



DEVI AHILYA VISHWAVIDYALAYA



**INTERNATIONAL INSTITUTE OF
PROFESSIONAL STUDIES**

**SYLLABUS FOR
MASTER OF BUSINESS ADMINISTRATION (MS) 5 YEARS**

Semester VII

International Institute of Professional Studies

Course curriculum scheme for MBA (MS) 5 yrs PG for IM-2K15 Batch

VII SEMESTER		
Core	IM-703B	Research Methodology
Compulsory	IM – 719	Statistical Data Analysis
MKT A (DUAL)	IM-712MA	Integrated Marketing Communication
	IM-707MA	Sales & Distribution Management
	IM-711MA	Consumer Behavior
MKT B (SINGLE)	IM-706MB	Rural & Retail Marketing
	IM-707MB	Global Marketing
	IM-705MB	Digital Marketing
FIN A (DUAL)	IM-714FA	Security Analysis and Portfolio Management
	IM-715FA	Financial Market and Financial Services
	IM-716FA	Insurance and Banking
FIN B (SINGLE)	IM-714FB	Financial Planning And Wealth Management
	IM-715FB	Corporate Financial Analysis
	IM-718FB	Financial Engineering And Risk Management
HR A (DUAL)	IM-712HA	Managing People
	IM-709HA	Human Resource Development
	IM-711HA	Training and Development
HR B (SINGLE)	IM-714HB	Strategic HRM
	IM-715HB	HR Planning and Audit
	IM-716HB	Compensation & Reward Mgt.

IM-703B

Research Methodology

Course Objective: The overall purpose of the course is to introduce basic concept and methods for conducting Business research. The objective of the course is to make student familiar with the formulating the research plan; review of the literature, data collection; analysis of data; interpretation of data and reporting of findings.

Course contents:

1. Introduction to Research Methods:

Meaning and purpose of research; objective of research; types of the research; process of research; research methods v/s methodology; research proposal; limitation of research; research terminology-concepts, variables, constructs, operational definitions, propositions & hypothesis, theory, models etc.

2. Research design:

Selection and definition of problem, survey of literature, different research designs, feature of good research design

3. Sampling Design:

Concept of sampling; Sampling terminology; Objective and principles of sampling, Types of sampling, Sampling and non-sampling errors.

4. Data Measurement and Collection

Data type, Measurement scale, Attitude measurement scale, Questionnaire design, Validity and reliability of a research instrument; Method of collecting data and their advantages and disadvantages.

5. Data Analysis I: Introduction to SPSS (Statistical Package for the Social Sciences) application; Data Management, Preparation and descriptive analytics using spreadsheet and SPSS. Visualization, exploration and extracting data summary statistics and their interpretation.

6. Data Analysis II: Hypothesis testing: Review of Concept, methodology, types of errors, important parametric and non parametric tests for single, two and multiple group comparison.

7. Report Writing And Presentation:

Significance of report writing, Steps in report writing, Layout of report, Precaution in writing research reports, Writing bibliography.

Books

1. Donald r Cooper and Pamela S Scheindler, Business Research Methods, Tata McGraw Hills
2. K N Krishnaswami, A L Sivakumar and M Mathirajan, Management Research Methodology, Pearson Education.
3. Darren George and Paul Mallery, SPSS for Windows, Pearson Education.
4. Hair etc, Multivariate Data Analysis, Pearson Education.
5. Panneerselvam,R., Research Methodology, Prentice Hall of India Pvt. Ltd.
6. Kothari, C.R., Research Methodology - Methods and Technique, New Age International Publishers

IM-719

Statistical Data Analysis

Number of Credits : 02

Course Objectives :

A working knowledge of statistical software is a vital skill for anyone involved in quantitative research. This course will introduce data management, simple descriptive statistics, and basic graphical display using the SPSS software package. Students will develop the fundamental skills needed to prepare data sets for analysis, and to conduct simple descriptive and graphic analyses and report those analyses. The primary objective is to learn basic data analysis with SPSS. Students will learn how to enter data, define variables, and perform variable manipulation and transformation. After creating the data set, students will learn how to use SPSS to analyze data.

Specifically, the objectives of this course are to learn:

- SPSS file types;
- Survey coding and data entry;
- Selected SPSS procedures; and
- Data analysis and interpretation with SPSS.

Learning Outcomes

Student will be learnt how to edit and analyze data using SPSS program.

Unit 1: Review of terminology - Basic categories of research, What is a variable, Categorical versus continuous, Independent versus dependent variables, Measurement scales, Common statistical programs, Orientation to SPSS program and What is under each menu.

Unit 2: Introduction - Introduction to SPSS - Data analysis with SPSS: general aspects, workflow, critical issues - SPSS: general description, functions, menus, commands - SPSS file management.

Unit 3: Input and data cleaning - Defining variables - Manual input of data - Automated input of data and file import, Output management

Unit 4: Descriptive analysis of data - Frequencies - Descriptives - Explore - Crosstabs – Charts

Unit 5: Statistical tests – parametric and non-parametric.

Unit 6: Qualitative data analysis.

Unit 7: Quantitative data analysis.

Reference Books:

- Field, A. P. Discovering statistics using SPSS (3rd ed.). Thousand Oaks, CA: Sage Publications.
- Hinkle, D. E., Wiersma, W., & Jurs, S. G. (2003). Applied statistics for the behavioral sciences (5th ed.). New York: Longman.
- Brace(Nicola), SPSS For Psychologists A Guide To Data Analysis Using Spss For Windows, (Palgrave, 2006).
- Norusis, Marija J., SPSS for Windows (Chicago: SPSS inc 1993).
- George Darren; Mallery Paul, SPSS For Windows, (Pearson Education, 2009)
- Foster(Jeremy J) Data Analysis Using SPSS For Windows Versions 8 To 10:A Beginner's Guide (Sage Pub, New Delhi, 2001)

IM 712MA

Integrated Marketing Communication

Course objective

This paper gives an insight into marketing communications and prepares students for careers in marketing communication. This course enables students to build a sound theoretical and practical understanding of the formulation of promotional strategy and the management of the marketing communication process.

Course contents

- 1. Introduction to Integrated Marketing Communication:** The Promotional –Mix, Role of Marketing Communications in Marketing, Evolution and Importance of Integrated Marketing Communication, An overview of IMC components, Understanding the Communication process - Consumer Response Hierarchy, FCB planning Model, Budgeting and IMC campaign coordination
- 2. Advertising as an IMC Tool:** Advertising concept, Advertising campaign, advertising objectives, Media Types and Message Strategy and coordination of Advertising with other IMC tools
- 3. Public Relations and Publicity:** The concept, Types of Public Relations and Tools of Public Relations
- 4. Sales Promotion as an Integration tool:** Importance and growth of Sales promotions, Objectives and Sales Promotions Types, Risks of Sales Promotions
- 5. Direct Marketing and Personal Selling :** Direct Marketing- importance and applications , tools of direct marketing ; Personal Selling- Role of Personal Selling, Personal Selling Process, Personal Selling as an individual communication tool as compared to other communication mediums
- 6. Events sponsorships:** Meaning, Reasons of growth of sponsorships, Types of sponsorships : Unconventional Promotional Media: Word-of-Mouth Advertising, In-film promotion, Social Media Marketing,
- 7. International Marketing Communication:** Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications

Text Books:

- 1) Advertising and Promotion: An IMC perspective- Belch and Belch, Tata McGrawHill
- 2) Advertising and Promotions: An IMC Perspective- Kruti Shah and Alan D'Souza, Tata McGrawHil

Reference Books:

- 1) Wells, W. D., Moriarty, S., & Burnett, J (2007). *Advertising: Principles and Practice*. New Delhi: Pearson Education India.
- 2) Clow, K. E., & Baack, D (2007). *Integrated advertising, promotion and marketing communication*. New Delhi: Pearson Education India.
- 3) Aaker, A. D., Batra, R. & Myers, J. G. (2009). *Advertising Management*, 5th Edition. Pearson Education India.

IM-707MA

Sales and Distribution Management

Course Objective:

The objective of this course is to expose the students to various aspects of sales and distribution management as an integral part of marketing management and provide abilities in sales and distribution system. The course will also help to develop an understanding of concepts which are helpful in designing sound programmes for organizing and managing the sales force. The course will ultimately help to develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Course Content:

1. Introduction to sales management – Concept of sales, Role of sales management in Marketing, Steps in designing and managing a sales force, Managing the sales force, sales strategies, Methods of selling.

2. Theories of sales management: AIDAS theory, right set of circumstances theory, buying formula theory, behavioral equation theory.

3. Personal selling function –Concept, objective, role of Personal selling in marketing mix, Process of Personal Selling, types of sales job.

4. Sales organizing ,Sales Forecasting, Quota and Territory Management – overview, purpose and concept of sales organization, developing a sales organization, Concept and techniques of sales forecasting, importance of sales quota, territory management, sales budget concept and techniques.

5. Operational sales Management: Recruitment Sources, Selection procedure, Sales force training, Compensation and Motivation of sales force, purpose of motivation, various modes of compensating the sales force, Model of the motivation process, factors affecting salespersons motivation.

6. Monitoring and Performance Appraisal: Principles of sales evaluation, evaluating Performance standards, field sales reports

7. Distribution: Introduction, objectives of channels of distribution, Flows in channels of Distribution, Patterns of Distribution, Management of channels, Managing cooperation, conflict and competition, Channel structure and design –Channel management – Channel decisions, Factors in selection of Distribution channels, Motivation of intermediaries, horizontal and vertical marketing system, Distribution Analysis, Control and Management: concept of physical distribution, order processing, warehousing, EDI and SCM, Scope of control, Tools for control, Kinds of control devices.

Text Reading:

1. Sales and Distribution Management; Text and cases – Krishna K Havaldar & Vasant M Cavale
2. Basics of Distribution Management; Kapoor & Kansal
 3. Sales Management- Decisions, strategy and Cases- Cundiff and Govni

IM-711MA
CONSUMER BEHAVIOUR

COURSE OBJECTIVES:

The objective of this course is to help students gain in depth understanding of consumer behaviour and various factors influencing it. This course will enable the students to craft effective marketing strategies based on consumer behaviour concepts.

COURSE CONTENTS:

1. Introduction to the study of consumer behaviour: Nature, Scope and application.
2. Environmental influences on consumer behaviour-I : Cultural, Social, Personal, Family, and situational influences, opinion leadership and life style marketing, characteristics of culture, cross-cultural understanding, nature of social class, social class and consumer behaviour,
3. Environmental influences on consumer behaviour- II :nature and significance of personal influence, marketing implications of personal influence, significance of family in consumer behaviour and family life cycle, Opinion leadership forms.
4. Consumer as an Individual: Involvement and Motivation, Knowledge, attitude, perception, values, personality, learning and life style, Dimensions of involvement and its marketing implications, nature and role of motive, classifying motive, characteristics, functions and sources of attitudes, Attitude theory and model, Characteristics and classification of learning, Personality theory and application, Psychographics, Consumer Gifting Behaviour.
5. Consumer Decision Process: Pre-purchase Process, Information Processing, Purchase Processes, Consumer Decision Rules, Post – Purchase Processes: Framework, Dissonance, Satisfaction / Dissatisfaction.
6. Consumer Behaviour Models: Nicosia Model, Howard Sheth Model, Engel-Blackwell and Miniard Model, Family Decision Making Model
7. Organizational Consumer Behaviour: Difference between consumer and organizational buying behaviour, factors influencing organizational buying behaviour.

TEXT READINGS:

1. Consumer Behaviour, 10th Ed., Schiffman Leon G, Kanuk Leslie Lazar, Ramesh Kumar, S., Pearson Education, UP, India
2. Consumer Behaviour 10th Ed, Blackwell Roger D., Miniard Paul W, Engel James F., Thompson Southwestern.

SUGGESTED READINGS:

1. Consumer Behaviour: Building Marketing Strategy, 9th Ed.Hawkins Del I, Best Roger J,Coney Kenneth A., Mookerjee Amit ,Tata McGraw Hill, New Delhi, India

IM-706MB

RURAL AND RETAIL MARKETING

COURSE OBJECTIVE:

Rural and retail occupies an important place in the world economy . The objective of this course is to give exposure to the students about the concepts and applications of rural and retail marketing.

COURSE CONTENT:

UNIT 1: Rural marketing – definition, concept, characteristics. Rural market profile (Statistical data).Analyzing the differences Between Rural and Urban Management. Demand of products and services in Rural Areas.

UNIT 2: Rural marketing Environment: Distinctive Marketing Environment in Rural India.

UNIT 3 : Rural Marketing Segmentation, 4 P's and Consumer behavior ,Income segmentation

, PEST analysis , Rural Consumer Behavior , product decision , pricing decision ,Promotional mix , Distribution Network in rural Marketing.

UNIT 4: Retail Marketing – concept, definition functions of retailing, retail planning process.

Organized and unorganized retailing , types and formats of retailing.

UNIT 5: Change In Retail Environment: Socio Economic, Socio Demographic, Technological Changes And Its Impact On Retail Industry, Retail Marketing, Planning And Development.

UNIT 6: Fundamentals of Merchandising and types of merchandising.

UNIT 7: Role of technology in retail : Importance of IT in retail , factors affecting use of technology , applications of technology , internet retailing.

Books:

- Retailing Management by Swapna Pradhan
- Rural Marketing In India By Ahmed Shamim.
- Retail Marketing By David Gilbert.
- Rural Marketing By V E Sanal Kumar.

IM-707MB
Global Marketing

Course Objective:

The objective of this course is to expose students to the conceptual framework of international marketing management, provide insight into the realities of international marketing practices, impart knowledge and develop skills to manage marketing operations in global context.

Course Contents

Unit I - Introduction to International Marketing: Definition, Scope and Importance; Emergence of Globalisation and International Marketing; International market orientation - EPRG framework; Challenges in International Marketing. Difference between Domestic, International, Multinational, Global Markets, EPRG Frame Work, Introduction to export documents

Unit II – International Environment: Environmental Influences on International Marketing; Cultural environment; Economic environment; Political and Legal Environment; Role of International Agencies.

Unit III – Planning for International Markets: International Market segmentation and positioning International Markets; Market regions and groups; Market entry methods.

Unit IV- Product Strategies: Standardization, Adaptation; International PLC; Designing new products Country of Origin Effect.

Unit V – Pricing Strategies: Role of price in International Marketing; Factors affecting international prices; Pricing methods and strategies; Challenges in international pricing., Transfer Pricing, Exchange Rates and Its Impact on Pricing.

Unit VI – Distribution Strategies: Distribution channels for international markets; Factors affection distribution in International markets; Distribution Strategies.

Unit VII – Promotion Strategies: Factors affecting promotion in International markets; Using marketing communications tools for international promotion; International Branding strategies. Global Media Decisions, Global Advertising Regulations.

Books Recommended:-

1. Global Marketing Management, Keegan –New Delhi, PHI.
2. International marketing, Czinkota.and Ronkainen, Thomson-South Western, New Delhi.

Suggasted Readings:-

1. 1 Sak Onkvisit and John J. Shaw. “**International Marketing Analysis and Strategies**”, New Delhi PHI, 1998.

IM-705 MB

Digital Marketing

Course Objective:

To acquaint students how to leveraging Digital Marketing for personal or organizational growth. To help the students gain competency in improving their digital marketing skills with an understanding of fundamental issues pertaining to the business world to enhance their ability to manage businesses effectively. After studying this course the student should be able to use various digital platforms that a business entity is using also student must understand various aspects of marketing through digital media platform.

Course Contents:

Unit 1: Introduction and Fundamentals of Digital Marketing :

Definition, Scope, Advantages & Disadvantages, Process , Digital Marketing Vs Traditional Marketing , Functions and Responsibilities of Marketing Managers, Timeline and changes in Digital Marketing , Future of Digital Marketing

Unit 2: Content Creation Management and Curation:

Inorganic V/s Organic content, understanding of content marketing basics. classification of content channels (Video, Blog, website, articles, columns etc) , content curation.

Unit 3: Traditional Channels of Digital Marketing :

Search Engine Optimization, Social Media, Search engine marketing, Email Marketing.

Unit 4: Collective channels of Digital Marketing :

Mobile Specific , Inbound and Outbound Marketing, Affiliate Marketing, Influencer Marketing

Unit 5 : Paid and Sponsored Advertising Models:

Paid Ads on Search Engines, Paid Ads on Social Media, Paid Ads on e-commerce Platforms, Video Ads, Branded Content

Unit 6: Understanding of Analytics:

Search Engine Analytics , Social Media Analytics and Insights , Advertising Analytics, Vanity Metrics and Actionable Metrics

Unit 7: Case Study and Practical using analytical tools using Google analytics, facebook analytics)

Suggested Books:-

1. Digital Marketing For Dummies by Russ Henneberry and Ryan Deiss
2. The New Rules of Marketing and PR: 6th Edition by David Meerman Scott
3. Hit Makers: The Science of Popularity in an Age of Digital Distraction by Derek Thomson, 2017

Web Reference:

- 1 www.searchengineland.com
- 2 www.searchenginejournal.com
- 3 www.socialmediatoday.com
- 4 www.business2community.com

IM 714 FA
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective

The objectives of this course is to provide the students in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

Course Contents

UNIT 1 :- Introduction: Concept of Investment, Investment V/S Speculation, Investment Environment, Instruments, Characteristics And Objectives Of Investment, Trading of Securities

UNIT 2 :- Risk and Return in trading - Concept Of Risk And Return, Types of Risk Systematic And Unsystematic Risk, Measurement of Risk.

UNIT 3 :- Valuation of Securities: Valuation of Fixed Income Securities: PV Model, Bonds prices & Yield, Term Structure of interest rates, Bond Value Theorem.Valuation Of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued

UNIT 4 :- Security Analysis : Fundamental Analysis – Macro Economic and Industry Analysis, Business Cycles, Company Analysis, Technical Analysis - Trend analysis, Price and Volume indicators, Dow theory, Elliott Wave Theory.

UNIT 5 :- Capital Market Theories: CAPM Model ,Arbitrage Pricing Theory, Index Model, Efficient Market Hypothesis, Factor model.

UNIT 6 :- Portfolio Creation: Portfolio And Security Returns, Diversification, Markowitz Model, Sharp Index Model.

UNIT 7 :- Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures.

Text Readings

1. V.K.Bhalla, “**Investment Management: Security Analysis And Portfolio Management**”, S. Chand And Sons, New Delhi, sixth edition 1999.
2. Donald E. Fisher and Ronald J. Jordan, “**Security Analysis And Portfolio Management**”, PHI Publication, New Delhi, 1998.
3. V.A. Avadhani, “**Investment and Security Markets In India**”, Himalaya Publication, Bombay, 1998.
4. Edwin J. Elton and Martin J. Gruber, “**Modern Portfolio Theory And Investment**”, John Wiley and Sons, Singapore, 1996.

IM-715FA
FINANCIAL MARKETS AND FINANCIAL SERVICES

Course objectives:

The course aims at familiarizing students with Indian Financial System and its constituents. Within the financial system the focus of study would be on financial markets and financial services.

Course Contents:

1. Financial system and its components : Introduction , Nature and role of Financial System; Financial System and its components ; Financial system and economic development. Financial services : Introduction of Financial Services and its types ; Fund Based and fee based services .
2. Financial Markets I:Capital market; Primary Market: Role; Instruments; Pricing Mechanism – Fixed / Book building ; Issue mechanism : IPO , FPO etc. ; Green Shoe Option . Funds from International Markets: FII's, Euro Issues, ADR's, GDR's and FDI.
3. Financial Markets II: Secondary Market: Introduction to Stock Exchanges, Depository and Custodian . Money market: Call money market ; Treasury bills certificate of deposit , commercial Paper market . Derivatives: Concept and introduction to derivatives
4. Financial services I: Venture capital: Concept , need and process. Mutual funds: Introduction, Structure of Mutual industry, Types of Funds, Advantages Of Mutual Funds, Concept of SIP and rupee cost averaging .
5. Financial services II: Merchant banking : Concept and functions ; SEBI guidelines . Securitization: Basic Concept; Asset Backed Security; Mortgage backed Security.
6. Other Services : Factoring : Reasons for factoring ; Services provided ; parties involved ; Types ; Process of factoring. Credit Rating: Meaning and Necessity ; Credit Rating Agencies ; Methodology of Credit rating
7. Lease financing : Concept of Leasing , Lease Evaluation : Buy vs Lease decisions Role of SEBI : an overview ; State Financial Corporation and Development Financial Institutions (Development banks)– Concept , objective.

TEXT READING:

1. M.Y.khan," Financial services" tata McGraw Hill 2000
2. B.S.bhatia, G.S.Batra," Management of capital markets, financial services and institutions" Deep and Deep publications,2000
3. Investment of security market in India: V.A.Avadhani
4. Indian Financial system: P.N.varshney and D.K.Mittal

IM-716FA

INSURANCE AND BANKING

Course Objective

This course is designed to enhance understanding of fundamentals of risk, Insurance and Banking. Insurance fundamentals are intended for students who have little or no prior education in insurance. The course introduces the subject matter banking from an economic perspective. The structures and role of central banking system and commercial banking will be examined.

Course Contents

1. Risk and Insurance

Concept of risk and its classification, Management of risk, Insurance as risk management technique, Functions of insurers, Classification of Insurance.

2. The Basic Principle of Insurance:

Utmost good faith, Insurable Interest, Indemnity, Subrogation, Proximate cause. Insurance Contract, Reinsurance: Concept, types and advantages of reinsurance,

3. Practice of Insurance

Life Insurance: Products, Riders, Options, Computation of Premium & Bonuses, documents and Claims

General Insurance: Products, Rating, and Concept of Underwriting, Claims.

4. Commercial Banking I

Introduction & meaning of a Bank, Structure of Banking System in India , Retail & Corporate Products of Commercial Bank, Credit Creation, Forms of Bank Customer Relationship, Types of customer and their accounts, Bank Duties and Rights.

5. Commercial Banking II

Payment & Settlement System: Introduction, Clearing House System, Cheque Truncation System, NEFT, RTGS, IMPS and other high tech innovations in banking

6. Central Banking

Introduction and Function of Indian Central Bank.

7. Legal Environment- Insurance and Banking

Insurance Regulatory Authority- Profile, Function & Power

Negotiable Instruments: Characteristics, Types including Cheques, Draft, Bill of exchange, Promisory notes

Text and Reference Books:

1. K C Shekhar and Lekshmy Shekher, Banking Theory and Practice, Vikas Publishing House Pvt Ltd.
2. Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, Pearson Education.
3. Roger Leroy Miller and David D Vanhoose; Modern Money and Banking; 3rd ed.; Mc Graw Hill.
4. D M Mithani, Money Banking, International Trade and Public Finance. Himalaya Publishing House.
5. Principle of Risk Management and Insurance by Geoge E Rejda, Pearson Education
6. Risk Management and Insurance; Trieschmann, Gustavson, Hoyt., Cengage Learning
7. Principle of Insurance, IC-01, Insurance Institute of India
8. Practice of Life Insurance, IC-02, Insurance Institute of India
9. Practice of General Insurance, IC-11, Insurance Institute of India

IM-717FB

FINANCIAL PLANNING AND WEALTH MANAGEMENT

Course Objectives

The objective of the course is to make the scholar understand the environment of personal finance and Financial Planning and to understand how personal financial decisions are made. It also tries to explain the process used to develop a personal financial plan.

Course Contents

1. Fundamentals of Personal Financial Planning

Introduction to Financial Planning: Concept and approaches of Financial Planning, Components of Financial Planning, Financial Planning Process, Objectives, Concept of Personal Financial Planning,

2. Avenues for Personal Investment

Avenues of Personal Finance and their merits and limitations- Fixed Income Instruments, Mutual Fund Products, Equity Market, Derivatives and Commodities, Hedge Funds, Provident Fund and Pension Schemes, Insurance Policies & Other investments.

3. Creating Personal Financial Plan

Personal Financial Statements; Concept, Preparation, Cash inflows and outflows- Cash Management, Income and expenditure statement, Budgeting and forecasting, Monitoring budgets and provisions for savings, Personal Balance Sheet and Net Worth

4. Considerations in Personal Financial Planning

Tax Planning in Personal Financial Planning - Personal Taxes (IT, Wealth Tax and Property Taxes Etc.) and their role in Personal Financial Planning, Developing appropriate strategies and presenting the financial plan, Implementing the financial plan, Monitoring the financial plan, Ethical and professional considerations in financial Planning

5. Retirement & Personal Financial Planning

Introduction, Need & Issues in retirement planning, Analysis of Investor's Life Cycle, Avenues for retirement Planning, Types of retirement plans, Profile of Assets sustainable through retirement, Income generation potential of fixed assets , Liquidity aspects of fixed and other assets, Profile of financial and other liabilities near retirement age

6. Housing, Real Estate & Personal Financial Planning

Concept of Housing, Various Aspects of Housing, Costs and Benefits associated with owning a house, Rent or Buy Decision, Various options/types of House Financing, Key Considerations in Housing Decision, Concept of Real Estate, Features of Real Estate Investment, Taxation and Real Estate Planning, Property documentation and disposition, Housing, Real Estate and Personal Financial Planning.

7. Wealth Creation- Factors and Principles

Income and savings ratio, Allocation of savings to asset classes , Consistency in savings and monitoring , Taking strategic advantage of opportunities in various Asset Classes , Overall effective yield and tax aspects , Wealth protection and Erosion of wealth

Text Book:

Personal Financial Planning by Harold A. Wolf "Simon & Schuster Custom Publishing"

References:

1. Financial Planning and Wealth Creation "Taxmann Allied Services Pvt. Ltd.
2. Personal Finance "Pearson Education:

IM -715 FB
CORPORATE FINANCIAL ANALYSIS

COURSE OBJECTIVES

The objective of the course is to give the scholar an insight into corporate financial reporting in India and a basic understanding of financial analysis of corporate firms.

COURSE CONTENTS

1. **Fundamentals of Corporate Financial Reporting and Analysis:** Introduction to Business Analysis, Types and Components of Business Analysis, Financial Analysis; its Need and Necessity, Financial Statements; the basis of business analysis, Inter-linkage Between Financial Statements, An Introduction to Tools/Techniques of Financial Analysis, Financial Reporting in India, Reporting Environment and Factors Affecting Statutory Financial Reports, Financial Accounting- Important Principles, Relevance, Limitations, Cash vs. Accrual Accounting.
2. **Balance Sheet Analysis:** Current vs. Non-current Liabilities, Analyzing Current Liabilities, Analyzing Non-current Liabilities, Analyzing Contingencies and Commitments, Off-balance sheet Financing and its Analysis, Analyzing Shareholders' Equity, Current vs. Long-term Assets, Analyzing Current Assets, Analyzing Long-term Tangible Assets, Analyzing Long-term Intangible Assets, An Introduction to Inter-corporate Investments and its Analysis, Case Studies' Analysis.
3. **Income Statement Analysis:** Concept of Income and its Measurement, Extra-ordinary and Special Items in Income Statement; Their accounting and Analysis, Revenue and Gain Recognition; Its recording and Analysis, Deferred Revenue Charges; Its recording and Analysis, Income Taxes; Its recording and Analysis, Return on Invested Capital and Analysis of Profitability, Case Studies' Analysis.
4. **Cash Flow Analysis:** Relevance of Cash, Concept of Cash Flow and Components of Cash Flow Statement, Analysis of Cash Flow from various activities and its Interpretation, Inter-linkages between overall inflow and outflow of cash, Inferences from Cash Flow Analysis, Specialized Cash Flow Ratios, Limitations of Cash Flow Reporting, Case Studies' Analysis.
5. **Cost Analysis for Financial Decision Making:** Concept of Cost and its Classification from the perspective of Financial Decision Making, Marginal, Absorption and Differential Costing, Concept of Relevant Cost, Income Statements under Marginal, Absorption and Differential Costing, Alternative Choices Decisions using Cost Analysis; Make or Buy, Add or Drop Product, Exploring New Markets, Sell or Process Further, Operate or Shut Down, Replace or Retain, Own or Hire, Expand or Contract, Special Orders, etc.
6. **Misc. Issues in Corporate Financial Analysis:** Prospective Analysis, Credit Analysis, Equity Analysis and Valuation, Recent Trends in Corporate Financial Analysis.
7. **Case Studies in Corporate Financial Analysis**

SUGGESTED BOOKS

- Financial Statement Analysis by Wild, Subramanyam and Halsey, McGraw-Hill Publication.
- Financial Statement Analysis by Gibson, Cengage Learning
- The Analysis and Use of Financial Statements by White, Sondhi and Fried, Wiley India Ltd.
- Financial Accounting: Reporting and Analysis by Stice and Stice, Thomson Learning Inc.

IM-718FB

Financial Engineering And Risk Management

COURSE OBJECTIVES

The focus is to provide an opportunity to develop a basic understanding of process of financial engineering, risk & risk management techniques and derivatives.

COURSE CONTENT

Unit 1: Introduction to Financial Engineering: Financial Engineering: Concept and Scope, Factors which contributed to Growth -Environmental Factors (dividend capture strategy, tax asymmetries, etc.), Intra-firm factors (agency cost-leverage buyouts, risk aversion, quantitative sophistication) .Financial engineering v/s financial analysis. Financial Engineer: tools (conceptual and physical), Roles (deal makers, innovators, loophole exploiter)

Unit 2: Risk & Risk Management: Types of Risk: financial, non financial, default, market price, pre-settlement, basis, interest rate risk, etc. Developing risk profile. Risk management techniques: asset liability management (foundation concepts -term structure, maturity composition etc., cash flow matching strategy, currency matching strategy and portfolio immunization strategy) and hedging.

Unit 3: Physical Tools of Financial Engineer –I: A. Debt market innovations: Multiclass Mortgage backed and Asset backed Securities, Shelf Registration, junk bonds; Hybrid securities: Interest rate /Foreign exchange Hybrid, Interest rate / Equity hybrid , Currency /Commodity Hybrid

Unit 4: Derivatives Part –I: Introduction to forwards, futures and options Derivatives: Concept, Participants in derivative market, and Types of traders. Forward Contract: Concept and valuation. Forward Rate Agreement: the product and hedging with FRA (numerical), Futures Contract: Specifications, Trading, Types of orders, Operation of margins and future prices and spot prices.

Unit 5: Derivatives Part –II: Pricing Stock and Index Futures(numerical) , Hedging: concept of composite hedging and cross hedging , hedge ratio –naïve and minimal variance hedge ratio (numerical), hedging using stock Index futures contract and optimal number of contacts for hedging (numerical)

Unit 6: Derivatives Part –III: Option Contracts: Types ,Characteristics, Intrinsic value and time value , moneyness of the option, payoff from the put and call option. Hedging with stock option and index option . Option trading strategies : Basic strategies ; Option spreads : Vertical spreads (bullish :put and call and bearish: put and call)and Horizontal spreads . Straddle , Straps and Strips , butterfly spread.

Unit 7: Derivatives Part –IV: SWAP: concept and rationale . Interest rate SWAPS: Types (plain vanilla, accrediting , amortizing ,etc.) , mechanics and valuation (numerical) Currency SWAPS & their valuation Concept of Black Scholes Model and its limitations .

Suggested Books:-

1. Hull, J. C. (2011) .Options, futures, and other derivatives (8th ed.). Prentice Hall.
Varma, J. R. Derivatives and risk management.(1st ed.) Tata McGraw Hill Publications

IM 712 – HA

MANAGING PEOPLE

Course Objectives:

To develop insight into the managerial skills required to effectively manage people in an organization, in order to achieve corporate goals successfully. The course also develops understanding of job design, recruitment & selection, employee welfare etc. for better management of firm's human resources.

Course Contents:

I. HUMAN RESOURCE MANAGEMENT: Overview, Concept of HRM, objective of HRM, trends enhancing the importance of HRM, challenges before the HR managers, HRD at macro and micro levels, personnel function vs. HRM.

II. JOB ANALYSIS & HUMAN RESOURCE PLANNING: Nature of job analysis information, writing job description/job specification, employment planning, methods of employee demand forecasting.

III. RECRUITMENT, SELECTION, & ORIENTATION: concept of recruitment, sources of recruitment, recruiting a more diverse work force, concept of selection, features and types of selection, interviews, orientation – Meaning, process and importance.

IV. CAREER DEVELOPMENT: Meaning of career, concept of career from an individual and organizational view points, implications of work place changes for individuals and organizations, importance of understanding career development, career anchors, paths and ladders, career counseling and problems of dual career couples.

V. PARTICIPATION AND EMPOWERMENT: Definition and objectives, forms of participation, govt. policies and participation, Work committees, joint management councils, empowerment, delegation and empowerment QWL.

VI. GRIEVANCE: Meaning and sources, Guidelines and procedures for handling grievance

VII. COLLECTIVE BARGAINING AND DEVELOPING TEAMS: Meaning and Process of collective bargaining. Developing Teams: Teams vs. groups, types of teams, team building, and team development.

Text Reading:

1. Venkatratnam and Srivastava – Personnel Management and Human Resources.
2. Pattanaik Biswajeet – Human Resource Management
3. De Cenzo, Stefan Robbins – Human Resource Management.

M-709 HA

HUMAN RESOURCE DEVELOPMENT

COURSE OBJECTIVE :

The objective of the course is to develop understanding about various functions, operations and activities of HRD.

COURSE CONTENT

I. CONCEPT OF HRD:- Evolution of Human Resources Development, objectives of HRD, Goals of HRD, Importance of HRD. A framework for the HRD process, HRD functions, Role of a HRD professional

II. ORIENTATION:- Company Orientation, Department Orientation, Orientation kit, Orientation Length and Timing.

III. TRAINING:- Defining Training, Objectives of Training, Types of training, Systematic approach to training, training methods

IV. PERFORMANCE APPRAISAL: Performance Appraisal Methods, Errors in performance appraisal

V. CARRIER PLANNING AND DEVELOPMENT: Coaching- Role of Supervisor and managers in coaching, Coaching to improve poor performance .process of employee coaching

VI. Counseling and Mentoring: Objectives of Employee Counseling , Employee counseling skills, functions of Employee counseling, Concept of mentoring, characteristics of Mentoring Principles of mentoring, Qualities of good mentor and mentee, importance of good mentoring, Role of mentor, Mentoring process, benefits of mentoring

VII. HRD STRATEGIES:-Formulation and Implementation of HRD Strategies, Creating a World Class Organization.

References:

1. Jerry W Gilley and Stevens A. England, "Principles of HRD", USA., Addison Wesley, 1989.
2. Lloyd L. Byars, Leslie W Rue, "HRM, Third Eddition"
3. T.V.Rao, "HRD Audit", New Delhi, Sage Publications, 1999.
4. "HRD", Randy Desimone, Jon M.Aner, David M.Harris
5. "Managing People", V.S.P, Rao, Excel Book, New Delhi.
6. "Human Resource Planning", Deepak Kumar Bhattacharya.
7. "Studies in HRD", H.L Verma, BS Bhatia, MC Garg

IM-711 HA

TRAINING AND DEVELOPMENT

COURSE OBJECTIVE:

The course aims at equipping the student managers with both theoretical concepts and practical techniques in conducting/coordinating need based training programs. After undergoing this course the student managers shall be able to independently assess the training needs of an organization and conduct and co-ordinate the training programs.

COURSE CONTENTS:

- 1. Introduction and Concept:** Overview of training and development, Present status of training, Conceptual status of training effectiveness
- 2. Systems approach to training**
- 3. Pre-factors (context) -** Learning principles, assessment of training needs, preparing training plans and strategies (OJT Institutional Training), selection of trainees etc.
- 4. Training management (context) –** Training facilities, supporting infrastructure, areas of satisfaction and dissatisfaction, Training process - Instructor, pedagogy learning climate.
- 5. Training outcomes:** Training outcomes – Evaluations
- 6. Training & Development programs:** Self development / individual development.
- 7. Executive development programs-** Management development programs

SUGGESTED BOOKS:-

1. Sah A K, Training and development.
2. Ramaswami A, Handbook of T& D.
3. Rolf P. Lynton, Training for organizational transformation.

IM-714 HB

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objective:

This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies to understand HR as a strategic resource.

1.Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organizations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management.

2.The HRM and approaches to HRM: HRM in personnel management; work organization and systems; social organization of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organization design and the role of HRM in organization management.

3.StrategicHRM:Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an on going organisation; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system.

4. New HRM Trends:Technology and structure; Demographic changes, Temporary and contract labour; Global environment; Global competition,Global sourcing of labour.

5.Online recruitment; Employee referrals; Recruitment process outsourcing, Head hunting; Executive education; Flexi timing; Telecommuting
Quality of work life; Work – life balance; Employee empowerment
Employee involvement; Autonomous work teams.

6.Creating a learning organization: Competency mapping; Multi-Skilling , Using scorecards for employee development, Succession planning; Cross cultural training, Defining key result areas (KRA); Result based performance, Linking performance to pay; Merit based promotions, Performance based pay; Skill based pay; Team based pay, Broad banding; Profit sharing; Executive Compensation; Variable pay.

7. HR as a value added function:Downsizing, Voluntary retirement schemes (VRS), HR outsourcing; Early retirement plans; Leadership, power and politics; Employee morale; Personal values and business ethics, Introduction to global HR strategies; Developing HR as a value added function.

Suggested Books:-

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
- 2 .Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
- 3 .Strategic HRM – Michael Armstrong, Kogan page, London
- 4 .Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi

IM- 715 HB

HUMAN RESOURCE PLANNING AND AUDIT

Course Objectives:

This course will introduce students to different aspects of human resource planning and how it is helpful in giving organizations a competitive edge. The role of HRD audit and its impact on business improvement will also be examined.

Course Contents

1. Human Resource Planning: Definition, HR Planning, Model for HR Planning, forecasting Demand and Supply, Planning for Shortages, Surplus, Planning for New Establishment, Managerial Succession Planning, Career Planning.
2. Downsizing, HR information System: Purposes of HRIS, Uses of HRIS, Establishing an HRIS, Approaches to Evaluate HR Function.
3. HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.
4. HRD culture: OCTAPACE Culture, Importance of Top Management Styles in Building Culture, Auditing the HRD Culture.
5. HRD styles : Types of top management styles , Current Structures and Structural Alternatives.
6. HRD Competencies: Challenges, Professionalism in HR, Myths and Realities of HRD, Competencies Needed, Auditing HRD Competencies, individual interviews, Group interviews, Observation, HRD Audit instruments.
7. HR Performance and Benchmarking in Policy, Process and Management Styles, Benchmarking Analysis.

Text Reading

1. Donald Currie, "**Personnel in Practice for the New IPD-CPP**", Blackwell, MA, 1997.
2. R. W. Mondy and R. M. Noe, "**Human Resource Management**", Prentice Hall, London, 6th Ed., 1996.
3. T. V. Rao, "**HRD Audit**", Response Books, New Delhi, 1999.

Suggested Reading

1. Satish Pai Ed., "**HRD Skills for Organizational Excellence**", Bombay, Himalaya Publishing House, 1999.

IM -716 HB
COMPENSATION AND REWARD MANAGEMENT

Course Objective

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

Course Contents :

Unit 1: Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage– Theories of Wages & Salary–Pay and Social Class–Machinerics for Wage Fixation– Statutory provisions governing different components of reward systems–.Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI(8 Lecture Hours)

Unit 2: Reward Management: Concept, Aims, Components of Reward system– Role of Reward in organization– Strategic perspectives of Reward–Reward as a motivational tool– Psychological contract–Reward policies Factors determining the rates of Pay–Strategic and Tactical pay related issues–Establishing Job Values and Relativities: Internal & External Equities–Job evaluation schemes, Internal Pay Structure, Reward survey–Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme

Unit 3 Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay–Team Pay – Paying for Organizational performance–Recognition Process–Performance Management and Reward. Reward for Special groups–Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers –Components of Executive Compensation package.

Unit 4: Employee Benefits & Services– Rationale for employee benefits–Types of benefits, Choice of benefits, administering employee benefits, Tax considerations–Flexible benefits/Cafeteria Plans–Pension Schemes–ESOP-Computations of taxable income, overtime, etc.

Unit 5: Managing Reward Processes: Reward Management Roles–Reward Procedures–Controlling reward–Pay reviews–Communicating to employees–Managing the development of reward systems–Future Trends in Reward Management

Unit 6: Strategic Reward: Concept, Aims–Strategic Reward and Reward Management–Purpose and Contents of Reward

Unit 7: Strategic Reward and Performance–Reward strategies in a Knowledge economy–Reward Strategies in a Service-based economy–Developing reward strategy–Communicating reward strategy – Implementing reward strategy (10 Lecture Hours)

Suggested Books:-

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Strategic Reward, Armstrong & Brown, Kogan Page.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning,, India
6. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson Education.