

COURSES OF STUDY

2-Yr. POST GRADUATION DIPLOMA IN MANAGEMENT

(Recognised as Equivalent to M.B.A. Degree by AICTE, Govt. of India)



INDIAN INSTITUTE OF BUSINESS MANAGEMENT

(An ISO 9001:2008 certified Autonomous Institute Approved by All Indian Council for technical Education Ministry of HRD. Govt of India & Aided by Ministry of Communication & IT)

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(Established in the year 1979)

FIRST SEMESTER

TWO YEARS

POST GRADUATE DIPLOMA IN MANAGEMENT

Recognised as Equivalent to

MASTER OF BUSINESS ADMINISTRATION

Eligibility : Graduates of any discipline

Duration : Two Years (Four Semesters)

Objective : The objective of this course is to prepare the participants in developing entrepreneurial leadership as well as managerial competence in their respective fields.

Curriculum,: The two year programme has been divided into four semesters. The first semester studies concentrate on general principles and of business skills and techniques. The second semester provides knowledge of application areas like personnel. Marketing, finance and production. while the third & fourth semester provides specialized knowledge in the areas of choice and also enables the participants to integrate knowledge to use them in corporate policy. The semester wise division of different papers are as follows.

FIRST SEMESTER

- Principles and Practices of Management
- Organisational Behaviour
- Managerial Economics
- Management Accounting
- Business Statistics
- Business Communication
- Marketing Management – I
- Business Laws
- Information Technology & Knowledge Management (Non Credit Paper)

SECOND SEMESTER

- Human Resource Management
- Corporate Finance
- Production Operation Management
- Marketing Management -II
- Marketing Research
- Operation Research
- Global Economic Environment
- Management Information System
- E-commerce (Non Credit Paper)

The Participant will study dual specialization, three optional papers related to each specialized areas in 3rd Semester & 4th Semester, besides this two integrative papers in each semester (III & IV), the details of the subjects offered in the different specialized areas and integrative papers are as follows:-

THIRD SEMESTER

Area -1 Marketing Management

- Consumer Behaviour
- Marketing Communication & Brand Management
- Rural Marketing

Area - 2 Financial Management

- Financial Services & Capital Market
- Options, Future, Derivatives and Risk Management
- Capital Expenditure Planning and Control

Area -3 Human Resource Management

- Human Resource Planning
- Wage & Salary Administration
- Performance Management System

Integrative Paper

- Project Management
- Strategic Management

FOURTH SEMESTER

Area -1 Marketing Management

- Service Marketing & Customer Relationship Management
- Retail Marketing
- Sales and Supply Chain Management

Area-2 Financial Management

- Portfolio and investment Management
- Insurance & Banking
- International Finance

Area - 3 Human Resource Management

- Human Resource Information System
- Labour Legislation in India
- Industrial Relations & Labour Economics

Integrative Paper

- Entrepreneurship and Enterprise Development
- Enterprise Resource Planning

FIRST SEMESTER

Paper - 1

Principles and Practices of Management

Objectives 1.

1. The main objective is to teach the students the main functions of management.
2. The emerging paradigm emphasizes that managers need a variety of skills to understand human behavior, communicate with people, motivate employees, adapt to changes, manage new technologies etc.
3. The focus is on effective leadership, harnessing creativity, enthusiasm of employees, sharing vision, values, information and power with them.
4. The guiding principles for grooming future managers is to build skills of teamwork, decision making and learning that would help them to perform successfully in today's complex business environment.

Course Contents:

Introduction

Management Concepts & Management thinkers Enterprise and its Environment

Planning Function

Nature, Purpose, Process, Objectives. Strategies. MBO & Self Control, Managerial Skills, Decision Making & Effectiveness, Planning Premises

Organizing

Organisational Structure, Principles & Theories of Organisational departmentation, Span of Control, Vertical and Horizontal Growth of Organisation, Centralisation Vs. Decentralisation, Line, Staff, Functional Relationship and Conflicts.

Staffing

Nature & purpose, Recruitment Selection, Training & Development other process of staffing, Performance Appraisal

Directing and leading

Nature, Functions, coordinating, Leadership & Communication Transactional analysis, Types of Barriers and Effective communication.

Controlling

System, Process and Techniques,

Decision-Making

Process and Techniques

New Challenges of Management & Cases of Business Houses

Paper - II

Organisational Behaviour

Objectives

Upon completion of the course, the students should be able to have better understanding and grasp of

1. The basic concepts and theories underlying individual behaviour besides developing better insights into one's own self
2. Individual behaviour in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.

Course Contents:

Introduction to Organizational Behaviour Definition, Importance, Scope, Hawthorne experiment, Different models of OB – autocratic, custodial, Supportive, collegial and SOBC. Concept of knowledge management & Emotional Intelligence in contemporary business organization.

Perception Concept, nature, process, importance, Management and behavioral applications of perception.

Attitude: Concept, measurement of attitude, and importance.

Personality Concept, types and theories of personality shaping.

Motivation Concept, principles, theories -content and process. Monetary and non-monetary motivation.

Learning Concept and theories of learning.

Leadership: Concept, styles, and theories of leadership-trait, behavioural, and situational.

Analysis of Interpersonal Relationship: Transactional Analysis -Ego states -Johari window.

Group Dynamic Definition of Group, stages of Group Development, Punctuated Equilibrium Model.

Stress management Definition, Causes, Managing stress, Work life balance.

Organizational Conflict Concept, Sources, types, and organizational Resolution of conflict.

Change management Concept of change, Importance & Causes of change -social, economic, technological, Concept of learning organizations.

Paper - III

Managerial Economics

Objectives:

This course is concerned with the application of ideas of economics to understand various problems faced by managers while making decisions. It mainly involves the study of basic concepts of microeconomics with application to managerial decision making. Managerial Economics is the first and the most basic course in a series of courses in Economics. The objective of this course is to enable you to understand the behavior of Consumers, Producers in the business like environment and different forms of market. It is hoped that by the end of the course you will be able to appreciate the subtle and the most fundamental issues involved in running the business. It will also help you to understand various discussions on economic issues and the rationality of the interference by the government in resolving issues involving conflicting interests of various segments of the society.

Course Content:

Introduction

Nature and Scope of Managerial Economics. Significance of decision-making and fundamental concepts. Theory of firm- Forms of ownership. Concept of economic profit, Principal agent problem. Opportunity cost concept Total, average and marginal concept.

Demand theory and analysis

Market Forces- Demand and supply: Law of demand, Determinants of demand, The demand function. Law of supply, Determinants of supply, The supply function. Market equilibrium, Price restrictions and market equilibrium, Comparative statics. Analysis of consumer demand. Elasticity of demand. Demand Forecasting.

Production and Costs

Theory of production: The production function, Production with one variable input, Production with two variable inputs, Economies of scale & scope

Theory of cost: Cost concept, Production and cost, Short-run and long-run cost functions, The learning curve, Break even analysis

Market Structure & Pricing decisions

Perfect competition and Monopoly, Monopolistic competition, Oligopoly and barriers to entry/pricing decisions.

Capital Budgeting and others

The capital budgeting process, The cost of capital, Mergers & Acquisitions, Environmental Policy, Public goods and Regulatory Pricing

Paper - IV

Managerial Accounting

Objective:

Understand the concepts, conventions and principles behind the preparation of financial statements

Understand the components of financial statements Read & interpret the financial numbers

Analyze the performance & efficiency of a company on the basis of analysis of its financial statements

Gain understanding of the latest developments in the field of national and international accounting.

Map out the constraints

Identify alternatives

Gain understanding of Management Accounting Tools & Techniques like: CVP Analysis EP, Budgets, Standard Costing, Variance, Marginal Costing. Differential Costing Standard Costing, Variance, Marginal Costing, Differential Costing

Take an optimal decision.

Course Content:

- Conceptual framework of Financial Accounting
- Meaning & Implication of Accounting concepts, conventions and principles Some of the important similarity and differences between Indian GAAR US GAAP and IFRS
- Double entry system of Accounting: traditional and Modern Approach
- Journal Entry and Ledger Posting
- Preparation of Trial Balance & Adjusted Entry
- Rectification of Errors
- Preparation of PL Statement and Balance Sheet
- Bank Reconciliation Statement
- Depreciation Accounting
- Accounting of Inventory and Receivables.
- Analysis & Interpretation of Financial Statements, Ratio Analysis
- Cash Flow Statement as per AS-3
- Management Accounting & Cost Accounting Concept- Nature and Scope
- Cost Analysis: Concept of Cost, Cost Classification, Cost Sheet

- Job costing, Batch costing, Content Costing and Process costing
- Inventory Management and related Cost Concepts
- Brief introduction of activity based costing and balance score card
- Marginal Costing
- Marginal Vs Absorption
- Contribution. Marginal Cost Equation
- P/V Ratio, Break Even Analysis, CVP Analysis. MOS and its managerial applications
- Differential Costing-Application Of Differential Costing: Make or Buy, Accept or Reject, Add or Drop Products, Sell or Process, Operate or Shutdown
- Budgetary Control- Concept of Budget, Budgetary Control, Classification of Budget, Zero Base Budgeting
- Standard Costing & Variance Analysis
- Concept of Standard Costing and Variance Analysis: Material. Labour & Overhead

Paper – V
Business Statistics

Objectives :

- The main objective of the course
- Describe and explain statistical ideas, which we believe, are an essential part of the intellectual equipment for managers.
- To understand why and when the various methods should be used or not used.
- To focus attention to various assumptions inherent in each of these techniques and the resulting limitations.
- To make the best use of IT e.g. SPSS, MS Excel etc. in solving managerial problems through better data management and analysis techniques.
- Should be able to understand and interpret results obtained from SPSS.

Course Content :

- Nature and Scope of Business Statistics
Charts and Graphs & Measures of Central Tendencies for Grouped and Ungrouped Mean, Median and.
- Measures of Variability and Shape
Probability Theory & Application
- Probability Distribution & Uses (Discrete & Continuous)
- Sampling Techniques & Sample surveys
- Estimation & Testing Of Hypotheses
- Analyzing Bi-Variate Data & Analysis of variance
- Correlation & Regression Analysis
- Multiple Regression Analysis & Model Building in Regression analysis
- Time Series Analysis & Developing Forecasting Models
- Non Parametric Analysis
- Decision Analysis

Paper – VI

Business Communication

Objective:

- Discuss the nature and essential components of business communication
- Understanding today's dynamic workplace
- Present comprehensive coverage of corporate world's communication concepts in an interesting and lively manner
- Provide students with the written and technical communication skills they need to communicate effectively in a complex and ever-changing contemporary work environment

Course Content:

▪ Introduction

Role of communication, defining and classifying communication, Purpose of communication, process of communication, importance of communication in management, communication structure in organization. barriers & gateway in communication. 7 C's of communication.

▪ Employment communication

Writing CVs, Group discussions interview, types of interview, candidates preparation, Interviewers preparation Impact of Technological Advancement on Business Communication networks, Intranet, Internet, e-mails, SMS, teleconferencing, videoconferencing

▪ Oral Communication

What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

▪ Written Communication

Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

▪ Business Letters and Reports

Introduction to business letters, Types of business letter, Layout of business letter, Etiquette for Writing, Planning Business Messages, Writing Business Messages, Completing Business Messages, Writing Routine & Positive Messages, Writing Negative Message, Writing Persuasive Messages, Writing Messages for Electronic Media, Communicating Information Through Visuals, Planning Reports and Proposals, Writing Reports and Proposals, Completing Reports and Proposals, writing memos, what is a report purpose, kinds and objectives of reports, writing reports

- **Case Method of Learning**

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing. skimming. Reading, scanning). case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos'and don's for case preparation

- **Presentation Skills**

What is a presentation: elements of presentation, designing a presentation. Advanced visual support for business presentation, types of visual aid. Appearance & Posture, Practicing delivery of presentation.

- **Group Communication**

Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, business etiquettes.

Paper-VII

Marketing Management-I

Objectives

1. To apply marketing theory and concepts to practical situations
2. To use marketing concepts to make a Business Decision
3. To improve familiarity with current challenges and issues in marketing

Course Content:

▪ Marketing Introduction

Core Concepts

Process Functions Tasks

Marketing Philosophies

▪ Marketing Mix

Elements & their blending

▪ Marketing Environment

Micro Environment

Macro Environment

Their implication for the Marketers

▪ Features of Market

Consumer market,

Business Market,

Institutional & government Market

International Market

▪ Marketing Organisation

Designing Structure for the marketing department

Role of Marketing Manager

▪ Marketing Information,

Components and their Contribution

Market forecasting and

Demand Measurement,

▪ A Framework of

Global Marketing,

Service marketing

Rural Marketing

Strategic Marketing

Social Marketing

Green Marketing

I-Marketing and

Consumerism

Paper – VIII

Business Law

Objectives

Success in today's competitive business environment is increasing the function of effective management of its resources and operations according to the norms of the society and laws of the nation.

1. To introduce the basic concept of business laws which help in understanding of operating and sustaining of business
2. Create on awareness of corporate law of company formation operation, and other affairs

Course Content:

▪ Law of Contract-

Offer and Acceptance
Consideration
Capacity of Parties Free consent
Bailment and Pledge
Agency

▪ Law of Partnership

Definition
Relationship of partners with one another
Dissolution

▪ Law of Sale of Goods

Contract Consideration
Conditions and Warranties
Auction sales

▪ Law of Negotiable Instruments

Negotiable Instrument
Presentment
Bankers and Customer

▪ Law of Arbitration

Introduction and Issues

▪ Law of Insolvency

Introduction, Process and Discharge of Involvement

▪ Law of Insurance

Nature and Types

▪ Law of Carriage

Nature and Types

▪ Company Law

Nature, Formation, Prospectus, Shares, Accounts, Directors, Meetings, Winding up
Consumer Protection Act
Environment Protection Act

SECOND SEMESTER

SECOND SEMESTER
Paper -I
Human Resource Management

Objective:

- ❖ Provide students a complete and comprehensive theoretical and practical review of essential HR concepts
- ❖ To give them a taste of International Dimension of Human Resource Management
- ❖ Focus on the HR manager's responsibilities for facilitating ethical behaviour among employees and for dealing ethically with employees
- ❖ Discuss cost-benefit analysis in connection with recruiting, selection, training, performance appraisal etc.

Course contents:

1. Introduction to Human Resource Management
2. Strategic HRM and HR Scorecard
3. Job Analysis
4. Human Resource Planning and Recruiting
5. Employee Testing and Selection
6. Interviewing Candidates
7. Training and Developing Employees
8. Performance Management and Appraisal
9. Establishing Strategic Pay Plans
10. Wages and compensation
11. Ethics, Justice and Fair treatment in HR Management
12. Labour Relations and Collective Bargaining
13. Recruitment and selection
14. Managing Global Human Resources

Paper - II

CORPORATE FINANCE

Objectives

This course aims at:

- Familiarizing the students with the financial environment of business, especially the financial markets
- Imbibing knowledge about the decisions and decision variables involved in building the liability side of balance sheet of the firm
- Developing the analytical skills by associating the tools and techniques with the situation
- Developing skills for interpretation business information and application of financial theory in financing related decisions
- Familiarizing the students with the valuation of firm
- Imbibing knowledge about the decisions and decision variables involved in building the asset side of balance sheet of the firm
- Developing the analytical skills by associating the tools and techniques with the situation
- Developing skills for interpretation business information and application of financial theory in corporate investment decisions, with special emphasis on working capital management.

Course content:

1. Financial Environment of Business (with special emphasis on India)

General financial environment

Introduction to Financial Markets

Capital Markets

- Primary Market

Basics of capital market mechanism, instruments, financing and rating institutions, and legal environment related to this.

- Secondary Market

Basics of stock exchanges and their role, regulatory framework, and transactions on stock exchange

- Money Markets

Basics of money market mechanism, instruments, institutions, and legal environment

2. Corporate Financial Objectives and Functions

3. Risk and Return Portfolio Theory

4. Sources of Funds (including regulatory framework)

- Types of securities
- Issuing the capital in market
- Pricing of issue
- Valuation of Stocks and bonds

5. Dividend policy and issue of bonus shares

6. Capital Structure Decision

- Modigliani-Millar proposition I and II
- Capital structure theories
- Interface with cost of capital

7. Valuation of the Firm

8. Calculating Cost of Capital

- Calculating Cost of Specific Funds
- Calculating Weighted Average Cost of Capital

9. Corporate Investment Decisions

- Introduction
- Cash Flow Projection
- Evaluation Techniques

10. Evaluation of Lease Contracts

11. Working Capital Management

- Working Capital Planning, Monitoring and Control of Working Capital
- Working Capital Financing
- Managing the Components of Working Capital

12. Cash Management

13. Receivable Management

14. Inventory Management

Paper-III
PRODUCTION & OPERATIONS MANAGEMENT

Objectives

- To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management.
- Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations.
- The course is to reinforce the concepts of Production Management through various operational aspects of Production Management. Various important Production Management techniques will be covered with different problem-solving methodologies. Case studies and assignments will further augment the understanding of the subject.

Course content:

1. History and Overview of Production & Operations Management
2. System Design and Capacity Planning
3. Facility Location & Layout
4. Types of Production Processes, Layout Planning
5. Productivity Management
6. Forecasting demand
7. Purchasing and Warehousing
8. Inventory control & Management
9. Methods Study, Motion Study and Work Measurement
10. Job Evaluation
11. Wage Incentive Schemes
12. Value Analysis
13. Aggregate Planning
14. Scheduling: Gantt Charts and Sequencing
15. Total Quality Management
16. Maintenance Management
17. Logistics and Supply Chain Management

Paper – IV
MARKETING MANAGEMENT-II

Objectives:

Planning, designing and implementing marketing strategy to achieve the long-term objectives have been critical for any firm in a competitive market situation. This course seeks to develop the different analytical perspectives, management decision tools.

Course content:

1. Introduction
2. Developing New Market Offerings
3. Product Life Cycle
4. Designing Global Market Offerings
5. Product and Branding Strategy
6. Designing and Managing Services
7. Developing Pricing Strategy
8. Media Planning
9. Marketing Channels
10. Retailing
11. Marketing Communication
12. Advertising
13. Managing Sales Force
14. Industrial Marketing
15. Total Marketing Effort

Paper - V

Marketing Research

Objectives:

- Understand the relationship between market research and decision making
- Learn the processes used in formulating and conducting market research projects
- Understand of the market conditions under which research may be undertaken, and the impact of these conditions on the type of research to be conducted, including the methodology and project management
- Comprehend the range of qualitative and quantitative techniques and methods available in market research, including applicability and limitations
- Be able to use the language of market research as it is used by practitioners and business people
- Learn to perform some of the more common qualitative and quantitative techniques, including protocol/survey construction, data collection/fieldwork and analysis and reporting.
- Understand non-parametric tests.

Course contents:

1. Introduction to Marketing Research.
2. Developing research problem.
3. Formulation of problem definition.
4. Exploratory research design.
5. Descriptive research design.
6. Causal research design.
7. Measurement and scaling
8. Questionnaire design procedure
9. Sample design and sample size determination.
10. Fieldwork data preparation
11. Statistic overview
12. Non-parametric tests
13. Application of Marketing Research
14. International Marketing Research.

Paper -VI

OPERATION RESEARCH

Objectives

Decision-Making is an essential part of the management process and pervades the activities of every business manager. In view of the fast changing environment and increasing complexity of the real world, there is a much greater need for acquiring the requisite skills for decision making by scientific and systemic methods.

The purpose of this course is to provide the participants with a sound conceptual understanding and application of various scientific methods and techniques for business decision making in an efficient and effective way. The course is application oriented and uses a problem solving approach. It is expected that after going through this course, the participants will be able to structure, analyze and solve real life problem situations in their working environment.

Course content:

1. Introduction to the course, Problem Structuring Methods
2. Linear Programming, Formulations
3. Linear Programming Formulations/Solution Method/Sensitivity Analysis Use of Excel Solver and TOR
4. Transportation Problem
5. Assignment Problem
6. Transshipment Problem
7. Integer and Goal Programming
8. Dynamic Programming Problems
9. Markov chain
10. Game Theory
11. Queuing Theory

Paper-VII

GLOBAL ECONOMIC ENVIRONMENT

Objectives:

The outcomes of the course are twofold. First, you should have an understanding of some of the theoretical approaches used to analyze the International Trade. Second, you should have an awareness of some of the practical aspects of global environment.

A good understanding of geography is required with a positive approach to know the world map and basic understanding of consumer behavior around the world.

Course content:

1. Concept of National Income
2. Fiscal and monetary policy, Inflation
3. Introduction to the global economic environment
4. Trade History
5. Foundations of Modern Trade theory: Comparative Advantage
6. Sources of Comparative Advantage
7. Tariffs
8. Nontariff Trade Barriers
9. Trade Regulation and Industrial Policies
10. Trade Policies for the developing countries
11. Regional Trade Arrangements
12. International Factor Movements and Multinational Enterprises
13. The Balance of Payment
14. Balance-of-Payments Adjustments
15. Foreign Exchange
16. Exchange Rate Determination
17. International Monetary System
18. Exchange Rate Adjustment and Balance of Payment
19. Macro-economic policy in an open economy
20. International banking reserve debt and risk

Paper - VIII

Management Information System

Objective:

1. The relationships among management, information, and systems.
2. The relationship between a manager's need for information and his/her position in the organization.
3. How hardware, software, data, people, and procedures are combined to form an information system;
4. How information technology can be used by a business organization to gain a competitive advantage; and
5. Why a knowledge of information systems is crucial to anyone who plans a career in business.

Course contents:

Part I:

- Organizations, Management and the Networked Enterprise
- Information Systems in Global Business Today
- Global E-Business: How Businesses Use Information Systems
- Information Systems, Organizations, and Strategy
- Ethical and Social Issues in Information Systems

Part II:

- Information Technology Infrastructure
- IT Infrastructure and Emerging Technologies
- Foundations of Business Intelligence: Databases and Information Management.
- Telecommunications, the Internet and Wireless Technology
- Securing Information Systems

Part III:

- Key System Applications for the Digital Age
- Achieving Operational Excellence and Customer Intimacy: Enterprise Applications
- E-Commerce: Digital Markets, Digital Goods
- Managing Knowledge
- Enhancing Decision Making.

Part IV:

- Building and Managing Systems
- Building Information Systems
- Project Management: Establishing the Business Value of Systems and Managing Change
- Managing Global Systems

THIRD SEMESTER

Specialization area - 1

MARKETING

CONSUMER BEHAVIOUR

Objectives:

The basic objective of this course is to develop an understanding about the many aspects of Consumer Behaviour and its application in Marketing.

UNIT-1.

Nature, scope and importance of Consumer Behaviour. Consumer Research Process
Market Segmentation.

UNIT-2.

Individual determinant of Consumer Behaviour:- Perception, Learning, Personality, Attitude, Motivation.

UNIT-3

Group Determinants and environmental influence:- Reference group, Family, Opinion Leader, Social class, Culture, Cross Culture.

UNIT-4

Consumer Decision Making Process.

UNIT-5.

Adoption of, Resistance to, and Diffusion of Innovations.

UNIT-6.

Consumer Decision Making Model:- Howard-Seth Model, Nicosia Model.

UNIT-7.

Organizational buying behavior :- behavior, Process of org. buying bahaviour, Nature, Factors influencing org. buying

UNIT-8.

Consumer Welfare:- Consumerism in India, The darker side of Consumer Behaviour, The Consumer Protection Act 1986.

MARKETING COMMUNICATION AND BRAND MANAGEMENT

Objectives:

- To acquaint the students with the aspects of Marketing Communication and its multifaceted role in establishing brand.
- The basic objective of the course is to enhance the competency of students to become effective Manager perfectly fit in the dynamic and competitive field of advertising, public relations and media organizations.
- The course seeks to educate students in the parlance of marketing - about how marketing communication works so they can make better, more informed choices, branded product, creative offered by various companies and the latest tools applied to attract customers.

Course Content

- The Role of IMC in Marketing - IMC concept. The growth of advertising and promotion the Promotion Mix, Defining advertising & Branding.
- Situation Analysis & Organizing advertising and promotion, The advertising agency's role and type of ad agencies, perspectives on consumer behavior.
- Analyzing the communication process - The basis model and other models of communication
- Objectives and Budgeting - Defining Advertising objective, Dagmar, purchase proposition, USP Establishing and allocating the budget, Budgeting approaches and methods.
- Branding - Brand positioning, Brand Equity, Brand Building, Brand & Consumer, Retail Branding, Corporate Image Building.
- Creative Strategy : Creativity in Marketing Communication, Planning creative strategy. The creative process, creative strategy development, creative strategy execution and evaluation.
- Media Planning and strategy & Media resources in India, Inter Media comparison, media planning, Media strategy development, The internet and Interactive Media.
- Public Relations, Publicity and corporate Advertising - Public Relations. The process of Public Relations, Publicity.
- Direct Marketing and Sales Promotion.
- Monitoring, Evaluation and Control - Conducting Research to measure advertising effectiveness, The testing process Establishing a program for measuring.

RURAL MARKETING

Objectives:

The object of this course is to develop student to have understanding of problems, needs, resources and grass root realities of rural areas, acquaint and equip them with suitable tips, programs and techniques for holistic rural development and also develop in them the spirit of social concern and skill of communication

1. Rural Marketing:

Characteristics and Dimensions of Rural Markets Rural Market Profile - Geographical Spread and Differentiation, Rural Market in India - Size and Scope Environment and Emerging Profile of Rural Markets in India Constraints in Rural Marketing and strategy to overcome the constraints, Marketing of Agricultural produce, agricultural allied products and other rural products.

2. Rural Market Behavior:

Rural consumer dimensions- Tapping the Rural Markets - Rural Market Segmentation - Basis and Strategies Consumer Behavior in Rural Markets - Approach to Rural Markets of India-Consumer Buying Process- Brand Loyalty

3. Marketing Mix for Rural Marketing:

Marketing strategies - Product Planning for Rural Products - Pricing Methods and Strategies for Products of Rural Markets, Product Management in Rural Markets.

4. Channels of Distribution:

Distribution pattern and methods in rural markets - Evolution of Rural Distribution Systems -Special characteristics and challenges of rural channels Channel management in rural markets - Managing physical distribution in rural markets Rural Retail System - Organized & Unorganized channels Ideal distribution model for Rural - Distribution Models of few existing Companies

5. Marketing Communication in Rural Markets:

Promotion as a component in marketing communication Advertising and sales promotion for rural markets Major challenges in Media planning and communication - Selecting the communication channels and Media Mix - Evaluation of promotional activities- Influence of Consumer Behaviour on Communication strategies

6. The future of Rural Marketing:

Innovation in Retail and IT Models, Consumer Finance, Focused Marketing Strategies, Rural Vertical, Glamorize Rural Marketing, Public-Private Partnership

Specialization area - 2

FINANCIAL MANAGEMENT

FINANCIAL SERVICE AND CAPITAL MARKET

Objective:

- To enable the students to enhance their knowledge, understanding and application of Financial services.
- To focus on practical aspects of capital market.
- To enhance the knowledge and learning process of students through applying their skills and knowledge while dealing with Indian Financial system.

Course Structure

- Indian Financial System - what? Why? Functions of IFS. Objectives of IFS. Growth of IFS in post liberalized era. Financial system vs. economic development
- Money Market vs. Capital Market in Financial Market. Money Market - Concept, importance, objectives, instruments. Money Market Instruments papers-bills market-Repo vs. Reverse repo Capital market market.
- Stock Exchanges- History - importance - security exchange board of India- SEB Act-listing of securities- over the counter exchange of India a vs NSE/BSE
- Mutual Fund - types of Mutual Fund
- Credit Rating - Agencies & their Rankings
- Leasing-concept-Types
- Venture Capital -Objectives- Functions- venture capital vs term financing
- Factoring -concept-types
- Merchant Banking-concept-growth- SEBI Guidelines in r/o Merchant Banking
- Mutual Funds - Concept, performance in reference to SEBI Guidelines - Mutual fund schemes in India
- Reserve Bank of India - organization Management & Functions- Monetary policy of RBI
- Insurance sector – objectives, Roles, Functions, Insurance Regulatory & Development Authority.
- Development Bank -concept, objective and functions of development links.
- Commercial Banks - Functions, investment policies, recent developments in commercial banking.

OPTION, FUTURE, DERIVATIVES AND RISK MANAGEMENT:

Objective:

- To equip young managers with the knowledge of basic concepts of options futures & derivatives.
- To explain the regulatory framework of these markets and domestic and international historical developments in commodities market.
- To highlight the importance of hedgers, speculators and arbitragers.
- To understand what is risk and the basic concepts of modeling its application for measuring and managing financial risks.
- To measure volatility in market prices, highlight Risk Management issues in Investments.

1. Introduction to Derivatives. Basic about Exchange Traded Market and Over the Counter markets, Forward Contracts, Futures Contracts, Options, Use of Derivatives. Various types of traders, hedgers, speculators and arbitrageurs. Overview of the Indian Derivative market.
2. Introduction to Financial Swaps, mechanics of interest rate swaps, LIBOR, designing plain vanilla interest swap with and without financial intermediary, swap quotation. Theory of Comparative advantage, Designing swap to remove asset liability mismatch, Currency Swaps.
3. Options, types, positions, underlying assets, expiration dates, strike price, profit diagrams and profiles, factors affecting option prices.
4. Hedging Risk exposure through options, Range Forward cover, speculation using Options, Synthetic strategy (Protective Put, Covered Call writing), Combination Strategy (Straddle, Strip, Strap and Strangle), Spread Strategy (Butterfly, Bull Spread. Bear Spread)
5. Option Pricing, Upper bound and Lower bound for option prices, Put call Parity, Models of Pricing, Binomial Model (Risk Free Portfolio, Replicating Portfolio and Risk Neutralization), Black Scholes Model.
6. Mechanics of Future Markets, difference between Forward & Futures contracts, specification of futures contract, convergence of future price to spot price, daily settlement and margin, delivery, Clearing House and Clearing Margin.
7. Hedging Risk using Futures, Short Hedges, Long Hedges, arguments in favour and against hedging, Cross Hedging, Basis risk, Future pricing using cost of carry model, Stock Future Arbitrage, Stock future Index (theory).

CAPITAL EXPENDITURE PLANNING AND CONTROL

Objectives

- To provide necessary inputs to the students in form of concepts, theories and financial management techniques related to capital expenditure / investment decisions.
- To aid the students in developing an integrated approach to capital expenditure decision making process primarily emphasising on sound concepts and their managerial implications.
- To focus heavily on the practical and strategy aspects of capital expenditure decisions which will equip the students to apply their skills and knowledge effectively in the future while dealing with capital expenditure decisions.
- To enrich the learning process through exposure to real life cases/business situations and live projects.

Topics

- The fundamentals of Capital Budgeting (A recapitulation)
- The fundamentals of Cost of Capital and Capital Structuring (A recapitulation)
- Capital expenditure:- Importance and difficulties, Phases of capital budgeting, Facets of project analysis, feasibility study. The Nature of Capital Expenditure Decisions. Generation and screening of project ideas.
- Market Demand Forecasting Techniques:- Both qualitative and quantitative technique
- Technical Analysis:-only brief outlines
- Financial Analysis:- Cost of project, means of finance, cost of production, working capital requirement and financing, profitability projection, projected cash flow statements, projected balance sheet
- Financial forecasting (emphasis on Project cash flows):-Basic principles for measuring project cash flows, components of cash flows stream, viewing a project from different point of view.
- Appraisal Criteria:- Evaluation of Investment Alternatives using NPV, IRR.PI and Payback Approaches
- Simple Risk Management Techniques in CAPEX Decision Making Process- Risk adjusted discount rate, Certainty equivalent, sensitivity analysis, scenario analysis, Monte Carlo Simulation, Decision tree analysis, Selection of a project.

- Advanced Risk Management Techniques in CAPEX Decision Making Process:- Portfolio theory, CAPM model and market risk
- Environmental appraisal of projects
- Social Cost Benefit Analysis:- Rationale for SCBA, UNIDO approach, Little-Mirrless approach, SCBA by Financial Institution
- Multiple projects and constraint:- Method of Ranking and capital rationing. Independent and Interdependent Projects, Comparing Mutually Exclusive Projects with Unequal Lives, Options and flexibility in investment appraisal
- Leasing:- Types of leasing and its financial evaluation
- Interfaces with relevant Accounting Standards, Excise Laws and Companies Act, Income Tax Act
- Project Financing and other miscellaneous topics:-What is project financing, How it different from other sources of financing, Parties to project financing, contractual frame work, Special Purpose vehicle, stages of project finance, Escrow account, PPP model, challenges, recent regulatory framework.
- Sickness Prediction and Distress Restructuring:- Causes and remedy of sickness. Univariate and multivariate model. Altman model, L.C.Gupta model, Bankruptcy
- Securitisation (A practical insight):-Process of securitization. Types of securitization (ABS, MBS, CDO,CMBS)

Specialization area 3
HUMAN RESOURCE MANAGEMENT

Human resource Planning

Objective of the course-

The study of recruitment and selection (R&S) as a key aspect of human resources management (HRM) in an organization. This course is intended to provide students with an understanding of recruitment and selection methods and processes as well as give an opportunity to develop a critical approach to R&S and HRM.

This Course aims at educating students on important of training needs and issue of human resource development in organization The persons involved in uprating management skills pose issues of design and delivery and review of training requirements, this also stands the objective of the given course.

Human Resources planning: Definition, purposes, processes:

HRP Method- Forecasting the demand -Workforce Analysis, Workload Analysis, Job Analysis, Supply Forecasting-Markov Analysis, .Skills Inventory, Replacement Chart.

Recruitment – Definition, Constraints and Challenges, sources of Recruitment-external and internal sources, Third Party Methods-employment Exchanges, Gate Hiring and Contractor. Unsolicited Applicants, Internet Recruiting

Methods of Recruitment - Promotion and transfer, Job posting, Employee Referrals Campus Recruitment, Advertisement

Selection - Definition, Purpose, Process –Reception, Screening Interviews, Application Blank, Selection Tests, Selection Interview, Medical Examination, Reference Checks, Hiring Decision

Training - Concept, Identification of training need, Objectives of training. A systematic Approach to training, Benefits or Importance of Training, Difference between Training and Development, Methods of Training programme-On the job training and off the job Training Evaluation of Training Programme.

Training Design, Process & Evaluation : Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs Process of Training programme, Failure of training programme

Evaluation of Training Programme- Evaluation of Training Programme.

Methods of Evaluation, Selection of a Suitable Method

Unit I Development- Concept, Importance, Steps in Organization Development Programme Methods /Techniques of Management Development programme-Decision -making skills in basket, business games, case study). Interpersonal skills (Role play, Sensitivity training Behavior Modeling), Job knowledge (Coaching. Understudy), Organizational knowledge (Job rotation, Multiple Management). Selection of a Suitable method.

Wage & Salary Administration

Objectives:

The objectives of this course are to familiarize the students with the dynamics of wage and salary administration and current trends in India.

- 1. Compensation** -Basic & Variable compensation, distinction between wage and salary, need of wage administration in India.
- 2. Concepts of Wages** - Minimum Wage, Fair Wage, Living Wage, Need Based Minimum Wage, Principle for Wage Fixation.
- 3. Wage Laws in India** -Payment of Wages Act, 1936, Minimum Wages Act, 1948
- 4. Consumer Price Index number and Its construction, cost of living & dearness allowance, Fringe Benefits.**
- 5. Methods of Wage Payment** - Time and Piece Rate system, Job evaluation Method.
- 6. Machinery for Wage Fixation** -Collective bargaining, statutory methods, wage boards, Pay-commission, Adjudicatory Methods.
- 7. Wage Policy in India-** Growth & development, Bonus
- 8. Labour Productivity** -Concept, Measurement and Relation with Wage.

PERFORMANCE MANAGEMENT SYSTEM

Objectives:

By the end of the course, participants will have:

- ❖ Shared a common understanding on how performance management systems can be effectively utilised to raise the performance of individuals and teams
 - ❖ Enhanced their skills in setting clear expectations and objectively measuring individual performance using performance objectives and competencies as key measures
1. Definition of performance Management,
 2. The performance management contribution,
 3. Aims and role of Performance Management,
 4. Characteristics of a PMS/Appraisal systems,
 5. Performance management process,
 6. Trends in PMS

Part-2.

OB and Performance Management

A. Individual Performance

1. What is Performance.
2. Behavioral implications
3. Goal setting at work
4. Characteristics of Effective Goals
5. Increasing work motivation and task performance.
6. Reducing Role stress Conflict and ambiguity.
7. Improving Performance Evaluation

B. Performance Management:

1. Essentials of Performance Management.
2. Actual and measured performance.
3. Performance feedback: A communication challenge
4. Performance and Kelley's Attribution theory.

Part-3

A-PMS and Strategic Planning.-

- Strategic Planning and PMS in an Organization
- Methodology of setting Targets
- HRM and strategy Management

B-Knowledge, Learning and Performance

- Relationship between Organizational Culture and Performance
- HR strategy and performance Planning
- Organisational developments and feedback

C- Evaluation and control.

- Balance score card
- Budget and Budgetary control
- Ratio Analysis

Part-4

1. Methods of Measuring Performances: Traditional, Behavioral and Result oriented.
2. System of Performance Appraisal
3. Appraisal Interview
4. Problems of Performance Appraisal
5. Conclusion
6. Exercise

INTEGRATIVE PAPERS

PROJECT MANAGEMENT

Course Objectives:

This Project Management course examines project management in theory and practice and the roles and responsibilities of the project manager. The course offers a practical approach to managing projects, focusing on organizing, planning, and controlling the efforts of the project.

Course structure

Basic concepts of Project Management : definition, characteristics of a project, types of project, project life cycle, concept of project management, steps in managing projects, elements of effective project management

Project Feasibility Study : Pre-feasibility study, technical feasibility study, financial feasibility study, social cost benefit analysis, environmental appraisal, market and demand analysis, risk analysis

Project planning : planning fundamentals, project master plan, work breakdown structure & other tools of project planning, project organization structure & responsibilities, responsibility matrix

PERT, CPM, Resource allocation : Tools & techniques for project scheduling, crashing of networks, time cost relationship, multiple project scheduling

Managing risks in projects : Risk concept and identification, risk assessment, risk priority, risk response planning, risk management method

Project control : Information monitoring, internal and external project control, cost accounting system for project control, control process, performance analysis, variance limits, issues in project control

Project management information system

Project evaluation, reporting and termination

STRATEGIC MANAGEMENT

Course Objectives:

This course is an introduction to the field of Strategic Management. It covers the key concepts and theories in the field and how they can be applied to real business situations. The main objective is to understand, evaluate, and learn how to implement successful firm strategies, where a strategy is a plan that guides managerial decision making. The social science disciplines that serve as a foundation to the field of strategy are economics, sociology and psychology. Aspects of these disciplines will be introduced as needed throughout the course.

Course content:

1. What is strategy and why is it important?
2. The Managerial Process of Crafting & Executing Strategy- Vision, Mission, Values and Objectives.
3. Analyzing a Company's External Environment.
4. Analyzing a Company's Resources and Competitive Position.
5. The Five Generic Competitive Strategies.
6. Beyond Competitive Strategy Other Important Strategy Choices.
7. Strategy Ethics & Social Responsibility.
8. Building Resource Strength and Organizational Capabilities.
9. Managing Internal Organizations Actions that promise Strategy Execution.

FOURTH SEMESTER

Area-1 Marketing Management

Service Marketing & Customer Relationship Management (Marketing)

Objectives

- To equip the students to face the challenges facing the services marketing in traditional commercial marketing, e-marketing and non-commercial environments
- To make the students appreciate the difference between marketing physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing
- To make the students recognise the challenges faced in services delivery as outlined in the services gap model
- To equip students with the tools and techniques of managing customer relationship

Service Marketing

Unit 1- concept of service

Distinctive aspects of service management. tangibility spectrum. differences between goods vs service marketing, 7 p's of service mix.

Unit 2- focus on the customer

The Gap model of service quality(perceived and expected)

Unit 3- consumer behavior in services

Meaning, Decision making process, role of culture in services.

Unit 4- customer expectation of services

Meaning, high-low levels of expectation. Dual customer expectation levels-(desired, adequate, zone of tolerance) factors/sources influencing customer expectation(desired, adequate and both).

Unit 5- customer perception of service

Customer satisfaction vs service quality, service quality dimensions. service encounters.

Unit 6- building customer relationships

Meaning. benefits of relationship to customers and to firms. 80/20 customer pyramid, levels of relationship strategies.

Unit 7- service recovery

Meaning, recovery paradox, types of customer complain and their expectation on complaining. strategies of service recovery, service guarantee.

Unit 8- service development and design

Challenges of service design, types of new services. stages in new service development, service blueprinting.

Unit 9- customer defined service standards

Soft and hard defined customer standards. one time fixes. process of designing customer defined service standards.

Unit 10- employees' role in service delivery.

The service triangle, the service profit chain. source of conflict. HR strategies to provide quality service.

CRM

Unit 1 - Basic Concepts

Basic Elements, Key Concepts. need for retention. transactional marketing and relationship marketing. causes of Failure

Unit 2 - Complaint Handling

Why customers complain. why complaints matter. Designing and managing a Complaint Management system, Complaints and Art of Customer Care, Customer Interaction Centers Touch points. From CRM to Customer Experience Management

Unit 3 - Customer satisfaction

Types of customers, Customer satisfaction measurement, Customer loyalty, Soft skills, Customer feedback

Unit 4 — Relationship and Retention

Need for selection, Segmentation. Essentials of Meaningful relationship, Customer Lifetime Value, retention

Unit 5 — Service and CRM

Definition- products, service, product-service grid, Importance of service, characteristics of service, Marketing Mix and Expanded Marketing Mix, SM triangle and importance of people in CRM. Relationship hem cell ITES Services and CRM

Unit 6 — Data Management

Data. Information and knowledge, Types of data and sources or generating data, Quality of data, Data mining, Data warehousing, data management and CRM, Telesales and telemarketing

Unit 7 — Sales Force Automation

Selling and the selling process, FAB approach. Cross-selling, Up-selling and De-selling, Sales management, Concepts and elements of SFA, Essentials to make SFA successful

Unit 8—Implementing a CRM Programme & Effective CRM today and tomorrow

Strategy and planning for CRM, CRM readiness, Developing the organizational mindset for CRM, Training of Employees Empowering Employees, Steps in Implementation, Technology in CRM implementation, Evaluating CRM programmes

Unit 9 — B2B Markets and CRM

Unit 10 — Cases in CRM

Retail Marketing (Marketing)

Objectives

- To introduce the basic concepts of retail marketing and the latest developments in retailing in the Indian context
- To provide a strategic perspective of the retailing industry
- To introduce to the framework of Retail mix and each of its elements
- To provide an overview of the marketing responsibilities of individuals employed in the retail industry.

1. Introduction of Retailing Retaling India

- Significance of retail industry
- Marketing retail equations
- New role of retailers
- Indian retail scenario and its future prospects.

2. Retail Formats and Theories

- Theories of retail development
- Concept of retail life cycle.
- Classification of retail stores
- The role of franchising in retail

3. Understanding the Retail Consumers

- The factors influencing retail shopper
- Consumer decision making process
- Change in the India consumer
- The use of market research as a tool for understanding markets and consumers

4. Store Locations

- The importance of store locations
- Types of locations
- Steps involving in choosing a location ▪ Trade areas and their evaluation ▪ How to evaluate a retail location

5. Measuring Financial Performance

- Measures of Financial Performance
- The strategic profit model.
- Measures of retail performance

6. Retail Pricing

- The concept of retail pricing and the factors affecting price
- Elements of retail price
- Developing a pricing strategy
- Adjustment to retail price
- GMROI

7. Retail Merchandising

- The concept of merchandising
- The evolution of merchandising function in retail

8. Merchandising Buying

- The process of merchandising buying
- The procedure for selecting vendors and building partnerships
- The concept of own brand and manufacturers' brand
- The concept of category management

9. Role of Pvt. Labels

10. Retail Communication

- The concept of retail marketing mix
- STP, The role of POP in retail
- Branding

11. Servicing the Retail Customer

- The concept of customer service
- The gaps in customer service
- Methods and tools available for encouraging loyalty. role of retail sales person.
selling process

12. Retail Store Design & Visual Merchandising

- The relationship between store image and store design
- Components of exterior and interior
- Consideration for selecting layout
- Visual merchandising in retail

Sales & Supply Chain Management (Marketing)

Objectives

- Making student aware of issues related to sales force management
- Focusing on "selling" as a tool of Marketing Communication
- The course envisages to prepare qualified and skilled Sales Professionals who can successfully take-up the challenges of Sales Field before venturing into the mainstream Marketing.
- To understand the meaning of Supply Chain Management and drivers of its performance.
- To develop analytical and problem solving skills. which will help us to analyze various Supply Chains and arrive at good decisions.
- Understand what is demand amplification by playing a popular game (called Beer Game) and how to minimize it in a given company's supply chain
- Learn how to design good supply chains

Sales Management module

- Introduction to Sales Management
- Personal Selling Function with Sales Territory Management
- Sales Management Planning,
- Sales Forecasting
- Sales Personnel Selection Process
- Sales Training and Development
- Sales Quotas and Incentives
- Compensating Sales Personnel. Managing Expenses of Sales Personnel.
- Evaluating Performance Appraisal

Supply Chain Management module

- Understanding the Supply Chain
- Supply Chain Drivers and Obstacles
- Designing the Supply Chain Network
- Planning and Management Inventories in a Supply Chain
- Sourcing, Transporting, and Pricing Products
- Coordination in the Supply Chain
- E - Business and the Supply Chain

Area-2 Financial Management

Portfolio & Investment Management (Finance)

Objectives

- To provide students with techniques for evaluating investments on an individual basis & in the context of portfolio
- To teach techniques for analysing investments focused on maximising expected returns while minimizing risk.
- To understand various tools and methods of evaluating the portfolio

Unit-I Introduction to Securities

- Investment Versus Speculation.
- The Investment Process
- Investment Categories

Unit -II Markets for Securities

- Financial Market, Capital Market, Money Market
- Stock exchanges NSE, BSE and OTCEI
- Stock Market Indices
- Financial Derivatives

Unit -III

- The concept of Portfolio and Portfolio Management
- The Concept of Risk and its types
- Risk Diversification, Systematic risk. Unsystematic risk
- Measurement of portfolio risk Measurement of covariance. variance standard deviation and correlation coefficient

Unit -IV Economic Analysis

- The Economy and industry analysis
- Factors to be considered in economy analysis
- An illustration of an economic analysis

Unit - V Industry Analysis

- The economy and industry analysis
- Industry Life cycle
- Factors affecting industry performance
- Sensitivity to the business cycle.

Unit -VI Company Analysis

- Introduction
- Business And Financial Risk
- Financial Statement Analysis
- Business Plan

Unit -VII Bond Analysis returns and Systematic Risk

- The strategic Role of Bonds
- The market for debt securities
- Corporate Bond market
- International Fixed income investing
- Bond returns and prices
- Systematic risks in holding fixed income securities

Unit- VIII Bond Analysis Unsystematic Risks

- Business and Financial Risks

Unit- IX Technical Analysis Introduction

- Tools of technical analysis
- Charting as a technical tool
- Dow theory

Unit- X Efficient Market Theory

- Introduction
- Concept of efficient market
- The efficient market hypothesis
- Fundamental and technical Analysis.

Insurance, Banking & Taxation (Finance)

Objectives

- To facilitate accelerated learning in emerging, areas in finance such as Banking, Insurance and Financial Services.
- To provide strong conceptual background. analytical skills and techniques for problem solving and decision making. To provide solid concept of taxation
- To provide trained post graduates to suit the requirements of Banking. Insurance and Financial Services Industry.
- History of Banking in India, nationalization of banks its reasons and advantages. Commercial Banks, and role of commercial banking in India. Functions of Commercial banks and method of credit creation and credit contraction. Financial Statement of a Commercial Bank and its elements. Various new developments in banking. Development Banks etc.
- Central Bank and its functions. Central Banking in India and its role in economic development. Techniques of Credit Control implemented h the Central Bank.
- Overview of Banking Regulation Act, different provisions of BRA 1949, creation of reserve funds and restriction on loans and advances, provision of audit under the act.
- Insurance Act, definitions, provisions relating to Insurance. Solvency margin. Advance payment of Premium, Mutual Insurance Companies. Cooperative Life Insurance, Reinsurance, Insurance Regulatory Development Act 1999. Duties power and function of authority, Finance Accounts and Audit.
- Foreign Exchange Management Act, the differences between FEMA and FERA, Various provisions applicable to NRI and PIO under FEMA. Exemption available under FEMA, Current Account transactions under FEMA provisions. Prevention of Money Laundering Act. understanding money laundering and the ways and manner it takes place. provisions related to PM I A .
- Overview of Direct Tax, exemption under the Income Tax Act. various head of computing income under IT act, computation of tax by individuals and companies, tax deduction at source, deductions available, and Advance payment of Tax. Overview of Value added Tax, general provisions applicable under VAT and Bihar VAT. Overview of Service Tax and its importance, calculation, filing of return and various other provisions.

INTERNATIONAL FINANCE (Finance)

Objectives

- To introduce the environment of international finance and its implications on international business.
- To analyse the nature and functioning of foreign exchange markets. determination of exchange rates and interest rates and their forecasting.
- To define and measure foreign exchange risks and to identify- risk management strategies.
- To explore the sources of long term finance and design financial strategies.
- To integrate the global developments with the changing business environment in India.

1. Intricacies of Foreign Exchange Markets

- Spot and Forwards Exchange Rates
- Eurocurrency and Domestic Interest Rates
- Quotations and Market Rules

2. Parity conditions in International Finance

- Purchasing Power Parity
- Covered Interest Parity.
- Real Interest Parity
- Parity Conditions and Managerial Implications

3. Forecasting Exchange Rates

- Fundamental Factors Affecting Exchange Rates
- Time Series Forecasting Models

4. International sources of Finance for the Firm

- Bond Financing (Fixed and Floating Rate Notes)
- Loan Financing (Syndicates Loans)
- Securitised Financing (Euronote)
- Equity Financing (GDR and ADR)
- Features of Loan Agreements: Loan Negotiations

5. International Financing Decision

- Issues in Overseas Funding Choices
- Economic Circumstances and overall Funding Choices
- Funding and Risk Management Aspects

6. Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment.

7. Foreign Exchange Risk Management.

- Conceptual Overview
- Nature of Exposure (Economic, Transaction, Translation)
- Hedging and Speculation

8. Derivatives and Exposure Management

- Currency Forwards
- Currency Options
- Currency Futures
- Currency Swaps
- Interest Rate Risk Management

9. Framework of Management Exposures, Accounting Implications of Forex Transactions

- Derivatives Accounting, Risk Management in a Treasury

Area-3 Human Resource Management

Human Resource Information System (HRM)

Objectives

At the completion of the course, participants will be able to prepare a competitive analysis of an organization, with recommendations for strategic development of a corporate HRIS based on an industry analysis and an understanding of the organization's history, culture and current operations. Participants who complete this, course will be able to:

- Apply the concept of strategic intent and evaluate its appropriateness in a specific organization or industry
- Determine the factors that influence organizations to change their level of strategic thinking
- Prepare a competitive analysis of an organization

Unit I:

- General Introduction to HRIS.
- Evolution and development of HRIS.
- Perspectives and views on HRIS

Introduction

- What is HRIS/why HRIS
- Definition of HRIS.
- HR information Strategy.
- Functions of HRIS.
- Surveys on HRIS system feature.
- Uses of HRIS . Examples of Application

Unit II

E-HRM-A

1. Developing an Information system
 - Features of an information system.
 - Choice of Hardware.
 - Database management

Unit II

HRIS Implementation and control

1. Need analysis
2. Selection of HR systems
3. Feasibility study
4. System Analysis
5. System design
6. Implementation
7. Designing an HRIS Department
8. Problems and solutions of HMS implementation
9. Auditing the System

LABOUR LEGISLATIONS IN INDIA (HRM)

Objectives

- To acquaint the students with the Industrial Relations and Social Security Framework prevailing in our Country
- To sensitise the students on the importance of ensuring the health, safety and welfare of the workmen and social assistance and social Insurance Schemes under various legislations are to be emphasised.
- To provide basic inputs on Workmen's Compensation Act, 1923, Factories Act, 1948, E.S.I. Act, 1948, the employees provident fund Act, 1952 and other relevant acts with a view to acquaint the students with various rights and benefits available to the workmen under the legislations.
- To critically examine the provisions in the Trade Unions Act, 1926: the machineries contemplated under the provisions of the Industrial Disputes Act for the prevention and settlement of Industrial Disputes.
 1. Principles of labour legislation. Classification of Labour Legislations
 2. The Factories Act, 1948
 3. The Trade Union Act, 1926
 4. The Minimum Wages Act, 1948
 5. The Industrial Disputes Act, 1947
 6. The Employees' State Insurance Act, 1948
 7. The Workmen's Compensation Act, 1923
 8. The Industrial Employment (Standing Order) Act

Industrial Relations & Labour Economics (HRM)

Objectives

This course provides a theoretical and empirical discussion of labour markets. Main topics to be discussed are: labour supply, including determinants of labour market participation and hours of works; investments in human capital and returns to education; labour demand; labour market equilibrium and wage determination; discrimination in the labour markets; internal labour markets; trade unions, and macroeconomic issues related to wages and unemployment. Policy application questions will be covered whenever appropriate

In addition to the outcomes from taking the past lectures and tutorials, graduate students will:

- be introduced to basic theoretical models in the labour economics literature;
 - be exposed to published articles in the academic literature;
 - have the ability to formally analyse policy related issues in labour economics.
1. Industrial relations- The concept, Structure & Function
 2. The industrial worker
 3. Trade Union
 4. Employee Federation
 5. Wages & IR
 6. Collective bargaining
 7. Industrial conflict
 8. Employee grievances and discipline
 9. Labour welfare and social security
 10. Workers' participation in management
 11. Technology and IR
 12. Workers' development

INTEGRATIVE PAPER

Entrepreneurship and Enterprise Development (Core)

Objectives

- Define what entrepreneurship is, consider how everyone has the potential to be entrepreneurial, and to explore the constituents of the entrepreneurial process.
- Identify steps required to research the potential for an innovative idea for the development of an existing enterprise, a new venture or a social change opportunity.
- Examine the key resources required to exploit an innovative idea or opportunity to develop an existing business, launch a new venture, or initiate a social enterprise.
- Identify the key steps required for exploiting an innovative idea or opportunity to develop an existing business, launch a new venture, or initiate a social enterprise

1. Understanding Entrepreneurship
2. Identification of business opportunity
3. Porter's five forces, SWOT and Break-even analysis
4. Market survey
5. Making business plan
6. Techno-economic feasibility of the project
7. Entrepreneurial finance
8. Managing operations
9. Managing human resources
10. Entrepreneurial marketing
11. E-business
12. Networking
13. Project management
14. Managing growth
15. Social responsibility

ENTERPRISE RESOURCE PLANNING (Core)

Objectives

- To understand the functionality that ERP systems deliver, and to harness this functionality for the benefit of the organization and the managers who are the users of the system
- This course thus approaches ERP systems from a process perspective rather than a purely IT perspective. Tailoring the ERP systems to the requirements of the process and the organization is a skill which is required in managers today.
- This course helps students learn the tools required for understanding and tailoring ERP systems.
- It also aims to provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems
- Integration of the business process of an organization and extension of these processes to the supply chain comprising of suppliers and customers is also a focus of the course
 1. Introduction to ERP (also using SAP R/3) systems.
 2. Linkage with business processes and BPR
 3. a. Modeling the core business processes with support tools from an FRP software (SAP)
b. Configuring an ERP system-an instance of SAP R/3 (LAB) (optional]
 4. Mapping business processes in an organization and case for process improvement (BPR).
 5. Managerial issues in implementing ERP systems for organizations
 6. Extending ERP systems to suppliers and customers. (SRM, CRM, SCM)
 7. Managing ERP systems benefits. Managing businesses processes using information from ERP systems.
 8. Concepts of integration and tailorability, and the new ERP systems.
 9. Flexible manufacturing system (MTO, MTS, ATO, E TO, CTO).