of social and cultural environment on marketing industrial and consumer products.


Readings
2. Cherunillam, Francis: International Marketing, Himalaya Publishing House
INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Objective: To familiarize the students with the essential elements of the Supply Chain Management. Strategic issues in the International Supply Chain Management and logistics network configuration along with performance measurement and evaluation shall be studied thoroughly.

Course Contents:

Unit I Introduction to Supply Chain Management - Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, Subcontracting within an International Dimension, International Distribution Management: Types of Intermediaries, Channel Selection and Management.

Unit II Strategic issues in Supply Chain – Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing & Unitization, Control & Communication, Role of Information Technology in Logistics, Logistics Service Firms and Third Party Logistics, Logistics in Maximizing profitability and cash flow, 3PL (Third Party Logistics), 4PL(Fourth Party Logistics), Reverse Logistics.


Unit IV Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labor costs, resources, regulation, etc.), Influence on world and national economies, Design of Supply Chains.

Readings
2. Christopher Martin: Logistics and Supply Chain Management, Creating Value-adding Networks, Pearson Education
3. Chopra Sunil and Peter Meindl: Supply Chain Management, Pearson Education
6. Alan Harrison, Remko Van Hook: Logistics Management and Strategy-Competing Through the Supply Chain, Pearson Education.
INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM

Objective: - To develop skill and competencies of various practices in the International Accounting and Reporting Systems. A comparative perspective of the accounting standards and practices across the different countries is the focus of the study.

Course Contents:

Unit I

Unit II
International Accounting Standard Board (IASB): Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.

Unit III

Unit IV

Readings
5. Rathore, Shirin: International Accounting, Prentice Hall of India
MULTINATIONAL BUSINESS FINANCE

Objective: The course has been designed to familiarize the students with International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

Course Contents:

UNIT I
Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance.
International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

UNIT II
The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

UNIT III
Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting – Problems and issues in foreign investment analysis.

UNIT IV
Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numericals), pooling, leading and lagging as international payment settlement.

Readings:
INTERNATIONAL JOINT VENTURES, MERGERS AND ACQUISITIONS

Objective: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.

Course Contents:

Unit I
Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Structures & Problems faced in Joint Ventures, Joint Ventures and Strategic Alliance. Some relevant case study of successful and failed joined ventures.

Unit II
Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance.

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

Unit III
Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

Unit IV

Readings
1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education
3. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
SKILL ENHANCEMENT COURSE
(SEC)
IT TOOLS IN BUSINESS

Spreadsheets
Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define.
Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions.
Consolidating worksheets and workbooks using formulae and data consolidate command
Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet
Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics.
Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables.
Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver)
Exchanging data using clipboard, object linking and embedding.

Wordprocessing
Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders.
Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders.
Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa.
Create newspaper columns, indexes and table of contents.
Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style ,using thesaurus and finding and replacing text.
Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography
Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.

Powerpoint presentation
Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images.
Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working
with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons

Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips.

Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

**Databases**

Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types, Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering.

Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria.

Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups.

Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.
Personality Development & Communication Skills

Objective: The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

Course Content:
Unit I
Techniques in Personality development  a) Self confidence b) Mnemonics c) Goal setting
d) Time Management and effective planning
Unit II
Written communication,: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.
Unit III
Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking
Course contents:
Technology in ecommerce: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL’s and HTTP, cookies.
Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value
Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS.
Security threats: Security in cyberspace, kinds of threats and crimes: client threat, communication channel threat, server threat, other programming threats, frauds and scams
Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL
Internet payment systems: Features of payment methods, 4C payment methods, electronic money, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH
Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services.
E-core values: ethical issues, legal issues, taxation issues and international issues.
STATISTICAL SOFTWARE

**Objective:** familiarise students with a statistical package for data analysis related to the Statistics and Market Research papers and which will also help in the Research Project. Any user friendly statistical package depending on resources available at each institution can be used. For example SPSS, PSPP (opensource)/ or any other equivalent. Some of the statistical analysis functions are also available in add in tools in Excel.

**Course contents:**
1. Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variables
2. Running Statistical Procedures – data entry and interpretation of the output
   Descriptive Statistics
   T-tests
   Chi Square test
   One way Anova
   Correlation
   Linear regression including multiple regression
   Cluster analysis
   Discriminant Analysis
   Factor analysis/Principal Components Analysis
FINANCIAL SOFTWARE

Computer Lab classes shall be allotted to learn computerized accounts and extraction of data from a financial database. These will enhance the learning in the core papers of Business Accounting and Financial Management, and also help in other Finance related papers, specially the Research Project.

Financial Accounting Software Package

For students’ learning, free versions of Accounting Software Packages are available on the internet. For example, Tally (free student version), GNUCASH (open source) or any other equivalent.

A student is expected to learn the following by using any reputed Accounting Software Package:

Understanding the facilities provided by the Accounting Software Package. Understanding user interface. Customizing software features to suit the users’ requirements.


Extraction of Data and Analysis

Any Financial Database such as Prowess from CMIE, Capitaline, ACE or any other equivalent

A student is expected to be able to extract the following types of data
For an index, an industry and company data
Selection of company/s, period to be studied
Creation of a peer group
Use of filters for data query
Data extraction from balance sheet, profit & loss statement and cash flow statements
Stock market data - price and volume, BSE/NSE, adjusted prices
Saving and exporting data to a spreadsheet for further analysis
Generic Elective / Interdisciplinary Course (Choose Any FOUR)
ENTREPRENEURSHIP DEVELOPMENT

Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of creativity and innovation in entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

UNIT-1 ENTREPRENEURIAL MANAGEMENT
The evolution of the concept of entrepreneurship, John Kao’s Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship.

UNIT-2 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION
Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

UNIT-3 SOCIAL ENTREPRENEURSHIP
Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

UNIT-4 FAMILY BUSINESS AND ENTREPRENEURSHIP
The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships; Conflict and conflict resolution in family firms; Managing Leadership, succession and continuity; women's issues in the family business; Encouraging change in the family business system.

UNIT-5 FINANCING THE ENTREPRENEURIAL BUSINESS
Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Readings
11. Scarborough & Zimmerman, Effective Small Business Management
ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Objective: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

Course contents:

Unit I

Unit II
Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.
The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Unit III

Readings:
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
TAX PLANNING

Objective: The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

Course Contents:

Unit I
Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.

Unit II
Computation of Income under the head Salary

Unit III
Computation of Income under the Head: House Property and Profits and gains from Business or Profession. Computation of Income under the Head: Capital gains and Income from other sources.

Unit IV
Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units; Procedure for assessment: E-filing of return, Introduction to the concept of Goods and Services Tax (GST) and Direct Tax Code (DTC).

Unit V
Meaning of Tax Planning and Management; Nature, scope and justification of corporate tax planning; Computation of taxable income and tax liability of companies: Minimum Alternative Tax, Introduction to tax planning with reference to financial decisions; tax planning with reference to amalgamation or de-merger of companies (only theory)

Text Books:

References:

Online Readings/Supporting Material:
1. Finance Act for the relevant assessment year.
2. CBDT Circulations.
   10. Latest Court Judgements for the relevant Assessment year.
ECONOMETRICS

Objective: This course will enable the students to analyse quantitatively the economic information for its real life application.

Course Contents:

Unit I

Unit II

Unit III
Other Functional Forms: Regressions in deviation form and through the origin. The log-log, log-lin, lin-log, reciprocal, log-reciprocal models with application.

Dummy variables & Introduction to panel data: Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random effects.

Unit IV

Readings
3. Jack Johnston and John DiNardo, Econometric Methods
5. Ramanathan, Ramu (2002). Introductory Econometrics with Applications (5th ed.). Thomson South Western

Note: The use of Eviews (software) is encouraged for the making projects based upon sections from this paper.
PRODUCTION AND OPERATIONS MANAGEMENT

Objectives: To understand the production and operation function and familiarize students with the technique for planning and control.

Course contents:

Unit I
Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation.

Operation Strategies: Definition, relevance, strategy formulation process, order qualifying and order winning attribute

Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II
Forecasting: Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD.

Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson’s rule on two machines, Gantt charts.

Unit III
Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV
Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1.
Readings:
1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry, Production & Operations Management, Pearson Education
4. S.P. Gupta, Statistical methods, Sultan Chand & Sons
5. Adam, E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
8. Gaither and Frazier, Operations Management, Thomson South-Western
INDIA’S DIVERSITY AND BUSINESS

Objective: The objective of the paper is to understand the bases of India’s diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

Unit I Recognizing, Accommodating and valuing diversity
- Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources;
- Regional bases of India’s diversity: regional approach to understanding diversity in terms of India’s topography, drainage, soil, climate, natural vegetation, rural and urban settlements;
- Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

Unit 2 People, Livelihood and Occupational Diversity
- Traditional livelihoods and their nature - agriculture, crafts, industry and services;
- Region, occupation and employment

Unit 3 Linkages between Diversity and India’s Socio-economic challenges
- Regional variations in terms of geographic and socio-economic factors- trends and emerging options;
- Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

Unit 4 Diversity and Business
- Indian Consumers and marketing; Rural and Urban context
- Diversity, manufacturing, industry and services;
- Diversity and Innovation;
- Workforce diversity and management

References:
- Bill Aitken, Seven sacred rivers, Penguin Books, 1992
- Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
- Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3
• Nehru J (1946) The Discovery of India, OUP, chaps 4-8