PGDM-4th Semester

S.No	Subject Code	Subject Name	Credit	Evaluation Scheme				EE	TOTAL
				Sessional Exam					
				CT	TA		Total		
1.	CC 19	Business Ethics & Corporate Governance	2	20	20		40	60	100
2	CC 20	Entrepreneurship Development	2	20	20		40	60	100
3	CC 21	Cyber Security	2	20	20		40	60	100
4	RPV 02	Dissertation Research Report + Viva Voce	2	-	-		100	100	200
6	GP 02	General Proficiency	1	-	-		-	100	100
7		Major Specialization Group Elective 4	5	40	20		60	80	140
8		Major Specialization Group Elective 5	5	40	20		60	80	140
9		Minor Specialization Group Elective 3	5	40	20		60	60	120
Total			24	180	120		400	600	1000

CT- Class Test

TA- Teachers Assessment

EE- External Examination

Elective Groups for IV Semester

For major specialization, student will select all two (02) elective subjects from that group and for minor specialization; student will select any one (01) elective subjects from that group.

Specialization Group : Marketing

S. No	Subject Code	Name of the subject
1	**MK 04**	Service Marketing
2	**MK 05**	Integrated Marketing Communication

Specialization Group : Human Resource

S. No	Subject Code	Name of the subject
1	**HR 04**	Training for Development
2	**HR 05**	Negotiation & Conflict Management

Specialization Group : Finance

S. No	Subject Code	Name of the subject
1	**FM 04**	Management of working Capital
2	**FM 05**	Indian Derivative Markets

Specialization Group : International Business

S. No	Subject Code	Name of the subject
1	**IB 04**	Trading Blocks & Foreign Trade Frame Work
2	**IB 05**	Cross Cultural Management

Specialization Group : Information Technology

S. No	Subject Code	Name of the subject
1	**IT 04**	Data Base Management System
2	**IT 05**	System Analysis & Design

CC 19 BUSINESS ETHICS & CORPORATE GOVERNANCE

Course Credits: 2   **Total Hours: 25**

Course Objective:
- To introduce the concept and importance of corporate governance
- To introduce the concept and importance of business ethics
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

Unit 1   **(6 Hours)**
Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India.

Unit 2   **(8 Hours)**
Code of Corporate Governance, Audit Committee, Corporate Excellence, Role of Independent Directors, and Protection of Stakeholders, Changing Roles of Corporate Boards with changing times, Corporate Social Responsibility.

Unit 3   **(8 Hours)**
Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Values of Indian Managers; Managerial Excellence through Human Values; Spiritual Values. Modern Business Ethics and Dilemmas, Conflict between personal values and organizational goals.

Unit 4   **(8 Hours)**
Business Ethics: Meaning, Definition, Nature, Importance.
Ethical Dilemma – Ethical Decision Making, Ethical Reasoning, Ethical issues, Ethics Management – Key roles and responsibilities, Benefits of Managing Ethics in Work Place, Code of ethics, Guidelines for developing code of ethics.
Historical Perspective of Ethics – Plato, Aristotle, Benedict Spinoza, Immanuel Kant, Bhagwat Gita, Buddhism, Sufism, Capitalism, Marxism, Socialism, Utilitarianism.

Unit 5   **(8 Hours)**
Institutionalizing of Ethics, Traditional view, Contractual theory, Stake-holders' theory, The Regulatory and voluntary actions. Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology. Ethics and Information Technology.

Course Outcomes:
- Have an insight into various concepts & cases related to Corporate Governance

- To know more about the changing roles of corporate towards CSR
- Gain a deeper understanding of the various aspects, factors related to role of ethics in Business.
- To get deep knowledge about the historical perspectives of ethics and its relation to business.
- Adopt the ethical implications in various fields of management.

Suggested Readings:
1. A C Fernando – Business Ethics & Corporate Governance, 2e, Pearson
2. Ghosh –Business ethics and corporate governance, McGraw-Hill
3. Kumar- Corporate Governance, Oxford University Press
4. Mandal – Ethics in business and corporate governance, 2e, McGraw-Hill
5. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
6. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
7. Mohapatra, Sreejesh- Case Studies in Business Ethics & Corporate Governance, 1e, Pearson

CC 20 ENTREPRENEURSHIP DEVELOPMENT

Course Credit: 2   **Total Hours: 25**

Course Objective:
- To provide basic understanding of entrepreneur ship concept, functions of entrepreneurs, and problems faced by them in the real world.
- To impart understanding of basic entrepreneurial skills and knowledge, and acquaint them with special forms of entrepreneurial trends.
- To expose students to the entrepreneurial environment, creating awareness of business opportunities, and familiarizing them with formal practices in effective business plan formation.
- To provide insights to students on entrepreneurial opportunities, government support services and government policies.
- To familiarize students with SME sector activities, venture capital financing and international entrepreneurial opportunities.

Unit 1   **(8 Hours)**
Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Evolution of entrepreneur, Entrepreneurship, concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur, advantages of becoming an entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs,common mistakes in entrepreneurship, and changing role of entrepreneur.Women enterprises, social, and rural entrepreneurship.

Unit 2   **(9 Hours)**
Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Financing of small scale industries in developing countries. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit 3   **(8 Hours)**
Developing Entrepreneurial Mind-set: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: roles and process; idea to business opportunity. Entrepreneurial motivation, meaning of entrepreneurial competencies, major entrepreneurial competencies, developing entrepreneurial competencies. Opportunity assessment, business opportunities in various sectors, challenges of new venture start-up, reasons for failure; how to begin with low investment.

Unit 4   **(6 Hours)**
Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan**,** components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic-analysis, financial analysis, market-, and technological feasibility.

Unit 5   **(5 Hours)**
Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

Course Outcome:
- There will be ability tounderstand the context of entrepreneurial activities so as to undertake them in due course of time.
- There will be ability tofocus on key strengths and potentials that students can convert into entrepreneurial competencies for their future careers.
- They shall be able toidentify future business opportunities indifferent business environments and plan a business process.
- They will be able toidentify and seek help from different levels and types of state and national level agencies.
- They will be able to apply their entrepreneurial capabilities in the SME sector, deploy knowledge of venture capital financing and exposure to international entrepreneurial opportunities.

Suggested Readings:
1. Holt, David H., Entrepreneurship: New Venture Creation, Person.
2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
3. Kumar, Arya; Entrepreneurship; Pearson Education.
4. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing 2. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
5. Hisrich, D. Robert, Peters, Michael P. and Shepherd, Dean A.; Entrepreneurship; McGraw-Hill Education .
6. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.

CC 21 CYBER SECURITY

Course Credit: 2   **Total Hours: 25**

Course Objective:
- To provide an understanding the need for information and information system security.
- To help student grasp knowledge about various security threats.
- To understand the need of security on digital platforms
- To learn about the techniques that provides Information security.

Unit 1   **(5 Hours)**
Introduction to information systems,Types of information Systems, Development of Information Systems, Introduction to information security, Need for Information security, Threats to Information Systems, Information Assurance, Cyber Security, and Security Risk Analysis.

Unit 2   **(8 Hours)**
Application security (Database, E-mail and Internet), Data Security Considerations-Backups, Archival Storage and Disposal of Data, Security Technology-Firewall and VPNs, Intrusion Detection, Access Control. Security Threats -Viruses, Worms, Trojan Horse, Bombs, Trapdoors, Spoofs, E-mail viruses, Macro viruses, Malicious Software, Network and Denial of Services Attack, Security Threats to E-Commerce- Electronic Payment System, e-Cash, Credit/Debit Cards. Digital Signature, public Key Cryptography.

Unit 3   **(7 Hours)**
Developing Secure Information Systems, Application Development Security, Information Security Governance & Risk Management, Security Architecture & Design Security Issues in Hardware, Data Storage & Downloadable Devices, Physical Security of IT Assets, Access Control, CCTV and intrusion Detection Systems, Backup Security Measures.

Unit 4   **(5 Hours)**
Information Security Standards-ISO, IT Act, Copyright Act, Patent Law, IPR. Cyber Laws in India; IT Act 2000 Provisions, Intellectual Property Law: Copy Right Law, Software License, Semiconductor Law and Patent Law.

Course Outcome:
- Students will gain knowledge about the various security threats online and offline that may harm their information and information systems.
- Students will gain knowledge about the various ways and techniques through which they may protect their information.
- The knowledge of the subject will enable student to protect their organizations information.
- Students will gain knowledge about the various law related to field of IT.

Suggested Readings:
1. Charles P. Pfleeger, Shari LawerancePfleeger, "Analysing Computer Security", Pearson Education   India.
2. V.K. Pachghare, "Cryptography and information Security", PHI Learning Private Limited,

Delhi India.

3. Dr. Surya Prakash Tripathi, Ritendra Goyal, Praveen kumarShukla," Introduction to Information Security and Cyber Law" Willey Dreamtech Press.
4. Schou, Shoemaker, "Information Assurance for the Enterprise", Tata McGraw Hill.
5. CHANDER, HARISH," Cyber Laws and It Protection", PHI Learning Private Limited, Delhi, India

Course Credit: 5   **Total Hours: 40**

Course Objective:
- To develop an understanding of the basic concepts and issues in service marketing.
- To build a working service marketing vocabulary so as to understand and discuss marketing concepts in business settings.
- To learn about key characteristics of service and service processes, customer service experiences, the role of internal stakeholders in service delivery, and organizational challenges of managing service.
- To strengthen the ability to justify and support decisions through information acquisition and management.
- To provide an understanding of how service customers determine value in a service exchange and how this translates into a satisfied customer base.

Unit 1
Introduction to services marketing: **(8 Hours)**
Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, Differentiation.

Unit 2
Understanding consumer behavior and service design: **(7 Hours)**
Understanding Consumer Behavior: Services vis-à-vis goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services. Service Development Design & Standards: New Service Development Process – Basic service to potential service, Customer Defined Service Standards, Demand and Capacity Management.

Unit 3
Delivering, pricing and managing service promise: **(7 Hours)**
Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries, Service process – Blue printing – Physical evidence. Pricing of Services: Pricing Considerationsand Strategies, Revenue Management. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

Unit 4
Service performance: **(7 Hours)**
Evaluating Success of Service Offering: Service quality and measurement, Complaint handling, Recovery management, Service Guarantees. Role of CRM, The Gaps Model Of Service Quality.

Unit 5
Overview of current trends in service industries: **(7 Hours)**
Understanding of Current Trends in Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT enabled Services), Travel & Tourism, e-Services and Professional Services.

Course Outcome:
- Understand and explain the nature and scope of services marketing;
- Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence;
- Be able to identify critical issues related to service design, such as identifying and managing customer service experience, expectations, perceptions and outcomes
- Provide a theoretical and practical basis for assessing service performance using company examples;
- Identify and discuss characteristics and challenges of managing service firms in the modern world

Suggested Readings:
1. Services Marketing, Zeithaml Valerie and Mary Jo Bitner, Gremler & Pandit, Tata McGraw Hill.
2. Services Marketing, Lovelock, Christopher. PrenticeHall.
3. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill.
4. The Essence of Services Marketing, Adrian Payne. PHI.
5. Services Marketing, Ravi Shankar. Excel Publishing

MK05 INTEGRATED MARKETING COMMUNICATION

Course Credit: 5   **Total Hours: 40**

Course Objective:
- To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
- Help to understand what advertising is and its role in advertising and brand promotion.
- Understand the importance of message design and the creativity involved in message designing.
- Understand the concept of international advertising and media planning and strategy.
- Help in exploration of tools of promotion like sales promotion, publicity, public relation etc.

Unit 1
Marketing Communication: **(6 Hours)**
Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process, Factors contributing to IMC, Role of IMC in branding, IMC Partners, Promotion Mix, Integrating IMC in Marketing Mix, Challenges in IMC.

Unit 2
Advertising Management: **(12 Hours)**
Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, Communication Model with reference to Advertising, AIDA. Advertising campaigns, Fundamentals of Advertising Campaigns, The Creative Brief, Big Idea, Getting Creative to find the Big Idea, Advertising Appeal. Advertising Agencies – their role, functions, organization, Compensation, client agency relationship, Management of Advertising Agencies.

Unit 3   **(10 Hours)**
Ad Budget, Ad Appropriation. Methods of Budgeting. Measuring Effectiveness of Advertisement, Legal and Ethical concepts and issues in Advertising, Advertising Research. Message Design-The Creative concept development; the creative processes of the different forms of IMC; Source of the message, Message integration.

Unit 4
International advertising and promotion: **(10 Hours)**
global vs. local advertising, decision areas in international advertising, role of promotional mix elements in international marketing Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning; Media Strategy; Cross media concept; and media research.

Unit 5
Emerging Concepts and Issues in Marketing Communications: **(12 Hours)**
Programmatic, native advertising, video, mobile, digital, Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising, Advertorials and Infomercials. Public Relations – Types & Tools of PR, Sales Promotion – Different types of Sales Promotion: coupons,

premiums, Contests and sweepstakes, Refunds and rebates, Sampling, bonus packs and price offs, Publicity – Types of Publicity, Personal Selling, Direct marketing, Event Management, Unconventional Promotional methods

Course Outcome:
- Students will learn to apply an IMC approach in the development of an overall advertising and promotional plan
- Students will be able to prepare marketing communication budget.
- Enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign
- Create an advertising strategy that employs appropriate message objectives.
- Students will develop insights into the characteristics of different forms of marketing communications such as advertising, sales promotions, public relations, point-of-purchase communications.

Suggested Reading
1. Kruti Shah & Alan D' Souza: Advertising& promotions an IMC perspective- Mc Graw Hill education
2. George E Belch & Michael A Blelch : Advertising and promotion- An integrated Marketing Communication Perspective-Mc Graw Hill Education
3. Siraj M Joseph &Rahtz Don R: Integrated Marketing Communication – A Strategic Approach, engage Learning
4. Kenneth Clow& Donald Baack: Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
5. Borden &Marshall: Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
6. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
7. Copley Paul: Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication
8. Duncon : Integrated Marketing Communications, Tata McGraw Hill

HR04 TRAINING FOR DEVELOPMENT

Course Credit: 5   **Total Hours: 40**

Course Objective:
The course aims at exposing the learner to the Concept and practices of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. The design of the course aims to provide an experimental, skill- based exposure to the process of planning, organizing and implementing a training system.

Unit 1
Introduction of Training and Development: **(7 Hours)**
Meaning and role of Training and Development; Difference between Training, Development & Education, overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

Unit 2
Training Needs Assessment (TNA):   **(8 Hours)**
Meaning of TNA, Purpose and Methods of TNA, TNA at different levels, the Need Assessment Process – Organizational Analysis, Person Analysis, Task Analysis, Output of TNA.

Unit 3
Learning Theories and Program Design: **(8 Hours)**
Introduction to learning, Learning Theories –Reinforcement Theory, Social Learning Theory, Goal Theory, Need Theory, Expectancy Theory, Information Processing Theory, Process of Learning, Factors considered for designing effective training programs, organizational learning vs. Learning organization.

Unit 4
Design, Conduct & Evaluation of Training Programs: **(6 Hours)**
Areas of training, Types of training, System's Approach to Training, Training Methods, Make or Buy Decision, Designing a training program, contents & scheduling, study material, selecting a trainer, deciding method of training, Costing & Training Budget, Types of Teaching Aids in Training, Training Evaluation & Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model.

Unit 5
Executive Development: **(7 Hours)**
Importance of Executive Development, Steps in the organization of a Management Development Program/ Executive Development Program, Methods and Techniques of Management Development Program, Training & Development in Indian Industry, Special Issues in Training & Development – Legal Issues, Cross Cultural Preparation, Managing Workforce Diversity, Sensitivity Training, Succession Planning.

Course Outcome:

- The field of Training and Development and its role in optimizing performance.
- Applying theoretical concepts and models to training design.
- Designing training interventions using a variety of methodologies.
- Evaluating the effectiveness of training & development interventions.
- Assessing whether training & development is a viable career option for them.

Suggested Readings:

1. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, 5th Edition, 2012.
2. Rao VSP, Human Resourse Management, Excel Books Publication, 3rd Edition. 2013.
3. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
4. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
5. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
6. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

HR05 NEGOTIATION AND CONFLICT MANAGEMENT

Course Credit: 5   **Total Hours: 40**

Course Objectives
- To familiarize the learners with the dynamics of collective bargaining in the Industrial relations environment in the country.
- To impart relevant skills to learners in effective negotiation so as to help them in managing unions effectively.

Unit 1
Introduction to Conflict: **(7 Hours)**
Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution.

Unit 2
Managing Conflict: **(8 Hours)**
Four myths about conflict, Team Conflict, Understanding individual styles for handling Inter Personal Conflict, Cross – Cultural differences in Approaches to Conflict, Importance of Emotional Intelligence.

Unit 3
Understanding Negotiations: **(8 Hours)**
Meaning and Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantages of negotiations, Techniques of negotiation, issues in negotiations. The Negotiation Process – Gaining leverage through power & persuasion: Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and it's effectiveness.

Unit 4
Negotiation Skills for Effectiveness: **(6 Hours)**
Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators

Unit 5
The influence of culture and gender on negotiations: **(7 Hours)**
Understanding cultural differences in negotiation; Hofstede's Cultural Dimensions, GLOBE study on cultural dimensions, Gender issues in negotiations; role of cross-cultural differences in

Negotiations; Seven pillars to negotiation wisdom, International Negotiations, Best practices in negotiations.

Course Outcome:
- Understanding the central concepts of negotiation and conflict.
- Providing experience in the negotiation and conflict management process.
- Effectively diagnosing and planning for different types of negotiation situations.
- Developing negotiating skills and confidence in a variety of contexts.
- Applying theoretical concepts and models to conflict management.

Suggested Readings:
- Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008
- Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5th Edition, 2011
- Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional
- Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill.
- Udai Pareek: Understanding Organizational Behaviour, Oxford Press

FM04 MANAGEMENT OF WORKING CAPITAL

Course Credit: 5   **Total Hours: 40**

Course Objective:
To have a basic understanding of the concept and importance of sound working capital strategies of a firm. To have an understanding of the impact of working capital policies relating to Cash management, inventory and receivables management on firm's profitability. To gain an insight into the sources of working capital financing.

Unit 1
Introduction to Working Capital: **(10 Hours)**
Nature, Scope and Definition of Working Capital, Types of working Capital, Determinants of working capital , Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management.

Unit 2
Management of Cash and Marketable Securities: **(8 Hours)**
Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, Lock Box system and concentration banking, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

Unit 3
Management of Receivables: **(6 Hours)**
Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

Unit 4
Inventory Management: **(7 Hours)**
Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point , ABC Analysis etc.

Unit 5
Working Capital Financing: **(9 Hours)**
Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India with reference to Government policies, working capital control and banking policy- Deheja

study group, chore committee , Tandon Committee. Credit Rating Agencies –Importance, Issues, Difference in credit ratings, Rating methodology and benchmarks, Are Indian Credit Ratings Credible? International credit rating agencies –crisis of confidence?

Course Outcome:
- Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility
- Describe the concept of management of cash and impact working capital requirements.
- Evaluation management of receivables and how shareholders wealth and value of the firm can be maximised.
- Describe the valuation of inventories & its various techniques of management.
- Evaluate various sources of working capital financing & problems confronted by the companies sin the financing their capital.

Suggested Readings:
1. Bhalla V.K - Working Capital management, Text and cases, Anmol Publication, Delhi , 11th edition
2. Rangrajan - Working Capital management, Excel Books
3. Bhattacharya – Working Capital management , 2e, PHI
4. Periasamy - Working Capital Management –Theory & Practice, Himalaya
5. Rustagi - Working capital Management, Taxmann
6. Sharma - Working Capital Management ,Himalaya publication

FM05 INDIAN DERIVATIVE MARKET

Course Credits: 5   **Total Hours: 40**

Course Objective:
This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Unit 1
Introduction to derivatives market: **(8 Hours)**
Definition, Evolution and features of Derivatives, Types of Derivatives, Forward , futures and options market, Forward market transactions , Forward contracts , Forward market in India , Hedging with forwards.

Unit 2
Forwards and Futures: **(8 Hours)**
Forward Contract, features of forward contracts Futures contract , types , functions , distinction between futures and forward , pricing of futures contract, Currency Futures , Hedging in Currency Futures, Speculation and Arbitrage in Currency Futures , Pricing of Futures, Cost of Carry Model , Application of Market Index , Index Futures in the Stock Market , Indian Derivatives Market.

Unit 3
Introduction to Options: **(8 Hours)**
Hedging with Currency Options , Speculation and Arbitrage with Options ,Pricing Options , General Principles of Pricing , Black Scholes option pricing Model Index Options , Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market , Use of different option strategies to mitigate the risk.

Unit 4
Financial Swaps: **(6 Hours)**
 Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps Interest Rate Futures, Forward Rate Agreement.

Unit 5
Exotic options: **(10 Hours)**
Compound, binary, barrier and Asian options, options involving several assets. Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. Value at risk: Normal linear VaR, Historical simulation, value at risk for option portfolios.

Course Outcome:
1. Describe the overview of Indian derivatives market.
2. Understand the working of future and forward market, including implications of arbitrage.
3. Understand the option market using the binomial and Black-Scholes option pricing models
4. Evaluate the working of financial swaps and risk associated with it.
5. Understand the working of exotic options & trading of swaps.

Suggested Readings

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill
2. Financial Derivatives : Theory, Concepts and practices by S.L. Gupta, PHI, 2005.
3. Financial Derivatives by S.S.S Kumar, PHI , 2007
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi, 1997.
5. Sundaram Das, Derivatives Principles and Practice, Tata Mc Graw Hill.

IB04 TRADING BLOCKS & FOREIGN TRADE FRAME WORK

Course Credits: 3   **Total Hours: 36**

Course Objective*:*
To provide specialize knowledge in international trade. The main objective of this course is to familiarize the students with the international trade environment and the special decision variables underlying the discharge of different blocks function in a multinational corporation.

Unit 1   **(8 Hours)**
Legal Framework of International Business Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

Unit 2   **(8 Hours)**
Regulatory Framework of WTO Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

Unit 3   **(8 Hours)**
Implications of WTO to Important Sectors GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Copy Rights, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce. Performance of India's external sector and recent trade reforms , sectoral analysis of India's foreign trade and India's trade basket, trade liberalization in transition economies, India's trade agreement with SAARC , European Unions (EU), US, ASEAN and China, BRICS, OPEC. India's with common wealth countries.

Unit 4   **(8 Hours)**
Regulatory Framework and Taxation Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.

Unit 5   **(8 Hours)**
Indian Laws and Regulations Governing International Transactions FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

Course Outcome:
- Demonstrate the legal framework of international business
- Demonstrate an understanding of the forces that shape the international trades and blocks
- Understand the business and related factors; and business's dependency on the interactions with different international groups.
- Understanding of the regulatory framework and taxation

- Student will understand the Indian laws and regulations for governing international transactions.

Suggested Readings:
1. Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009. Bhagvati J (ed), International Trade , Penguin Books , 2007.
2. Lew, Julton D.M and Clive Stand brook (ed.), International Trade Law and Practice, Euromoney Publications, London.
3. Subarao: "International Business" Himalaya Publishing House, New Delhi.
4. Compulsory Reading: < intellectual property david Bainbridge pearson publication
5. India's Trade statistics, published by CMIE and DGCIS.
6. RBI Annual Reports,
7. Annual Reports of Ministry of Commerce

IB05 CROSS-CULTURAL MANAGEMENT

Course Credits: 3   **Total Hours: 36**

Course Objective:
- To consider the nature of intercultural communication
- To learn to think across cultural differences
- To experiment with different ways of acting in cross-cultural situations
- To reflect on the cultural foundations of economic systems and of organizational practices

Unit 1
Introduction: **(8 Hours)**
Understanding culture: Values, world views and socio-cultural systems What is culture and why is it important? How do people react to cultural differences? Can we measure or graph cultural differences? Is it possible to change a culture? If so, how? What does culture have to do with business? Ways of describing cultural differences, Going International: Factors that promoted Globalization. (Assignment): Come to class with an idea for discussion

Unit 2
Cultural diversity and multicultural teams: **(8 Hours)**
The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture. Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.

Unit 3
Conflict and negotiation: **(8 Hours)**
Gender differences, Gender, multiethnicity, religion, geography Body language, The culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies

Unit 4
Cultural diversity and multicultural teams: **(8 Hours)**
National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams Participatory Strategic Planning and the Technology of Participation Change in corporate culture: the example of quality improvement.

Unit 5
Culture and ethics: **(8 Hours)**
Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's .

Course Outcome:

- Present an overview and analyze different meanings and dimensions of "culture";
- Describe and analyze the impact of culture on business practices;
- Understand negotiation strategies in various cultures;
- Explain how leadership differs across cultures;
- Understand the impact of culture on Human Resource Management

Suggested Readings:
1. Cross culture management by Ms Shobhana Madhavan, Oxford University Press, 2011
2. Eastern and Cross Culture Management by N K Singh , Springer
3. Gannon, Martin J. *Paradoxes of Culture and Globalization*. Sage Publications, 2008.
4. Class notes are available at www.gwu.edu/~umpleby/mgt216
5. For information on group projects see www.gwu.edu/~rpsol/service-learning.

IT04 DATA BASE MANAGEMENT SYSTEM

Course Credit: 5   **Total Hours: 40**

Course Objective:
The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. It is also intended to gives an insight to students about the concept of data mining and warehousing.

Unit 1
Database Management System: **(10 Hours)**
Introduction to database and database management system, Organization and Components of Database Management Systems, Advantages of DBMS. Database Models: Relational Database Model, Network Database Model, Hierarchical Database Model, Semantic Database Model.

Unit 2
Relational Database Design: **(12 Hours)**
Concepts of relational database system, E-R Diagram, Integrity Constraints, Functional dependencies, Concept of Normalisation, Physical Database Design, Decomposition of Relation Schema; Object Oriented Database Design: Characteristics and advantages.

Unit 3
Structured Query Language (Oracle):   **(10 Hours)**
Creating Tables, applying column constraints, Inserting Rows, Views Snapshots, Indexes & Sequences, Cursor, Triggers, Procedures; Uses of inbuilt Functions & Package.

Unit 4
Working with DBMS: **(8 Hours)**
Database Utilities, Security, Objects, Basic Database Administration, Remote Data Access. Distributed Database: Characteristics and Applications.

Unit 5
Data Warehousing: **(10 Hours)**
Characteristics, Functionality and Advantages; Metadata: Concepts and classifications; Data mining Techniques: Introduction of Association, Classification and Clustering techniques; Business Applications of Data Mining: Target Marketing, Risk Management, Customer profiling.

Course Outcome:
- Students will gain Knowledge about the DBMS Technology.
- Students will understand the business application of DBMS.
- Students will gain knowledge of application of DBMS for business process.
- Students will gain knowledge about uses of Data mining techniques.
- students will gain working knowledge of DBMS Software ORACLE.

Suggested Readings:
1. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

2. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill, 1996)
3. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
4. Beynon -Davies P- Database Systems (Palgrave, 2003)
5. Karthikeyan-Understanding Database Management System (Acme Learning)
6. Hoffer - Modern Database Management (Pearson Education, 6th edition)

IT05 SYSTEM ANALYSIS & DESIGN

Course Credit: 5   **Total Hours: 40**

Course Objective:
This course aims at acquainting the students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

Unit 1
Overview of Systems: **(10 Hours)**
System Definition and concepts, System Environments and Boundaries. Real-time and distributed systems, Basic principles of successful systems, Structured System Analysis and Design. Systems Analyst: Role and Need of Systems Analyst. Qualifications and responsibilities. System Analysis as a Profession System Development Cycle: Introduction to Systems Development Life Cycle (SDLC). Various phases of SDLC: Study, Analysis, Design, Development, Implementation, Maintenance. Case Studies.

Unit 2
Systems Planning and Requirement specification: **(9 Hours)**
Basis for Planning in Systems Analysis, Dimensions of Planning, Initial Investigation, Needs Identification. Determining the User's Information Requirements, System Requirement Specification. Feasibility Analysis: Study and Considerations in Feasibility Analysis, Feasibility Report. Case Studies.

Unit 3
Modular and Structured Design: **(14 Hours)**
Module specifications. Top-down and bottom-up design. Module coupling and cohesion. Structure Charts. System Design and Modeling: Process Modeling, logical and physical design, Conceptual Data Modeling: Entity Relationship Analysis, Entity-Relationship Modeling, DFDs, Process Description: Structured English, Decision Tree, Decision Tables. Documentation: Data Dictionary, Recording Data Descriptions. Input and Output: Classification of forms, Input/output forms design. User-interface design, Graphical interfaces. Standards and guidelines for GUI design. Object Oriented Analysis (OOA) and Object-Oriented Design (OOD).

Unit 4
System Implementation and Maintenance: **(8 Hours)**
Planning considerations. Conversion methods, procedures and controls. System acceptance criteria. System Evaluation and Performance. Testing and Validation. Preparing User Manual. Maintenance Activities and Issues.

Unit 5
Information Security: **(9 Hours)**
Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet; Security Risk Management: Intrusion Detection, Disaster Recovery Plan, Cryptography, Authentication, Information Security Policy, Creating a secure environment, Internet Security Standards. Case Studies

Course Outcome:
- Students will understand the Systems and its characteristics.
- Students will gain Knowledge about the Information Systems.
- Students will gain Knowledge of System Development Life Cycle.
- Students will learn to apply the phases of SDLC in business information system development.
- Students will be able to analyze the impacts of information system on business.

Suggested Readings:
1. Roger. S. Pressman. (2009). Software Engineering: A Practitioner's Approach, 7th Edition, Tata McGraw Hill, New Delhi,
2. Kendall, Kenneth E and Julie E. Kendall, (2009). Systems Analysis and Design, 7th Edition, Prentice Hall of India
3. Shah-Software Engineering &SAD(Wiley Dreamtech)
4. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
5. AnkitFadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
6. Singh B –Network Security (PHI Publication, 1st Ed.)