

# **PROGRAMME PROJECT REPORT**



## **MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**

**MADHYA PRADESH BHOJ (OPEN) UNIVERSITY,  
Raja Bhoj Marg Kolar Road, BHOPAL (M.P.)**

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<b>MBA Previous Year</b>	
1	Managerial Economics
2	Quantitative Methods
3	Financial Management Accounting
4	International Business Environment
5	Human Resource Management
6	Business Communication
7	Production & Operations Management
8	Marketing Management
9	Business Ethics
10	Management Information System

## **MANAGERIAL ECONOMICS**

- UNIT 1: Introduction to Managerial Economics –Nature, Scope -Marginal Analysis, Determination of Consumer’s Equilibrium through Utility and Indifference Curve Approach, Theory of Demand – Demand Functions, Change in Demand, Elasticity of Demand.
- UNIT 2: Cost Analysis-Types of Costs, Cost-Output Relationship: Cost Function, Production Analysis, Meaning of Production and Production Function, Cost of Production, Return to a Factor, Return to Scale, Profit and Sales Maximization.
- UNIT 3: Market Structure -Types & Characteristics, Price Determination under Perfect, Monopolistic, Oligopoly and Monopoly Market, Introduction to Duopoly and Price Discrimination under Monopoly.  
Pricing Practices- marginal cost pricing, mark up pricing, transfer pricing, product pricing, priceskimming, penetration pricing, market failure induction to game theory
- UNIT 4: National Income –Aggregates and concepts, GNP and GDP, and Methods to Measure National Income, Centre –State Financial Relationship.
- UNIT 5: Money Supply and Monetary Policy, Aggregate Consumption, Gross Domestic Savings, Gross Domestic Capital Formation –WPI, CPI and Inflation, Fiscal Policy, Business Cycle- Introduction, Meaning and Features, Balance of Payment, Balance of Trade.

### **“QUANTITATIVE METHODS”**

- UNIT 1: Statistical basis of managerial decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency-Mean, Median, Mode, Requisite for ideal measures of Central tendency.
- UNIT 2: Dispersion: Measures of dispersion - Range, Quartile Deviation, Mean Deviation from mean, Standard Deviation, Measure of shape – Concept of skewness, kurtosis.
- UNIT 3: Theory of Probability distribution –Trial and event, sample space, Simple problem based on sample space, Binomial, Poisson, Normal Distribution and their application in business decision making.
- UNIT 4: Correlation and regression analysis- Karl Pearson’s coefficient of correlation, Spearsman rank correlation, Simple regression equation, Regression coefficient, Time Series analysis and forecasting.
- UNIT 5: Sampling Distribution, Null-hypothesis, Alternative hypothesis, One sample test for mean, IndexNumber, Fisher and Laspeyres, Paasche.

## FINANCIAL & MANAGEMENT ACCOUNTING

- 1. Introduction:** Financial Objectives- Profit and Wealth Maximization, Finance Functions, Role of Finance Manager.
- 2. Capitalization:** Basics of Capitalization, Estimation of Annual Net Earnings,

CapitalizationRate, Overcapitalization, Undercapitalization.

3. **Capital Structure:** Principles of Capital Structure, Management, Factors Affecting Capital Structure.
4. **Capital Structure and Cost of Capital:** Concept of Cost of Capital- Importance, Calculation, Composite, Leverage, Theories of Capital Structure
5. **Time Value of Money:** Compounding and Discounting Techniques, Present Value of Cash Flows, Techniques of Evaluation of Capital Expenditure Proposals.
6. **Sources of Working Capital:** Meaning and Concept of Working Capital, Optimum Working Capital, working of- Capital Cycle, Capital Forecasts, Capital Management, Management Policies and Various Elements, Cash Management- Nature, Planning Aspect, Control Process, Models, Cash Budgets, Playing and Kinds of Floats.

## **“INTERNATIONAL BUSINESS ENVIRONMENT”**

Course No. CP: 105

Max Marks

80

UNIT 1: Introduction to International Business: Various forms of International Business, Modes of entry in International Market, Understanding Globalization, Multinationals as global Intermediaries, Theories of International Trade and their application.

- UNIT 2: International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment, Cultural & Social Environment. Framework for analysing international business environment.
- UNIT 3: International Trade Institutions & Agreements: Introduction, World trade organization (WTO), Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, Instruments of Trade Policy (Tariff & Non-Tariff Barriers to Trade)
- UNIT 4: International Financial Management: Overview of Decision Area of International Financial Management, Exchange rate Determination, Financial Institutions (IMF, World Bank), Financial markets.
- UNIT 5: International Human Resource Management & Ethics in International Business, Social Responsibility of Business.

## HUMAN RESOURCE MANAGEMENT

- 1. Introduction:** Meaning, Definition, Scope, Evolution, Objectives of HRM Qualities of HR/ Personnel Manager, Role of Human Resource Manager, Development of HRM in India, Distinction between HRM and PM.
- 2. Human Resources Planning:** Meaning, Objectives, Benefits of Human Resources Planning, Process and Problems in Human Resources Planning, Recent Implication in HRP, Staffing, Recruitment, Types of Tests.
- 3. Training and Development:** Meaning, Definition, Need, Advantages, Objectives, Importance of Training, Types of Training, Difference between Training and Development, Education Classification of Training Methods, Executive Development, and Knowledge Management.
- 4. Trade Unions:** Meaning, Characteristics, Functions and Role of Trade Unions, Unions

Structure, Wages and Salary Administration, Wage Boards and Pay Commissions, Wage Incentives, Quality Circles, Industrial Democracy, Socio Technical Systems.

5. **Performance Evaluation:** Performance Appraisal, Promotions, Transfer, Demotions, Separation, Grievance.

## BUSINESS COMMUNICATION

1. **Basics of Communication:** Introduction, Why Communication, Meaning and definition of Communication, Importance of Communication, Elements Of Communication Process, Communication Process Models, Basics Forms Of Communications, Effective Communication.
2. **Communication Theories:** Assumptions about Communication, Communication Theory, Communication Models, Uses of theories and models.
3. **Audience Analysis:** Introduction, Types of Audience, Importance of Audience Analysis, Analyzing Individual and Members of Audience.
4. **Self-Development:** What is self-development, Objectives of self- development, How Self- Development Improves Communication, How Communication Leads to Self- Development, How to Development Oneself.

5. **Developing Positive Attitude:** Impact of Positive Attitude on Communication, How to Develop Positive Thinking.
6. **Corporate Communication:** Corporate Communication, Corporate Communication and Marketing Communication, Types of Corporate Communication.
7. **Formal vs. Informal Communication Network:** Formal Communication Network, Informal Communication.
8. **Barriers to Communication:** Semantic Barriers, Physical Barriers, Organizational Barriers, Psychological Barriers, How to Overcome Communication Barriers.
9. **Practices in Business Communication:** Group Communication, Group Discussion, Seminar, Mock Interview, Presentations, Listening.
10. **The Essentials of Effective Communication:** 7c's of Communication, Other Principles of Communication.
11. **Non Verbal Communication:** Kinesics, Proxemics, Physical Context.
12. **Writing Skill:** Writing Skill, Business Writing, You- Attitude, Steps In Effective Writing.
13. **Letter and Memo Writing: Formats:** Functions of Business Letters, Types of Letters, Parts of Business Letters, Format Of Business Letters, How to make Business Letters Effective.
14. **Request Letters:** Approaches to request Letters.
15. **Good News Letters:** Purpose of Good news letters, Organization of Good news letters.
16. **Bad News Letters:** What is bad news letter, purpose of writing bad news letters, the right Attitude, Drafting news message.
17. **Persuasive, Sales and Collection Letters:** Types Of Persuasive Letters, Purpose Of Persuasive Letters, How to Persuade Others, Approach to Persuasive letters, Most Common Forms Of Persuasive Letters, Letters Applying Or Offering For Agency.
18. **Memo Writing:** Memo, Memo Format, How to write effective Memos.
19. **Report Writing:** Meaning of Business Report, Types of Reports, Importance of Reports, Essentials of Good Business Report, Steps in Business Report Writing, Structure of Reports.
20. **Speeches and Presentations:** Characteristics of a good speech, How to make Effective Speech, Presentations, Support, Speech, Sales Presentation.
21. **Listening:** Importance of Listening, Types of Listening, and Barriers to effective Listening.
22. **Interviewing Skill:** Types of Interview, Staging and conducting effective interviews, conducting the Interview, Information Gathering Interviews, Selection Interview.
23. **Resumes and Job Application:** Job Application Letters, Writing Solicited Letters, Resume Writing.
24. **Modern Forms of Communication:** Facsimile (FAX), Video Conferencing, Electronic, Electronic Mail (E-Mail).
25. **SWOT Analysis:** SWOT Analysis and Communication, use of SWOT analysis by organizations

## PRODUCTION AND OPERATION MANAGEMENT

- 1. Work Study:** Method Study-Process Chart, Flow Process Chart, Flow Diagram, Man and Machine Chart and Two Handed Chart. Work Measurement- Time Study, Tools and in Time Study, Performance Rating, Allowance and Use of Some Time Standards, Time and Motion Study. Principles of Human Motion Economy (Introduction to Ergonomics).
- 2. Plant Layout and Material Handling:** Concept of Plant Layout. Types of Layout (Process, Product and Combination Type); Their Characteristic; Merits and Demerits. Factors Affecting Plant Layout. Work Station Design; Factors Considered in Designing a Work Station. Introduction and Functions of Material Handling. Selection of Material Handling Equipment for Different Equipment.
- 3. Production Planning and Quality Control:** Types of Production: Job, Batch and Mass Production. Material Planning and Allocation. Process Planning and Process Sheet Inventory Control: Need and Advantages of Inventory Control.
- 4. Inspection and Quality Control:** Inspection. Need and Planning for Inspection. Types of Inspection. Role of Operator and Inspector in Inspection. Quality Control and Quality Assurance. Meaning and Need for Quality Control. Statistical Quality Control. Acceptance Sampling (Single and Sequential Sampling Plans). Control Charts for Variables and Attributes, Interpretation of Patterns in Control Charts, O.C. Curves.

Concept of TQM. Machine Capability Studies.

5. **Standards and Codes:** National and International Codes. ISO-9000, Concept and its Evolution and Implications.
6. **Repair and Maintenance:** Objectives and Importance of Maintenance. Different Types of Maintenance. Nature of Maintenance Problem. Range of Maintenance Activities. Schedules of Preventive Maintenance. Advantage of Preventive Maintenance.
7. **Cost Estimation:** Introduction and Functions of Cost Estimation. Estimation Procedure. Estimation of Costs and Ladder of Costs. Depreciation, Methods of Calculating Depreciation. Overhead Expenses and Distribution of Overhead Expenses Calculation of Cost of Machining and Metal.

**Value Engineering:** Concept of Value Engineering and Techniques

## MARKETING MANAGEMENT

1. **Introduction to Marketing:** Marketing: Definition, Key Concepts and Trends; Marketing Environment; Marketing Strategy: Market Segmentation, Target Marketing Selection and Marketing Mix.
2. **Consumer Behavior:** Consumer Behavior: Customer Decision Making Framework, Buying Process; Customer Satisfaction; Customer Relationship Marketing; The Product: Meaning, Levels, Product Mix Decisions, Product Life Cycle, New Product Development; Pricing: Objectives and Strategies.
3. **Promotion and Distribution:** Marketing Information System and Marketing Research; Promotion: Meaning, Types and Strategies; Channel Management, Supply Chain Management, Sales- Force Management and Process of Personal Selling.
4. **Global Marketing:** Contemporary Issues in Marketing: Green Marketing; Global Marketing; Retailing in India; Brand Management; Competitive Strategies; Customer Loyalty

## BUSINESS ETHICS

### **Unit 1: BUSINESS ETHICS**

Introduction – Meaning - Scope – Types of Ethics – Characteristics – Factors influencing Business Ethics – Importance of Business Ethics - Arguments for and against business ethics- Basics of business ethics - Corporate Social Responsibility – Issues of Management – Crisis Management

### **Unit 2: PERSONAL ETHICS**

Introduction – Meaning – Emotional Honesty – Virtue of humility – Promote happiness – karma yoga – proactive – flexibility and purity of mind.

### **Unit 3: ETHICS IN MANAGEMENT**

Introduction – Ethics in HRM – Marketing Ethics – Ethical aspects of Financial Management – Technology Ethics and Professional ethics.

### **Unit 4: ROLE OF CORPORATE CULTURE IN BUSINESS**

Meaning – Functions – Impact of corporate culture – cross cultural issues in ethics

## Unit 5: CORPORATE GOVERNANCE

Meaning, scope, composition of BODs, Cadbury Committee, various committees, reports on corporate governance, scope of Corporate Governance, Benefits and Limitations of Corporate Governance with living examples.

### SKILL DEVELOPMENT

1. State the arguments for and against business ethics
2. Make a list of unethical aspects of finance in any organization
3. List out ethical problems faced by managers
4. List out issues involved in Corporate Governance.
5. List out unethical aspects of Advertising

## MANAGEMENT INFORMATION SYSTEM

- 1. Introduction to Information System in Business:** Organization, Management and Network Enterprises Information system in enterprises, Information system, Organization, Management and Strategy: The changing role of Information system in organization, Decision making, business strategy.
- 2. Computer Hardware and Computer software, Telecommunications, Categories of computer and Computer system, what is software, System software telecommunication and Networks.**
- 3. Information System for Managerial Decision Support, Managing Knowledge:** Knowledge Management in organization, Information and Knowledge work system. Group Discussion Support System(GDSS), What is GDSS, Characteristics of GDSS.
- 4. Enterprise and Global Management:** Redesigning the Organization with Information System: Business Process reengineering and Total Quality Management. Management international Information system: The Growth of international information system, Organizing international information system, Managing global system.

<b>MBA Final Year</b>	
1	Financial Management
2	Research Methodology
3	Organization Behaviour & Management Processes
4	Total Quality Management
<b>Candidate are required to choose any two group of the following</b>	
5	<p><b>Group – I {Management Studies - Marketing}</b></p> <ul style="list-style-type: none"> <li>• Advertising Management</li> <li>• Marketing Communication</li> <li>• Marketing of Services</li> </ul>
	<p style="text-align: center;"><b>Group – II{Management Studies - Finance}</b></p> <ul style="list-style-type: none"> <li>• Corporate Taxation Planning</li> <li>• Financial Engineering</li> <li>• Security Analysis &amp; Portfolio Management</li> </ul>
	<p style="text-align: center;"><b>Group – III{Management Studies – Human Resource Management}</b></p> <ul style="list-style-type: none"> <li>• Management of Industrial Relations</li> <li>• Compensation Management</li> <li>• Human Resources Planning and Development</li> </ul>

## FINANCIAL MANAGEMENT

- 1. Stock Exchange:** Definition, Market Participants, The Role of Stock Exchanges, Corporate Governance, Trading in stock Exchanges, AMEX, NASDAQ, LSE, NYSE, FSE, PSE, TSE, SSE, Madrid Stock Exchange.
- 2. Indian Stock Exchange:** Bombay Stock Exchange: BSE Sensex, Sensex Milestones, National Stock Exchange: Innovations, Indices, Mission, Logo, Corporate Structure, Board of Directors, Committee on Trade Issues(COTI), Capital Market Segment.
- 3. Capital Market:** Types of Market, The Primary Stock Market, Beneficial Effects of Primary Market, Secondary Stock Market, Process of Purchase/ Sales of Shares, Bodies Regulating Share Market, what is SEBI? Advantages of Listing on stock Exchange.
- 4. Investment Management:** Investment Concepts, Investment objectives, Investment Alternatives, Investment Process, Equity, Investment Strategies, Fundamental Analysis/Equity analysis, Industry Cycle, The Annual Report, Profit and Loss Ratios, Stock Utilization.
- 5. Technical Analysis:** Introduction, DOW Theory, Basic Principles of Technical Analysis, Different types of Charts, Charting: Support and Resistance, Trading Guidelines, Uptrend and Downtrend Psychology, ELLIOT's Wave Principle, Moving Averages, Trading with MovingAverages.
- 6. Analysis of any listed company:** Company Background, shareholding Pattern, Corporate Announcement.

## “RESEARCH METHODOLOGY”

- UNIT 1: Introduction to Research Methodology – Meaning, Objectives, Significance of Research inManagement: Importance and scope of Research Methodology.
- UNIT 2: Research Process- Defining Research Problem; Setting of Hypothesis; Research Design –Exploratory, Descriptive and Experimental Research Designs.

- UNIT 3: Sampling Design – Steps in Sampling Design; Criteria of Selecting a Sampling Procedure, Characteristics of Good Sample Design; Types of Sample Design.
- UNIT 4: Measurement & Scaling; Questionnaire Design; Data Collection – Primary and Secondary data; Observational and Survey Methods; Processing of Data – Editing, Coding, Classification, Tabulation of data.
- UNIT 5: Analysis and Report Writing – Selection of Appropriate Statistical Techniques; One Sample Parametric Test for Hypothesis testing – T-test, Chi – Square test; Introduction to Nonparametric Test; One – way ANOVA; Report writing.

**Subject Name: ORGANIZATIONAL BEHAVIOR & MANAGEMENT PROCESSES**

1. **Introduction:** Emergence, Concepts, Importance, Nature, Characteristic, Models, Cognitive, Behaviorist, Social Cognitive Framework, Relationship with Other Fields.
2. **Perception:** Nature, Concept, Process and Importance.
3. **Attitude:** Concept, Process, Importance, Attitude Measurement.
4. **Personality:** Concept, Nature, Types and Theories.
5. **Learning:** Concept and Theories.
6. **Work Motivation:** Concept, Application, Principles Theories Involvement, Theories of Motivation: Maslow's Need Hierarchy, Herzberg Theory of Motivation.
7. **Group Dynamics:** Definitions Types of Groups, Stage of Group Development, Group Characteristics, Group Structure, Groups Norms and Group Cohesiveness, Group Decision- Making.
8. **Leadership:** Definition and Framework of Leadership Perspectives, Leadership Theories and Models: Traits Theories, Behavior Theories, Leadership Styles, Nature of Conflict, Reactions of Conflict, Managing Conflict.
9. **Organizational Change:** Forces of Change, Process for Planned Organizational Culture, Globalization and Organizational Cross Cultures, the Emergence of Global Organization.

**Subject Name: TOTAL QUALITY MANAGEMENT**

1. **Introduction:** Definition of Quality, Dimension of Quality, Quality Planning, Quality Cost- Analysis Techniques for Quality Costs, Basic Concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership - Concepts, Role of Senior Management, Quality Council, Quality Statements, strategic Planning, Deming Philosophy, Barriers to TQM Implementation.
2. **TQM Principle:** Customer satisfaction- Customer Perception of Quality, Customer Complaints, Service Quality, Customer retention, Employee Involvement - Motivation, Empowerment, Terms, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership - Partnering Sourcing, Supplier Selection, Supplier rating, Relationship Development, Performance Measures- Basic Concepts, strategy, Performance Measure.
3. **Statistical Process Control(SPC):** The Seven toils of Quality, Statistics Fundamentals - Measure of Central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for Variables and attributes, Process Capability, Concept of six Sigma, New Seven Management Tools.
4. **TQM Tools:** Benchmarking - Reasons to Benchmark Process, Quality function Deployment(QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total productive Maintenance (TPM) - Concept, Improvement Needs. FEMA - Stages of FEMA.
5. **Quality System:** Need for ISO 9000 and other quality Systems, ISO 9000:2000 Quality System- Elements, Implementation of Quality System, documentation, Quality Auditing QS9000, ISO14000 - Concept, Requirements and Benefits.

## **Management Studies – Marketing Group**

**Subject Name:** ADVERTISING MANAGEMENT

1. **Advertising Strategy:** Strategies Role of Advertising, Advertising and Brand Advertising, Brand Concept, Segmentation and Advertising Strategy, Advertising and

Non-Profit Marketing, Positioning and Consumer Benefit, Advertising and Repositioning Strategies Advertising Communication for Brands.

2. **Advertising Research:** Types of Advertising Research, Role of Research in Advertising, Development of Professional Advertising research, Uses of Advertising Research, Meaning or Measurement in Advertising Research.
3. **Advertising Brands:** Advertising Promotion and Cultural Interpretation, Differing Cultural Practices of Communication, Internationalization of Marketing, Cultural Difference and Business Behavior, Converging Cultures Debate, Economic Scope and Control of Brand Image, Marketing Communication, Role of Advertising, Standardized Global Advertising Campaigns, Advertising in Asian Economies, Advertising and Promotion in Malaysia, Japanese ads Consumer Individualism, Advertising in Thailand, Promotional Management in a Global Context.
4. **Advertising and Ethics:** Advertising and Ethical Controversy, Controversial Advertising, Advertising's Economic Function, Infantilism in Brand Advertising, Social Role of Brand Recognition, Historical Status of Advertising, Theorizing Advertising and Promotion, Strong and Weak Theories of Advertising Concept, Advertising Text and Context, Advertising and Semiotics.
5. **Advertising and Promotion:** Advertising Agencies and Professional Disciplines of Marketing  
Communication, Evolution of Advertising Agencies, Character of Advertising agency Work, Agency Brands, Account Team Roles, The Client and the Agency, Creative Advertising Development Process, Strategy: Marketing and Communication Issues, Tracking Campaign Effectiveness, Prompted and Unprompted Awareness Surveys.

**Subject Name: MARKETING SERVICES**

1. **Understanding services marketing:** Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system.
2. **Customer Relationship Marketing:** Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.
3. **Services market segmentations:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.
4. **Creating value in a competitive market:** Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.
5. **Pricing strategies for services:** Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.
6. **Service promotion:** The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.
7. **Planning and managing service delivery:** Creating delivery systems in price, cyberspace and time The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.

8. **Marketing plans for services:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

## Management Studies – Finance Group

### Subject Name: CORPORATE TAXATION PLANNING

1. **Tax Planning:** Strategy, Value-Adding, Tax Management in Action.
2. **Legal Entity:** Strategy, Anticipation and Timing Issues, Value-Adding, Negotiating, Transforming, Entity Choice, Specialized Legal Forms.
3. **New Venture:** Internal Financing, Debt Versus Equity, Value Adding for Risk, Negotiating, Anticipation, Transactions Cost Effects on Value-Adding.
4. **New Products:** New Products and Product Improvement, Strategy, Anticipation Savant and Research and Development.
5. **Employee Tax Planning:** Executive Compensation, Non-Executive Employee Compensation, Perquisites, Pension and Profits Sharing Plans, Current and Deferred Compensation, Limits on Deductibility on Executive Compensation, Stock options, Management Bonus Plans, Consultant Interview.
6. **Market Penetration:** State and Local Taxation, Manipulation of Plant, Production Platforms, Sales and Use Taxes Abatements, Subsidies, and Other Local Costs.
7. **Operations Management:** Design and Process, Inventory Methods, Plant versus People.
8. **Financing and Tax Planning:** Operating Earning, Sale of Operating Assets, Sale of Investment, Short-Term Borrowing, Accounts Receivable, Decrease in Dividends, Stock Dividends, Stock Buy Backs, Using Employee Stock Ownership Plans, Receipt of Dividends from Subsidiaries.

### Subject Name: FINANCIAL ENGINEERING

1. **Concepts of Financial Engineering:** Markets, Market Makers, Mechanics of Deals, Market Conventions, Instruments, Positions, the Syndication Process.
2. **Cash Flow and Forward Contracts:** What is a Synthetic?, Forward Contracts, Currency Forwards, Synthetic and Pricing, A Contractual Equation, Applications, Futures.
3. **Swap Engineering:** Applications, the Instrument Swaps, Type of Swaps, Uses of Swaps, Mechanics of Swapping new Issues, Some Conventions, and Currency Swaps Versus Fx-Swaps.
4. **Repo Market Strategies:** What is Repo? , Types of Repo, Repo Market Strategies, Synthetic Using Repos.
5. **Pricing Tools:** Pricing Approaches, Framework, an Application, Implications of the Fundamentals Theorem Using Repos.
6. **Fixed Income:** A Framework for Swaps, Term Structure Modeling, Term Structure Dynamic, Measure Change Technology, an Application, In arrears Swaps and Convexity, Cross-Currency Swaps, Differential (Quanto) Swaps.

### Subject Name: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

## **1. Asset Allocation:**

- ✓ Individual Investor Life Cycle
- ✓ Life Cycle Net worth and Investment Strategies
- ✓ Life Cycle Investment Goals
- ✓ The Portfolio Management Process
- ✓ Need for a Policy Statement
- ✓ Input to the Policy Statement
- ✓ Importance of Asset Allocation

## **2. Securities Markets:**

- ✓ What is a Market
- ✓ Functions of Security Market
- ✓ Specific Functions of Security Market
- ✓ Primary Market
- ✓ Characteristics of a Good Market
- ✓ Primary Capital Market
- ✓ Secondary Financial Market
- ✓ Regional Exchange and the Over the Counter Market
- ✓ Detailed Analysis of Exchange Markets
- ✓ Change in the Securities Markets
- ✓ Evidence and Effect of Institutionalization

## **3. Securities Markets Indicator Series:**

- ✓ Uses of Security Market Indexes
- ✓ Stock Market Indicator Series
- ✓ Price-Weighted Series
- ✓ Market Value Weighted Series
- ✓ Un-weighted Price Indicator Series
- ✓ Annual Security Risk>Returns and Correlations

## **4. Portfolio Management:**

- ✓ Some Background Assumptions
- ✓ Markowitz Portfolio Theory

## **5. Analysis of Financial Statements:**

- ✓ Major Financial Statements
- ✓ Purpose of Financial Statement Analysis
- ✓ Analysis of Financial Ratios
- ✓ Computation of Financial Ratios
- ✓ Evaluating Internal Liquidity
- ✓ Evaluating Operating Performance
- ✓ Risk Analysis
- ✓ Financial Risk
- ✓ Analysis of Growth Potential
- ✓ Comparative Analysis of Ratios
- ✓ Analysis of Non-u. S. Financial Statement
- ✓ The Quality of Financial

Statement Specific Uses of Financial Ratios

## Management Studies – HRM Group

**Subject Name:** MANAGEMENT OF INDUSTRIAL RELATIONS

### **1. Introduction to Industrial Relation Management**

- ✓ Industrial Relations
- ✓ Causes of Industrial Disputer results in Bad Industrial Relation
- ✓ Improvement of Industrial Relations
- ✓ Definition of industrial relation
- Some important terms used in Industrial Relations

### **2. Concepts and Determinants of Industrial Relations**

- ✓ Concepts determinates of Industrial Relation
- ✓ Determination of Good Industrial Relation
- ✓ Industrial Relation Development
- ✓ Industrial Relations in India

### **3. Managing Industrial Relations Changes and Productivity**

- ✓ P.M and H.R.M - Industrial Relation
- ✓ Status of Trade Unions
- ✓ Industrial Relation and productivity
- ✓ Productivity

### **4. Industrial Relation and Technology**

- ✓ Effective Communication System and I.R Management

### **5. Industrial Relation and Labor Organization**

- ✓ International Labor Organization

### **6. Trade Union**

- ✓ Characteristics of Trade unions
- ✓ Nature and Scope of Trade unions
- ✓ Purpose of Trade unions
- ✓ Historical evolution of Trade union in India
- ✓ Trade unions Growth
- ✓ Functions of Trade Unions
- ✓ Structure of Trade unions in India

### **7. Industrial Relations, Trade unions and its Conflicts**

- ✓ Registration of Trade unions
- ✓ Penalties and Procedure
- ✓ Unionization in India Context
- ✓ Recognition of a union
- ✓ Right and Responsibilities of Register unions
- ✓ Multiplicity of Trade union
- ✓ Causes of Conflicts
- ✓ Industrial Relation

### **8. Counseling- Methods and Problem**

- ✓ Employee Counseling
- ✓ Counseling in Industry
- ✓ Objectives
- ✓ Need for Counseling
- ✓ Functions of Counseling
- ✓ Types, Methods and Process of Employee Counseling
- Types of Problem For Employee Counseling

### **9. Industrial Relations and Strategy**

- ✓ Factors affecting employee relations strategy
- ✓ IR-strategy
- ✓ Collective bargaining

### **10. Worker Development and Worker's Participation**

- ✓ At one Extreme
- ✓ At the other extreme
- ✓ Human Resource development approach
- ✓ Workers Participation in Management
- ✓ Need of Worker's Participation
- Objective of Workers
- Workers Participation in management in India

### **Subject Name: COMPENSATION MANAGEMENT**

- 1. Introduction:** Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.
- 2. Managing Compensation:** Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy.
- 3. Variable Pay and Executive Compensation:** Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.
- 4. Managing Employee Benefits:** Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services-designing a benefits package.

**Subject Name: HUMAN RESOURCES PLANNING AND DEVELOPMENT**

1. Macro Level manpower Planning and Labor market Analysis - Organizational Human Resource Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.
2. Models and Techniques of manpower demand and supply forecasting-- Behavioral Factors in HRD -- Wastage Analysis . Retention -- Redeployment and Exit Strategies.
3. Career Management, Career Planning and Career Development.
4. Performance Planning -- Potentials Appraisal -- HRD Climate.
5. Human Resource Information System -- Human Resource Accounting.