

BACHELORS IN BUSINESS ADMINISTRATION

Paper Code		
Semester I		
101	Environmental Science	Ability Enhancement - Compulsory
102	Fundamentals of Management & Organisational Behaviour	Core Discipline
103	Statistics for Business Decisions	Core Discipline
104	Any One from the List of Generic Elective / Interdisciplinary Courses	Elective Course – Generic /Interdisciplinary
Semester II		
201	Business Communication (Language : English / MIL)	Ability Enhancement - Compulsory
202	Managerial Economics	Core Discipline
203	Business Accounting	Core Discipline
204	Any One from the List of Generic Elective / Interdisciplinary Courses	Elective Course – Generic /Interdisciplinary
Semester III		
301	Macroeconomics	Core Discipline
302	Principles of Marketing	Core Discipline
303	Management Accounting	Core Discipline
304	Any One from the List of Generic Elective / Interdisciplinary Courses	Elective Course – Generic /Interdisciplinary
305	Any ONE from list of SKILL ENHANCEMENT COURSE (SEC)	Skill Enhancement Course
Semester IV		
401	Business Research	Core Discipline
402	Human Resource Management	Core Discipline
403	Financial Management	Core Discipline
404	Any One from the List of Generic Elective / Interdisciplinary Courses	Elective Course – Generic / Interdisciplinary
405	Any ONE from the list of SKILL ENHANCEMENT COURSE (SEC)	Skill Enhancement Course
Semester V		
501	Quantitative Techniques for Management	Core Discipline
502	Legal Aspects of Business	Core Discipline
503	Elective – I	Discipline Specific Elective
504	Elective – II	Discipline Specific Elective
505	Dissertation & Viva (Summer Internship project)	
Semester VI		
601	Business Policy & Strategy	Core Discipline
602	Financial Institutions & Markets	Core Discipline
603	Elective – III	Discipline Specific Elective
604	Elective – IV	Discipline Specific Elective

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)

	DSE - I (Finance)	DSE - II (Marketing)	DSE - III (Human Resource)	DSE – IV (Management of Global Business)
1.	International Finance	Consumer Behaviour	HRD : Systems & Strategies	International Trade Policy & Strategy
2	Investment Banking & Financial Services	Personal Selling & Sales Force Management	Training & Development	Global Business Environment
3	Investment Analysis & Portfolio Management	Advertising & Brand Management	Management of Industrial Relations	Transnational & Cross Cultural Marketing
4	Project Appraisal	Retail Management	Performance & Compensation Management	International Distribution & Supply Chain Management
5	Business Analysis & Valuation	Distribution & Supply Chain Management	Counselling & Negotiation Skills for Managers	International Accounting & Reporting System
6	Financial Modelling & Derivatives	Marketing of Services	Cross Cultural HRM	Multinational Business Finance
7	Strategic Corporate Finance	International Marketing	Talent & Knowledge Management	International Joint Ventures, Mergers & Acquisitions

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)

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

101-ENVIRONMENTAL SCIENCE

UNIT-I

Fundamentals of Environmental Management: Definition, principles and scope; Types and components of environment; Man- environment relationship; Causes of environment destruction; Environmental ethics; Environment Awareness Programmes.

Unit - II

Natural Resources - Awareness: Eco-system, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Bio-diversity, Conservation of natural resources.

Unit- III

Environmental Protection - Policies & Legislations: National environment policy, Environmental Legislations, International conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.

Unit- IV

Environment Management System: ISO-14000, Environment Audit, Eco-Friendly products (Eco mark), Green Industry.

Environmental Impact Assessment (EIM): EIM-Methods and tools, Appraisal and clearance for industry, Evaluation Systems.

References:

1. N.K.Oberoi - Environmental Management, Excell Books.
2. G.N.Pandey - Environmental Management, Vikas.
3. K.M.Agrawal & P.K.Sikdar - Text Book of Environment, Macmillan.
4. L.W.Canter - Environmental Impact Assessment, Tata McGraw Hill.

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 work place 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

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, . Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

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

Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.
11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.

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 IV: Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem.

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:

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
3. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

201: BUSINESS COMMUNICATION

Objective: To equip students of the BBA course effectively to acquire skills in reading, writing, Comprehension and communication, as also to use electronic media for business communication.

Content:

Unit 1:

Nature of Communication: Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication

Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers

Unit 2

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

Unit 3

Report Writing: Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

Unit 4

Vocabulary: Words often confused Words often misspelt, common errors in English. Oral Presentation: Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

Suggested Readings:

1. Bovee, and Thill, Business Communication Today, Pearson Education
2. Lesikar, R.V. & Flatley, M.E. Kathryn Rentz; Business Communication Making Connections in Digital World, 11th ed., McGraw Hill Education.
3. Shirley Taylor, Communication for Business, Pearson Education
4. Locker and Kaczmarek, Business Communication: Building Critical Skills, TMH
5. Leena Sen, Communication Skills, PHI Learning

202. 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 cot 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:

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.

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

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three-column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

Unit II

Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

Unit III

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

Unit IV

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

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 I: Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

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:

1. Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.) . Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9th ed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7th ed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5th ed.) Pearson

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 III: Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

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:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

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

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Readings:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

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

Formulation: Management decision problem Vs. Marketing Research 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:

1. Zikmund, Babin & Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
4. Aaker, Kumar, Day - Marketing Research. Wiley.
5. Naresh Malhotra – Marketing Research, Pearson.

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

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit III

Training: Concept, Needs, Systematic approach to training, Methods of training.
Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

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:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

PAPER NO: 403 – FINANCIAL MANAGEMENT

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

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model;

Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

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

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

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

Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogorov equation.

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

Readings:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

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:

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

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:

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2. M.C.Kucchal,& Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.

6. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

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 III: Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves.

Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

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
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

Supplementary Readings

1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books

3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).

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 II: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

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

Unit IV: Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India,

Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

Readings:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). *Financial Markets and Institutions* (3rd ed.). Tata McGraw Hill
2. Khan, M Y. (2010). *Financial Services* (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh(2011). *Financial Markets in India: A Research Initiative*. Anamica Publications
4. Goel, Sandeep. (2012). *Financial services*. PHI.
5. Gurusamy, S. (2010). *Financial Services*. TMH.

**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

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure - Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

Multinational Financial System- Value of the Multinational Financial System, Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

UNIT-IV

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies.

Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

Text Books:

1. PG Apte: International Finance, TataMcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall

References:

3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill.

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

1. M.Y.Khan: Financial Services, Tata McGraw –Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
5. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

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

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non- risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

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

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

Unit IV

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

References:

1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
3. Singh,R: Security Analysis & Portfolio Management . Excel Books.
4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt. Ltd.

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 Principles 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

Unit III: Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions.

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 :

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.

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
2. Damodaran, A. (2008). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance* (2nd ed.). Wiley India Pvt. Ltd.

References:

1. Chandra, P. (2011). *Corporate Valuation and Value Creation*, (1st ed). TMH
2. Weston, Chung, Hoag, *Mergers, Restructuring and Corporate Control*, Prentice Hall of India

DSE - I - Finance -6

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

Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns

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:

1. Ruey S. Tsay (2005). *Analysis of Financial Time Series* (2nd ed.). John Wiley.
2. John C. Hull. *Options, Futures and Other Derivatives* (7th ed.). Pearson Education.

References:

1. Jurgen Franke, Wolfgang Hardle and Christian Hafner. *Introduction to Statistics of Financial Markets*.
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

Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition.

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.

Management Buy-ins: **Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins.**

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. Jankhotia: Strategic Financial Management (Vikas Publication)

DSE II (Marketing)

DSE II (Marketing)

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.

Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self-consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation & interpretation.

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.

Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; Situational Influences

Models of Consumer Decision making: Nicosia Model, Howard- Sheth Model, Howard-Sheth Family Decision Making Model, Engel, Kollat& Blackwell Model, Sheth Newman Gross Model of Consumer Values.

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

Readings

1. Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

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 III The Selling Process: Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

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
2. Charles Futrell: Fundamentals of Selling, McGraw Hill

DSE II (Marketing)

ADVERTISING AND BRAND MANAGEMENT

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

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

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

Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapfrer.

Brand equity, brand personality, brand image, managing brands overtime.

Integrating advertising and brand management

Note: Applied cases would be taken up in class.

Readings:

1. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.

3. Kleppner's Advertising Procedure: W.Ronald Lane, Kane Whitehill King and J. Thomas Russell, Pearson Education.
4. George E. Belch & Michael A. Balch : Advertising and Promotion, TMH
5. S.H.H Kazmi and Satish K. Batra : Advertising and sales promotion, Excel books
6. Cowley. D: Understanding Brands, , Kogan Page Ltd
7. Jean Noel Kapferer: Strategic Brand Management, Kapferer Free Press
8. David Aaker: Brand Leadership, Simon & Schuster
9. Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
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.

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

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Readings

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
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. 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

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). USA: Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
9. Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.
10. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd ed.). New Delhi: Tata McGraw Hill.
11. Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall.

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 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:

1. Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York. Houghton Mifflin.
2. Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall.

References:

1. Gronroos, C.: Service Management and Marketing - A customer relationship management approach, New York: John Wiley.
2. Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western.
3. Shanker, R. (2002). Services Marketing: The Indian perspective, Excel Books.

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 3. International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad-overview, merchandising, Trade fairs/exhibition

Unit 4. Institutional infrastructure for export in India, Export Assistance. Introduction to Export documentation and procedures, framework, pre-shipment & post-shipment 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
2. W.J. Keegan: Multinational Marketing Management, Prentice Hall.
3. V. Terpestra & Ravi Saratnag: International marketing, Naper Publishing Group.
4. P. Cateora & Graham: International marketing, McGraw Hill.
5. Hans Muhlbacher: 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. HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

UNIT – III: HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

UNIT – IV: 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:

1. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
2. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
3. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
4. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
5. Rao T.V.: Human Resource Development, Sage publication.

6. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
7. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
8. Werner J. M., DeSimone, R.L.: Human resource development, South Western.
9. Mankin, D.: Human resource development, Oxford University Press India.
10. Haldar, U. K.: Human resource development, Oxford University Press India.
11. Rao, T.V.: Future of HRD, Macmillan Publishers India.

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. Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

Unit II 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 III Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit IV Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

Readings:

1. Blanchard P.Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

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. Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

Unit II Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.

Unit III Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.

Unit IV 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. 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:

1. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
2. T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.

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

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

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.

Introduction to Job Evaluation.Methods of Job Evaluation.Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay.

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.

Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,. Special compensation situations: International compensation-managing variations. Expatriate Pay.

Readings:

1. Milkovich & Newman , Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
5. Gary Dessler , Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong

7. Herman Aguinis: Performance Management, Prentice Hill.
8. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
9. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
10. Bagchi, S. N.: Performance management, Cengage Learning India.
11. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
12. Robert B.: Performance management, McGraw-Hill Education India.

DSE III (Human Resource)

COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT

Objective: The objective of this course is to provide insights into handling behavioural issues at work place 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)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., & Welfel, E. R.: The counselling process: A multitheoretical integrative approach, New York: Brooks Cole.
6. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
8. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HRM.

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

Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy

Unit 4

Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.

Readings

1. Dowling P.J and Engle Sr.A.D: International HRM, Thomson Learning.
2. Browaeys M.J and Price R: Understanding cross cultural management, Prentice Hall.
3. MausamiS.Bhattacharya and NilanjanSengupta: International Human Resource Management, Excel Books.
4. Thomas.D.C: Cross cultural Management essential concepts, Sage Publication.
5. Lucas Rosemary and Lupton Ben: Human resource management in International Context, Jaico publication house.
6. Schuler.R.S, Briscoe.D.R and Claus: International Human Resource Management, Routledge New York.

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.

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

Unit 2

Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

Unit 3

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 4

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

Readings

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
6. Sudhir Warier: Knowledge management, Vikas publishing house.
7. T. Raman: Knowledge management –a resource book, Excel books.

DSE - IV Management of Global Business

DSE - IV Global - I

INTERNATIONAL TRADE: POLICIES AND STRATEGIES

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 III: India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

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.
2. Connor, David E. O' (2006). Encyclopedia of the Global Economy: A guide for students and researchers. New Delhi: Academic Foundation

References:

1. The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi : Academic Foundation
2. Krugman, Obstfeld and Melitz: International Economics. (8th ed.). Pearson Education
3. www.wto.org

DSE - IV- Global - 2

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:

Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, Saving and Investment. Movement and Interrelationship between different variables. Trends in Macro variables in India

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:

Structure of Indian Economy: Growth Strategy in plans. Industrial Policy. Public sector & Private sector Monetary Policy. Fiscal Policy. Infrastructure Development. Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment & Sustainable Development, Human Resource Development

Unit IV:

Open Economy Management. Balance of payments. Role of Foreign Trade & Policy. Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, Policy. Regional Integration: EU, etc. World Trade Organization. World Bank, IMF, etc. Other Emerging Economies: China, Brazil, Russia. Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India.

Text Books:

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

DSE - IV- Global - 3

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.

Unit II: Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.

Unit III Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labeling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing.

Unit IV Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations. Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

Readings

1. Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
2. Cherunillam, Francis: International Marketing, Himalaya Publishing House
3. JJ Shaw & SakOnkvisit: International Marketing- Analysis and Strategies, Prentice Hall India.
4. Warren J. Keega: Global Marketing Management, Prentice Hall India

DSE - IV- Global - 4

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 III Logistics Network Design for Global Operations Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.

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

1. Rushton, A., Croucher, P. and Peter Baker): Handbook of Logistics and Distribution Management, Kogan Page Pub
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
4. Ballou, R. H.: Business Logistic Management, Prentice Hall.
5. Bowersox, D. J., David, J & Cooper: Supply Chain Logistics Management. McGraw Hill
6. Alan Harrison, Remko Van Hook: Logistics Management and Strategy-Competing Through the Supply Chain, Pearson Education.

DSE-IV-Global-6

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

Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization. Unit II

International Accounting Standard Committee (IASC): Objectives, Working, Composition of IASC, Reasons of Failure of IASC, IAS- I (Presentation of Financial Statements), Process of developing International Accounting Standards.

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

Unit III

International Financial Reporting Standards (IFRS): Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.

Unit IV

A Comparative Perspective of Accounting: Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries, Global Accounting Standards and International Convergence.

Readings

1. Frederick, D.S. Choi and G. Mueller: International Accounting, Englewood Cliffs. Prentice Hall
2. Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.: International Accounting and Multinational Enterprises, Wiley Publications
3. Miller Paul B.W and Bahnson, Paul R.: Quality Financial Reporting, Tata McGraw-Hill.
4. Evans, Thomas G., Taylor, Martin E. and Holzman Oscar: International Accounting and Reporting. New York: Macmillan Publishing Company.
5. Rathore, Shirin: International Accounting, Prentice Hall of India

DSE - IV GLOBAL - 6

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:

1. Shapiro, Allen C. (1995). *Multinational Financial Management*, Prentice Hall India.
2. Eiteman, David K. Stonehill, Arthur I., and Moffett, Michael H. (2001). *Multinational Business Finance* (9th ed.). Addison Wesley, New York.
3. Buckley, A. (2004). *Multinational Finance* (5th ed.). Pearson Education.
4. Vij, Madhu (2010). *International Financial Management* (3rd ed.). Excel Books, N3.
5. Levi, Maurice(1996), *International Finance*, McGraw Hill Inc., (4th ed.). New York, New Delhi.
6. Madura, J. (2009). *International Financial Management* (10th ed.). New Delhi, Cengage Learning.

DSE_IV_Global_Paper No.7

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 joint 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

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

Readings

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: *Takeovers, Restructuring and Corporate Governance*, (2nd ed.). Pearson Education
2. Gupta, Manju (2010): *Contemporary Issues in Mergers and Acquisitions*. Himalaya Publishing
3. Sundarsanam (2006); *Creating Value from Mergers and Acquisitions*, (1st ed.) Pearson Education
4. Ramanujan. S. (1999); *Mergers: The New Dimensions for Corporate Restructuring*, McGraw Hill
5. Narayankar, Ravi, (2013): *Merger and Acquisitions Corporate Restructuring, Strategy and Practices*, (2nd ed.). International Book House Pvt. Ltd.

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

E-COMMERCE

Course contents:

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C

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

Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool.

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.

Creating a new company for the purpose of starting computerized accounting. Modifying an existing company. Creating the required accounts and linking them to appropriate class, viz., Assets, Liabilities, Revenues, Gains, Expenses, and Losses. Passing accounting entries for different types of business transactions. Correcting incorrect accounting entries. Generating and understanding various reports, viz., Cash Book, Ledger Accounts, Trial Balance, Profit & Loss Account, and Balance Sheet.

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 & FAMILY BUSINESS AND ENTREPRENEURSHIP

Introduction to Social Entrepreneurship; Characteristics and Role of Social .
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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.

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-4 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

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.

7. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
8. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
9. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
10. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid ,eradicating poverty through profits. Wharton school Publishing.
11. Scarborough &Zimmerer, Effective Small Business Management
12. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston:Harvard Business Press.

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

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility. Unit

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, CEO Duality. Whistle blowing: Needs & Kinds of whistle blowing.

Unit-III

Ethics and Management: ethics as a normative science, ethics vs religion, factual and moral judgements, Business Ethics as a Management discipline, Managing ethics in workplace, Definition of Ethical Dilemma , Values Driven Management: Indian Ethos for managing Global Change, Values for managing the change, Trans-cultural Human Values in Management.

Unit IV

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report, Arguments for and against CSR, Attributes of an effective CSR Programs.

Readings:

1. Prof. Dr Biswajit Satpathy : Indian Ethos And Values, Elite Publications
2. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
3. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
4. A.C. Fernando: Business Ethics Pearson Education.
5. A.C. Fernando: Corporate Governance Pearson Education.
6. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
7. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
8. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing

9. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics
Cambridge University Press
10. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson
Education India.

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

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 III

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 IV

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:

1. Singhania, V.K. Student Guide to Income Tax. Taxmann Publications Pvt. Ltd. (Latest ed.)
2. Ahuja & Gupta. Simplified Approach to Corporate Tax. Flair Publications Pvt. Ltd (Latest ed.)

References:

1. Ahuja & Gupta. Simplified Approach to Income Tax Flair, Publications Pvt. Ltd.
2. Mahesh Chandra & Shukla, D.C. Income Tax Law & Practice Pragati Publications.
3. Goyal, S.P. Tax Planning and Management. Sahitya Bhawan Publications.
4. Singhania, V.K. Student Guide to Income Tax. (University ed.). Taxmann Publications Pvt. Ltd.

Online Readings/Supporting Material:

1. Finance Act for the relevant assessment year.
2. CBDT Circulations.
10. 3. 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

Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data : Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS). Analysis of variance and R squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

Unit II

Multiple Regression Model: The three variable case. Derivation of the coefficients. Correlation. Additional assumptions. Adjusted R square. Confidence intervals and testing of the regression coefficients. F and t tests for structural stability, contribution and justification of an explanatory variable.

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

Relaxing the Assumptions of the Classical Linear Model: Multicollinearity: The problem. Detection. Solution. Heteroscedasticity: The problem. Detection. Solution. GLS. Autocorrelation: Problem. Tests for detection. Solutions. Specification Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable.

Readings

1. Christopher Dougherty (2007). *Introductory Econometrics* (3rd ed.). Oxford University Press.
2. Gujarati, Damodar and Sangeetha (1995). *Basic Econometrics* (4th ed.): McGraw Hill.
3. Jack Johnston and John DiNardo, *Econometric Methods*
4. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) *Econometric Models and Economic Forecasts*. (3rd ed.). Singapore: McGraw Hill.
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
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons

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
- 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:

- Bhatt, B. L(1980)-“ India and Indian Regions: A Critical Overview” in David E. Sopher ‘*An Exploration of India- Geographical Perspectives on Society and Culture*’. Cornell. Pages- 35-61 for Socio cultural regions.
- Bill Aitken, *Seven sacred rivers*, Penguin Books, 1992
- Bose NK (1969) Unity in Indian Diversity in Desai AR (1969) *Rural Sociology in India*, reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)
- Chakravarti AK (2004) *Regional Preferences for Food: Some Aspects of Food Habit Patterns In India* in Grover N and KN Singh (eds) 2004,*Cultural Geography: Form and Process* , Concept Publishers, Delhi (for regional specificity of food -Chap 23 pp 355 to 375)
- Fernando Mart ín-Alca´zar• Pedro M. Romero-Ferna´ndez• Gonzalo Sa´nchez-Gardey, Transforming Human Resource Management Systems to Cope with Diversity, **Journal of Business Ethics**, 2012, 107:511-531
- 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

- Kaul, Vijay Kumar, 'Innovation Revolution: Harnessing India's Diversity' Yojana, November 2014, also available at SSRN , <http://ssrn.com/abstract=2517855>
- Kaul, Vijay Kumar, INDIA'S DIVERSITY AND GLOBALISATION: UNIFYING FORCES AND INNOVATION, Working paper in Social Sciences Research Network(SSRN) ,June 2014 <http://ssrn.com/abstract=2444668>
- Kaul, Vijay Kumar, INDIA'S DIVERSITY: FROM CONFLICT TO INNOVATION, Working paper in Social Sciences Research Network(SSRN) ,June 2014 <http://ssrn.com/abstract=2444099>
- Kaul, Vijay Kumar, Managing Diversity, in **Business Organisation and Management**, chapter 35, Pearson Education, 2012.
- Nehru J (1946) The Discovery of India, OUP, chaps 4-8
- Sopher, D.E-"The Geographical Patterning of Culture of India" in David E. Sopher 'An Exploration of India- Geographical Perspectives on Society and Culture'. Cornell, Pages- 289-326.
- **Thomas Kochan, KaterinaBezrukova, Robin Ely, et el**, The EFFECTS OF DIVERSITY ON BUSINESS PERFORMANCE: REPORT OF THE DIVERSITY RESEARCH NETWORK, Human Resource Management, Spring 2003, Vol 42, No.1. pp3-21

