



# SRM

INSTITUTE OF SCIENCE & TECHNOLOGY  
*(Deemed to be University u/s 3 of UGC Act, 1956)*

**SRM INSTITUTE OF SCIENCE AND TECHNOLOGY**

**FACULTY OF MANAGEMENT**

**Ph.D**

**CURRICULUM AND SYLLABUS – 2014-2018**

**FACULTY OF MANAGEMENT  
SRM INSTITUTE OF SCIENCE AND TECHNOLOGY  
SRM NAGAR, KATTANKULATHUR – 603 203**

<b>Subject Code</b>	<b>Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB912	Corporate Restructuring And Governance	3	0	0	3
MB 913	Medical Records Management	3	0	0	3
MB 914	Career Management	3	0	0	3
MB 915	Human Factors In Job Design	3	0	0	3
MB 916	Project Management	3	0	0	3
MB 917	Higher Education	3	0	0	3
MB 918	Emotional Intelligence	3	0	0	3
MB 919	Entrepreneurial Finance	3	0	0	3
MB 920	Project Finance	3	0	0	3
MB 921	Sustainability Management	3	0	0	3
MB 922	Global Transfer Pricing Environment	3	0	0	3
MB 923	Forex Management	3	0	0	3
MB924	Financial Econometrics	3	0	0	3
MB925	Talent Management	3	0	0	3
MB926	Macro Economics	3	0	0	3
MB927	Fixed Income Securities	3	0	0	3
MB928	Entrepreneurship And Leadership	3	0	0	3
MB929	Qualitative Research Methods	3	0	0	3

<b>MB 912</b>	<b>CORPORATE RESTURCTURING AND GOVERNANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES**

- To clarify the concepts of governance and restructuring and their inter relationships.
- To understand the need for restructuring and managing the challenges thereof.
- To relate how restructuring enables good governance in the Indian scenario.

### **UNIT I**

Introduction and clarification of the concepts of corporate governance and financial restructuring- The modern challenges corporate face in the present Indian business scenario - The synthetic picture of corporate governance in transition economies- with an emphasis on its implications for efficiency, taking into account the heterogeneity of managerial skills.

### **UNIT II**

The various regulatory provisions- in the companies Act, Securities regulations Act, Financial restructuring acts- the diversity of firm's restructuring tasks and financial situations and political constraints. Legal reform as an exogenous or an endogenous process influenced by the vested interests created by a country's initial privatization policy- its implications.

### **UNIT III**

Transition from the predominant PSUs to privatization of corporate-MNCs- Dichotomy between the state ownership and private ownership - Broad dynamic effects of privatization- Different privatization policies and different effects on the distribution of economic power, with potentially far-reaching consequences for state capture, law enforcement, tax collection etc.

### **UNIT IV**

Financial restructuring- stock market development, and private sector development. Determinants of enterprise restructuring in transition : economic skills of incumbent managers- need for external finance – degree of firm – independence from government- effects of privatization- Fast giveaways to Dispersed Outsiders / insiders- Top-Down Sales / Bottom up gradual sales to Outsiders -

### **UNIT V**

Corporate governance and efficiency of product competition- problems with state governance problems with disperse share ownership –problems with lack of minority shareholders' protection - access to outside funds- Dynamic Effects of Different Initial Allocations of Economic Power – Transparency and Disclosure of information- Insider Trading- Take over and restructuring .

### **REFERENCE BOOKS:**

1. Gerard Roland, Corporate Governance and Restructuring: Lessons from Transition Economies: [www.rrojasdatabank.info/wbdevecon0](http://www.rrojasdatabank.info/wbdevecon0).
2. Steve Thompson and Mike Wright, Corporate Governance: The role of restructuring transactions, The Economic Journal

(105) May, 1995. PP 690-703, TRoyal Economic Society Blackwell Publishers oxford UK..

- Jayanth Rama Varma, Corporate governance in India: Disciplining the dominant shareholders, IIMB Management Review Bangalore 9(4) 1997 pp 5-18.

<b>MB 913</b>	<b>MEDICAL RECORDS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES**

The objective of the course is to understand the way technology is used to capture medical records

### **UNIT 1**

History And Role Of Medical Records In Health Care Delivery- Various Types Of Medical Records; Forms And Designs And Presentation of the records- Uses of Medical Records- Policies-Legal Aspects Of Medical Records-Developments Of Medical Record Forms

### **UNIT II**

Organization Of Medical Records Dept: Structure, Goals , . Objectives And Functions- Duties And Responsibilities Of Medical Record Officer, Medical Record Technician, Assistant Medical Record Technician. Operational Policies-Working Hours and Shifts Interdependent Relations Of Medical Records Staff And Its Importance.

### **UNIT III**

Medical Records Security-Retention and Disposal of Medical records. Documentation Practices Advantages-Filling And Retrieval Of Records And X-Rays Space And Equipments, Requirement For

Medical Records Department, Movable And Immovable Filing Tracks:  
Merits And Demerits

#### **UNIT IV**

International Classification Of Disease: History And Uses-Design Of ICD And Structure How to Use ICD -Basic Coding Guidelines-Principles And Rules Of Coding-WHO Guidelines-Indexing Of Diseases And Operations-Salient Features Of The Amendments To The Icd-10.Difference Between Icd-9 And Icd-10- Role Of International classification Of Diseases In Managing Electronic Medical Records

#### **UNIT V**

Information Required For Organizing A Medical Record: Department Methods Of Commissioning Of Medical Record Services And Periodical Evaluation Electronic Medical Records: Advantages – Concerns About Medical Records Computerization – Various Sections Of Electronic Medical Record Systems

#### **REFERENCE BOOKS**

- 1.Mogli G.D (2001) Medical Records : Organization And Management New Delhi, Jaypee Brothers
2. G.D Kunders (2004) Hospitals : Facilities , Planning And management. New Delhi: Tata Mcgrawhill
3. Acleson E. D (1967) Linkage Of Medical Records :London:Oxford University Press
4. Benjamin, Bernad.1980. Medical Records, 2nd Edition London : William Heinman Medical Books Ltd
5. <http://www.who.int/whosis/icd10/descript.htm>
6. Electronic Health Records: Understanding and Using Computerized Medical Records (2nd Edition) 2nd Edition, Richard Gartee

7. Electronic Health Records For Dummies 1st Edition, Trenor Williams, Anita Samarth

<b>MB 914</b>	<b>CAREER MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES**

The objective of the course is to help the participants to effectively plan their career and manage it successfully to achieve goal.

#### **UNIT I**

Introduction – What is career management? Definition and Meaning - What is career management and development – Defining the process and purpose - Personal - SWOT Analysis - Self Assessment – Seminar

#### **UNIT II**

Career Planning Strategies - Researching Company/Industry Profiles - Developing Network – Career management for women - Work Life Balance - Seminar

#### **UNIT III**

Written and Oral communication - Communication through resume - How to write an effective resume? Effectively Marketing f to Companies Seminar

#### **UNIT IV**

Plan the changes for the career growth - Writing Cover and Thank-You Letters – Interview Types and Skills - Evaluating and Negotiating Offers – Seminar

## UNIT V

Career management services in the educational institutes and companies - Entrepreneurial Opportunities in the consultancy - Seminar

## REFERENCES BOOKS

1. International Journal of career management. Emerald insight
2. Strategic Career Management, Elsevier India, 2007
3. Career planning in private enterprises concept and Management Techniques, Neha Publishers, 2011
4. College to Career, Ramesh Gopaldaswamy, Pearson Education 2015
5. Managing Career by Discovering your Personality, R.M.Onkar , Schand publishers, 2010

MB 915	HUMAN FACTORS IN JOB DESIGN	L	T	P	C
		3	0	0	3

## COURSE OBJECTIVES

The student will be able to understand the concept of human factors in job design. It consists of occupational health, industrial hygiene, ergonomics and human factors engineering.

## UNIT I

Introduction to occupational health – definitions, importance of occupational health in industries, functional units of occupational health.



## **UNIT II**

Introduction to Industrial hygiene – Definitions, Occupational hazards, Classification of occupational hazards, Evaluation of occupational hazards, Basic control measures for the occupational hazards in the work environment.

## **UNIT III**

Human Factors Engineering - Job Design – Work space design, Static work design, Repetitive task design, Risk assessment and design, physical work capacity,

## **UNIT IV**

Human stress and fatigue, hot and cold workplaces, heat stress, evaluation of heat stress in work environment, heat stress indices, human safety in the work environment.

## **UNIT V**

Introduction to Occupational Ergonomics – Definitions, Manual and material handling, Evaluation of ergonomic strain in the work environment, NIOSH Methods, REBA, RULA studies, postures, Work physiology, anthropometry.

## **REFERENCEBOOKS**

1. Occupational Ergonomics, Mc Graw Hill publications
2. Work Design and Ergonomics, Florida International University, Marc Resnick
3. Human Factors Engineering, Oregon State University, Kenneth Funk
4. Fundamentals of Industrial Hygiene, National safety Council, Chicago
5. Industrial Ergonomics, Texas Tech University, James Smith

6. Human Factors in Systems Design, U.S. Air Force Academy, Chris McClernon
7. Occupational Biomechanics (Ergonomics), University of California at Berkeley, David Rempel
8. ILO Encyclopedia on Occupational health & safety, ILO, Geneva
9. Human-Centered Systems Design, Fall 2005 University of Toronto, Greg Jamieson

<b>MB 916</b>	<b>PROJECT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES**

The scholar to get conceptual clarity in the field of project management in the IT sector; to get in depth knowledge in the process of managing the project in the IT amidst fast changing scenario in the industry; to understand and apply the agile project management techniques for cost saving and on time delivery; to suggest ways and means of improving the software project management practices in the industry.

### **UNIT I**

Project Management concept - Attributes of a project - Project life cycle - The Project Management processes - Benefits of Project Management - Needs Identification - Project selection - preparing a request for proposal - Soliciting proposals - Proposed solutions - Proposal Marketing - Bid/No - Bid Decision - Developing Winning Proposal - Proposal preparation - Proposal contents - Pricing Consideration - Proposal Submission and

Follow - up - Customer evaluation as proposals - Types of contracts - Contract provisions - Case study

## **UNIT II**

Planning - Project Objective - Work Break - down structure - Responsibility Matrix - Defining activities - Developing the network plan - Planning for Information system development - Project Management softwares - Scheduling - activity duration estimates - project start and finish times - Schedule calculation - Case study

## **UNIT III**

The problems in scheduling and the challenges in managing the resources - The problem of status quo - the meaning and the scope of Agile management - the Agile principles and practices - The benefits of agile management - the understanding of agile frame work: an over view of lean, extreme programming and Scrum - Putting agile into action in the given environment.. Managing agile projects incorporating feedback, managing time and cost

## **UNIT IV**

Managing Risks - Risks identification - Risks Assessments - Risks recharge planning - Risks Monitoring - Feasibility - Technical Feasibility - Marketing Feasibility - Socio - Economic Feasibility - Managerial Feasibility and Function Feasibility - Case study

## **UNIT V**

Project Manager - Responsibilities of the Project Manager - Skills at the Project Manager - Developing the skill needed to be a Project Manager - Delegation - Managing Change – Project Team - Project Team development and Effectiveness - Managing team dynamics and communication - Ethical Behaviour conflict on project - problem solving - Time Management - Project Communication

and Personal Communication - Effective listening - Meetings - Presentation - Report - Project documentation and Controlling changes - Types of project organization - Functional type of organization - Matrix organization - Case study.

## REFERENCE BOOKS

1. Mark C Layton, Agile Project management, Wiley, 2013.
2. Samuel J. Mantel JR., Jack R. Meredith, Project Management, Wiley India, Edition 2006.
3. James P. Clemens and Jack GIGO, Effective Project Management, Thomas South - Western, Edition 2007.
4. Larry Richman - Project Management step by step, PHI New Delhi, Edition 2008.
5. Santakki.V.C., Project Management, Himalaya Publishing House, Edition 2006.
6. Bhanesh M. Patel, Project Management, Vikash Publishing House Pvt Ltd, Edition 2008.
7. Project Management, Jack Gido and James P Clements, (Edition 2009) Cenage Learning India pvt Ltd., New Delhi.

<b>MB 917</b>	<b>HIGHER EDUCATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## UNIT I

**Philosophy and Education** - Meaning & Various definitions of education- Meaning & scope of Philosophy- Interrelationship between philosophy & Education- Need of philosophy in life and for Teacher in Practical- Modern Concept of Philosophy: Analysis – Logical empiricism & positive relativism.

## **UNIT II**

**Indian Schools of Philosophy** - Sankhya, Vedic, Buddhist, Jainism, Islamic Traditions- Education Implications of these schools with special reference to the concept of Knowledge, reality & values, methodology, public- Teacher. Relationship, freedom & discipline, Basic Tenets, aims, & objectives, curriculum. Contributions of Vivekananda, Tagore, Gandhiji, Dr. Ambedkar & J.P.Naik, J. Krishnamurthi, Dr. Radhakrishnan, Arbindo to educational thinking.

## **UNIT III**

**Human Values & Education, Intelligence and Creativity** - Meaning of values - Types of various- spiritual, moral, social, aesthetic values- National values as mentioned in the Indian Constitution & their educational implications.- Nature of Intelligence – academic intelligence- Emotional intelligence- Social Intelligence- Creative Intelligence- Practical intelligence

## **UNIT IV**

**Globalization and Education**-Nature of Globalization- GATS, WTO; Social, Economic, Cultural, Political- Nature of Indian Education System- Merits, Demerits- Globalization and Challenge before Education at different levels- Globalization: Development and Education - Restructuring education at different levels due to Globalization. - Institutional Restructuring  
- Curriculum Restructuring

## **UNIT V**

### **Quality Management in Education, Educational Supervision**

Meaning and importance of Quality- Quality in Higher Education- Accreditation Concept- Meaning, parameters.- Role of NAAC- Supervision as service activity- Supervision as process and functions- Supervision as educational leadership- Modern Supervision: New

trends and techniques and planning, controlling in service training-  
 Functions of a supervisor, Defects in existing system of supervision,  
 Remedies.

**REFERENCE BOOKS:**

1. A Sociological Approach to Indian Education (Vinod Pustak mandir, Agra 2, by S.S. Mathur)
2. Mangal S.K
3. Advanced Educational Psychology; New Delhi, Prentice Hall of India Pvt,Ltd;193 Moully George J :
4. Psychology of teaching botton Allyn & Decan Inc.
5. Management in Education- Namita Roy chaudhary A. P.H. Publishing Corporation, New Delhi.
6. Educational Planning and Management Premila Chandrasekaran, sterling Publication Pvt. Ltd.
7. William Taylor – Society and the Education of Teachers, Faber 7 Faber
8. New Era in Teacher Education, Dr. G. Chaurasia- Sterling Publishing Pvt.,Ltd.

<b>MB 918</b>	<b>EMOTIONAL INTELLIGENCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**UNIT I**

INTRODUCTION TO EMOTIONAL INTELLIGENCE Meaning of Emotions, Emotional Intelligence- Importance- Models of Emotional Intelligence- Social Intelligence- IQ and EQ- Self Awareness- Social Skills – Relationship Management- EI and Motivation

## **UNIT II**

**UNDERSTANDING EMOTIONS** The Brain and Emotion - The Relationship of Mood and Emotion - The Role of Emotion in Organizational Health and the Bottom Line - Types of Emotions- Control of Emotions Gender Differences in Emotion - Impulse Control- Marshmallow Experiment- Negative and Positive Emotions – Emotion and Health

## **UNIT III**

**MANAGING EMOTIONS** Learning EI – Emotional Self Awareness – EI Assessment Tools - Emotional Intelligence and Psychological Adjustment - Issues in Anxiety, Stress, Depression, Anger, Self Esteem and Self Management Empathy

## **UNIT IV**

**EI PRACTICE IN ORGANIZATIONS** Emotional Intelligence and Decision Making - EI and Personality- Work Frustrations- EI and Work Performance- EI and Leadership - EI and Job Stress – EI and Information Processing - EI and Communication – Goal Conflict – EI and Conflict Resolution – EI and Work Place Diversity – Group EI – Star Performers

## **UNIT V**

**EMOTIONAL COMPETENCE** Developing EI in Organization – Transformation and Change – Training, Transfer, Maintenance and Evaluating Change - Emotional Quality Management

## **REFERENCE BOOKS**

1. Ciarruchi, J., Forgas, J. and Mayer, John. (2001) Emotional Intelligence in Everyday Life: A Scientific Inquiry. Psychology Press: Philadelphia, PA.

2. Daliph Singh (2001) Emotional Intelligence At Work: A Professional Guide. Response Books: New Delhi
3. Daniel Goleman , (1996) Emotonal Intelligence: Why It can Matter More Than IQ. Bantam Books: NewYork.
4. Doty, G. (2001). Fostering Emotional Intelligence in K-8 Students. Corwin Press: Thousand Oaks, CA.
5. Oatley, K and Jenkins, J (2000) Understanding Emotions. Malden MA: Blackwell

<b>MB 919</b>	<b>ENTREPRENEURIAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE RATIONALE**

As Entrepreneurs, learner will understands the dynamics of being an entrepreneur and obtain the skills necessary to succeed. This course focuses on the financial management of a business as it moves through its entire life cycles. This course is structured with special emphasis on sources of finance, funding agencies, cost of raising funds etc.

### **COURSE OBJECTIVE**

On completion of the course, the learner should be able to understand the financial aspects of starting, funding, operating, and/or exiting an entrepreneurial venture. The objectives of this course are to provide students with understanding, knowledge, enhanced competence and skills on financial performance, evaluating different financing options and valuations.



## **UNIT I**

Introduction & New Venture Financing – Types of entrepreneurship, stages of new venture development, business plans, sources of financing, information issues and term sheets.

Mode of Delivery – Lectures, GD, Brain Storming,

## **UNIT II**

Financing needs of a company - capital structure, financing needs and capital structure-sources of finance, International capital markets with special reference to small medium enterprises ( SMEs) - Short term; Long term Debt, Equity optimal mix of debt & equity financing

Mode of Delivery – self study- assignments

## **UNIT III**

Business evaluation and valuation-Valuate early stage business opportunity-Venture capital methods-VC Funds-Structure of capital-Angel investors-Private equity-Financing-Ways entrepreneurs are financed and analyze the role of financial contracts

Mode of Delivery – Assignments, case study

## **UNIT IV**

Employment of right people, attracting, compensating, retaining employees in startups and stock options.

Mode of Delivery- self study- assignments

## **UNIT V**

Profile of new generation entrepreneurs in BRIC countries and advantages in India - How to create new leaders for future business – scaling up of business – need for collaboration, franchise etc

Mode of Delivery – Assignments, case study

## REFERENCE BOOKS:

1. J.Chris Leach, Ronald W. Melicher, Entrepreneurial Finance, Cengage Learning, 2009
2. Osterwalder, Alexander & Pigneur Yves, Business Model Generation, John Wiley & Sons Inc, 2010.
3. Chahal, Gurbaksh, The Dream: How I Learned the Risks and Rewards of Entrepreneurship and N Made Millions, Palgrave Macmillan, 2008
4. Janet & Richard Smith, Entrepreneurial Finance, (Textbook) (2008)
5. Hirsch, Robert, Peters Michael & Dean Shepherd, Entrepreneurship. Tata McGraw Hill Education Private Limited, 2006
6. Rajeew Roy, Entrepreneurship, Oxford University Press, New Delhi 110001 (2009)
7. M Y Khan., PK Jain, Financial Management, Tata McGraw-Hill, New Delhi 110008(2007)

MB 920	PROJECT FINANCE	L	T	P	C
		3	0	0	3

## COURSE RATIONALE

Project Finance provides a framework and methodology to look at project financing as a viable financing option from both the debt and equity perspective. Participants will gain “hands-on” experience by applying the principles learned to case studies.

## COURSE OBJECTIVE

On completion of the course, the learner should be able to understand when to use project finance and how it differs from other corporate finance technique, Structure the financing process, cash flow model and sensitive analysis. Assess and forecast the probable external and internal causes of project failure.

- UNIT I** **10**  
 Project financing background– Evolution of project finance, project types, critical steps in project- technical feasibility, commercial viability, economic viability- financial viability  
 Mode of Delivery – Lectures, GD, Brain Storming
- UNIT II** **10**  
 Prerequisites of project financing- Project Finance Risks and Mitigates - Types of risks, impacts and basic risk mitigates of project finance- cost and time overrun of the project  
 Mode of Delivery – self study- assignments
- UNIT III** **10**  
 Project feasibility Analysis – Background, capital budgeting, project evaluation- Net present value (NPV), Profit vs cash flow, discount rate, XIRR, Payback period, Economic IRR – economic value added-  
 Mode of Delivery – self study- assignments
- UNIT IV** **10**  
 Determining debt capacity and structuring debt – role of different debt instruments, types of debt instruments, influence of different debt structures in project, estimating and optimizing debt capacity- Syndicated Bank Finance  
 Mode of Delivery – Lectures, GD, case study
- UNIT V** **10**  
 Documentation – pricing, terms, and Bidding strategy- Need for factoring effect of green concepts - avoiding pollution of air, water, atmosphere etc - Corporate social responsibility  
 Mode of Delivery – case study - assignments

## REFERENCEBOOKS:

1. Yescombe, E. R., Principles of Project Finance, Academic Press, 2002
2. Bhavesh Patel - Project Management, financial evaluation with strategic planning, net working and control.” Vikas Publishing House, New Delhi – 2nd Edition – 2010.
3. Prasanna Chandra , Financial Management Theory and Practice” – Tata Mc Graw-Hill – New Delhi – 7th Edition – 2010.
4. Prasanna Chandra , Projects-Planning, Analysis, Selection, financing, Implementation and Review — Tata Mc.Graw Hill – 2010.
5. Rajiv Srivastava, Anil Mishra ,Financial Management — Oxford University Press – 2010.
6. Samuel J Mantel Jr, Jack R Meredith, Scott M Shafer, Margaret M Sutton, and M R Gopalan, Project Management, Wiley India ( P) Ltd, New Delhi 110002.( 2011)

MB921	SUSTAINABILITY MANAGEMENT	L	T	P	C
		3	0	0	3

## COURSE RATIONALE

To provide exposure to the concepts of sustainability management and facilitate the implementation of the same in relevant situations.

## COURSE OBJECTIVE

The expected outcome after learning this course is that the student will be able to Understand and define the concepts of sustainability management, Create value statements, policy statements, Design action plans for sustainability in organization and Understand the impact of social, economic and environmental resources to cater sustainability in organization.

## UNIT I: INTRODUCTION

Introduction to Sustainability Nexus at Local Level - Introduction to the Case Method Approach - Defining Sustainability for Organizations - Organizations in a community

## **UNIT II: TAKING A POSITIVE VIEW OF A SUSTAINABLE FUTURE**

Creating a vision/mission statement - Using guiding principles/core values - Using a Performance Framework - Communicating about sustainability in a community - discussing the vision and core values of the case company, and the business case for sustainability

## **UNIT III: UNDERSTANDING PROCESSES TO CREATE A SUSTAINABILITY FOOTPRINT**

Process mapping and resource productivity - Business processes and social responsibility - Community development - Creating a sustainability footprint - Students assigned to cohort groups

## **UNIT IV: SYSTEMS APPROACH TO SUSTAINABILITY**

Problem solving and decision-making tools - Process information on case business - Cohort groups create action plan for a sustainability project

## **UNIT IV: SOCIAL, ECONOMIC AND ENVIRONMENTAL RESPONSIBILITY**

Categories of social responsibility from ISO 26000 - Context of social responsibility issues - Programs to address social responsibility - Five Capitals – Other Four Capitals - Case involving social and economic responsibilities

Use of resources and loss of resources - Context of resource use and loss - Programs to improve resource productivity - Five Capitals – Natural Capital - Case involving environmental responsibility

### REFERENCE BOOKS

1. Roseland, M. (2005). Toward Sustainable Communities: Resources for Citizens and their Governments. Gabriola Island, BC, Canada: New Society Publishers.
2. Merkel, J. (2003). Radical Simplicity: Small Footprint on a Finite Earth. Gabriola Island, BC, Canada: New Society Publishers.

### COURSE RATIONALE

Global transfer pricing environment provides a frame work with the component of economics, risk management and industry experiences. Participants will gain in-depth knowledge by applying the principles learned through case studies.

<b>MB 922</b>	<b>GLOBAL TRANSFER PRICING ENVIRONMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### COURSE OBJECTIVE

On completion of the course, the learner should be able to understand how to use global transfer pricing environment concepts.

### UNIT I

Introduction-India growth and globalization-how business and transfer pricing are interlined-transfer pricing in general-interplay between global and local

## **UNIT II**

Transfer pricing in India- Transfer pricing-Regulatory frame work in India-Domestic transfer pricing

## **UNIT III**

Economics-emerging transfer pricing issues in India in practice-key issues: Intangibles, location savings, intra-group services, guarantee fee and business restructuring

## **UNIT IV**

Risk management-How do TP documentation, regulatory requirements and risk management go hand-in-hand; Ex-ante and ex-post and its relevance for risk management-the use of hindsight by tax authorities-practical side of dispute resolution experience in India-learning from international regulatory experience,

## **UNIT V**

Industry experiences-IT and ITES-Automotive-marketing intangibles-oil and gas renewable energy-pharmaceuticals-Financial services- case study.

## **REFERENCE BOOKS**

1. Roger Y.W.Tang, Current trends and corporate cases in transfer pricing, Quorum Books, 2002.
2. Robert Feinschreiber, Transfer pricing methods-An applications guide, John Wiley & Sons, Inc. 2004.

3. Roger Y.W. Tang, Intrafirm Trade and Global Transfer Pricing Regulations, Quorum Books, 1997.
4. Guide to International transfer pricing: Law, tax planning and compliance, Ceteris, 2010.
5. Roger Y.W. Tang and Ali M. Metwalli, Mergers and Acquisitions in Asia: A Global perspective, Routledge, 2013
6. Roger Y.W. Tang, Current Trends and Corporate Cases in Transfer Pricing, Routledge, 2002

<b>MB 923</b>	<b>FOREX MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE RATIONALE**

The rationale of the course is to enrich the students with the basic knowledge of foreign exchange transactions to apply the same to management of exposure and hedge risk.

### **COURSE OBJECTIVES**

- To enable the students learn the theories of exchange rate
- To provide an understanding of derivatives
- To assess the importance of banking industry in the foreign exchange markets
- To evaluate the impact of macro-economic factors on the exchange rate

### **UNIT I**

Foreign exchange market – features – transactions – types – quotes – types – dealers – participants – size – global, Asian and Indian markets – differences – mechanisms – significance- evolution



## **UNIT II**

Banks and Banking transactions – Predominance of Banks in the market – operations – Positions – significance – methods and mechanics.

## **UNIT III**

Derivative Markets- size – evolution and types – Structure- meaning – utility of derivatives – types – contracts – banks – Exporters and Importers.

## **UNIT IV**

Determination of Exchange Rates – Balance of Payments – Net International Investment positions – supply and demand view of exchange rates – Theories of Exchange rates – systems of exchange rates – Monetary systems and evolution.

## **UNIT V**

Short term and Long term positioning and cash management – International Project appraisal- Treasury management – Taxation rules of forex gains and losses – Accounting treatment – challenges – Audit system.

## **REFERENCE BOOKS**

- 1.C.Jeevanandam: “ Foreign exchange and Risk Management”, Sultan Chand & Sons, 2015
2. Patabhi and Bala “First lessons in Strategic Financial Management”, Fourth updated edition, 2016 June, Snow White Publishers
- 3.Michael Moffett, Arthur Stonehill, David Eiteman, Multinational Business Finance, International Edition, 14th Edition, Nov 2015 Pearson Publications,

4., Jeff Madura, International Financial Management, 12<sup>th</sup> edition, 2015, Cengage Publication.

## **COURSE RATIONALE**

It familiarize the essential tools for working with financial data, including the return forecasting, volatility and econometrics of asset pricing.

<b>MB 924</b>	<b>FINANCIAL ECONOMETRICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **COURSE OBJECTIVE**

After studying this course the participants will be able to define and compute measures of financial returns, interpret sample moments of financial returns, discuss the stylized statistical properties of asset returns, analyze and estimate models of autoregressive, moving average, and autoregressive-moving average models, model and forecast volatility using autoregressive & generalised conditional, heteroscedastic (ARCH) & (GARCH) models.

### **UNIT I: Statistical Properties of Financial Returns**

Introduction - Calculation of Asset Returns -Stylised Facts about Financial Returns -Distribution of Asset Returns - Time Dependency - Linear Dependency across Asset Returns -Technical trading rules, measures of return predictability, review of test of forecasting power and bootstrap

### **UNIT II: Univariate Time Series & Modelling Volatility**

Predicting financial returns - Market efficiency - Autoregressive - Models - Moving average models - ARMA - Model evaluation

Predicting return volatility risk - ARCH - GARCH - EGARCH and other variations

### **UNIT III: Random Walks & Co-integration**

Pitfalls - spurious regression Co-integration and error correction models- Forecasting co integrated systems -When and how to use co-integration

### **UNIT IV: Panel data Models**

Introduction to panel data, pooled model, within and between estimators, fixed effects, random effects, Hausman test, and one way and two way model, random coefficients, dynamic panel data models, difference in difference methodology and dynamic panel data, generalised method of moments estimator

### **UNIT V: Risk Management**

Simulation methods for financial derivatives- Econometrics of continuous time finance- Forecast and management of market risks

### **TEXT BOOKS**

1. John Campbell, Andrew Lo, Archie MacKinlay (1997). The Econometrics of Financial Markets, Princeton University Press.
2. Ruey S. Tsay (2002). Analysis of Financial Time Series.
3. Fan, J. and Yao, Q. (2015). The Elements of Financial Econometrics . Science Press, Beijing

### **REFERENCE BOOKS**

- 1.C.Y. Campbell, A.W. Lo and A.C. MacKinlay (1997): The Econometrics of Financial Markets, Princeton University Press.
2. Tsay, R.S. (2010). Analysis of Financial Time Series (Third edition), John Wiley & Sons.

3. Chris Brooks (2002). Introductory econometrics for finance, Cambridge University Press.
4. John H. Cochrane (2005). Asset Pricing, Princeton University Press.
5. Walter Enders (2003). Applied econometric time series, Wiley.
6. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton.

<b>MB 925</b>	<b>TALENT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE RATIONALE**

To provide exposure to the concepts of talent management theories and facilitate the implementation of the same in organization.

### **COURSE OBJECTIVE**

The objective of the course is to make students to understand concepts, theories, practices and metrics of talent management to enhance the performance through potential talents. On completion of the course, students will be able to develop a talent acquisition strategy to meet an organization's human capital needs, design a development program aligned with an organization's strategic priorities and values, define critical elements of a successful performance management program and Create a succession planning process and implementation plan

#### **UNIT I: Introduction**

Defined - Overview - employment life cycle - Basics - Purpose - Applications - Hiring the right people - Scope – Need - Key Processes - Talent vs knowledge - Consequences of Failure in Managing Talent - Difference between talents and knowledge

workers - Leveraging talent - the talent value chain - elements of talent friendly organizations - process - Talent Acquisition - Recruitment Process - Strategic Trends in Talent Acquisition – Talent Management Pattern for HR Professionals.

## **UNIT II**

Competency Mapping and Development Concepts and definition - types - competency based HR systems - competency and performance - developing various models - career development and organizational outcomes - methodology - model development - people capability maturity model - developing competency framework - competency profiling - use of psychological testing in competency mapping - competency based interviewing - assessment of competencies through 360 degree feedback - validation of competencies - competency directory profiling - Building blocks - performance management - conducting performance reviews - Appraising executive talent - selecting the right appraisal - Workforce analysis - business strategy – Competencies Evaluation for career objectives.

## **UNIT III**

Create a Culture of Success in Organizational Environment  
Overview - Shaping Talent Planning and Developing Values – Understanding Personal and Professional Attitudes - Promoting Ethical Behaviour – succession management:  
process, career planning, designing - strategic accountability approach - talent development budget - contingency plan for talent - building a reservoir of talent - compensation management - CEO Succession planning. - Employee Engagement and Retention - the Race for Talent - Retaining and engaging workers - Best Practices - Improving employee retention - Strategic talent management - Best

practices for effective TM - Current Challenges in global TM – Talent Management for specific objectives – Managing Mental Health of Students.

#### **UNIT IV:**

Talent Management Systems: Theory and Practice Components and benefits - challenges of TMS - Critical Success Factors - critical success factors of best practice - Factors - Key Elements - Developing and Retaining Talent - Potential identification and development - coaching for sustained and desired change - integrating coaching - training and development - employee retention - motivation and engagement - Return on talent - making outplacement as a part of talent strategy - developing information system.

Models of make and buy to manage talent risk - Adapt to the uncertainty in talent demand - Improve ROI in developing employees - Measuring Business Impact - Role of Information Technology in TMS - Creating Business Value through Information Technology - Five Steps to Information Strategy - HR Analytics - Design Development through Rapid Prototyping and Scaling - Implementation and Maintenance - Using WhatsApp as a tool for Talent management projects – TMS for specific groups – Understanding the role of the support groups.

#### **UNIT V: Monitoring and Evaluating Talent Management Systems**

Measuring Performance - background and approaches - competency based assessment - diagnosing reasons for problems - designing performance management systems - sources of errors in performance measurement - Assessment and Development Centre - importance and uses - difference between assessment and development centre - assessment centre approach to competence building - profile of the

assessors - steps - designing - preparation of report - Common Metrics of Talent.

## **REFERENCE BOOKS**

1.Lance A Berger, Dorothy R Berger, 2011, The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People.

2.Shukla Ravinder, 2009, Global India Publications, Talent Management: Process of Developing & Integrating Skilled Workers

3.ASTD, Cengage Learning, Talent Management - Strategies for Success from Six Leading Companies by ASTD

4.Sally Bibb, Strengths Based Recruitment and Development: A Practical Guide to Transforming Talent Management Strategy for Business Results.

5.R.N.Misra, Talent Management, Discovery Publishing House Pvt. Ltd.

<b>MB 926</b>	<b>MACRO ECONOMICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **COURSE OBJECTIVES**

- To facilitate an understanding of the basic concepts in Macro Economics in order to appreciate the functioning of the entire economy.
- Also understand major economic indicator of the economy.
- To understand, analyze and make appropriate choices with changes in Macro Economic Policy that influence the decision making in business.
- To equip the participants to relate to the national and international linkages to appreciate the functioning of the Global Economy

## **UNIT I**

How does macro economy impact businesses. What are the Major Geopolitical and macroeconomic trends that are shaping global business landscape? Introduction to Macroeconomics and its aggregate

The economics of development beyond the national income growth

## **UNIT II**

Measuring National Income - Understanding Cost of Living, Prices and Wages - Analyze both –Wholesale Price Index number and Consumer Price Index number and discuss the state of Inflation in India.

## **UNIT III**

Macroeconomic Models - -The Historical evolution of Macroeconomics and-Macroeconomic models from the hand-out — Use Of AD AS Model in economic analysis- Monetary economics and introduction to IS-LM framework.



#### **UNIT IV**

Understanding Macroeconomic Policy Monetary Policy Monetary policy transmission mechanism and its Interrelationships with financial Markets. Fiscal Policy and its inter-relationship with Monetary Policy Interpreting RBIs weekly supplements for business decision making.

#### **UNIT V**

Understanding International Trade Analyzing Balance of Payment and relating it to Geopolitical realities Understanding the economics of foreign exchange Discussion of Budget 2017-18 analyzing the Macro economy discussing the Macroeconomic trends in India, China in relation to the world economy.

#### **REFERENCE BOOKS**

1. Rakesh Singh and V.S. Girish, Manager and the Macro economy” , NBRPH Publication, Mumbai.
2. Thomas J. Sargent, Dynamic Macro Economic Theory, Harvard, 1987
3. David Romer, Advanced Macroeconomics, Mcgraw Hill, 1996
4. Lars Peter Hansen and Thomas J. Sargent, Uncertainty within Economic Models, Gogle Books, 2014.

#### **MAGAZINES AND JOURNALS**

1. Economic and Political Weekly
2. The Economist
3. International Journal of Economics and Business Research

<b>MB 927</b>	<b>FIXED INCOME SECURITIES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE DESCRIPTION:**

The purpose of this course is to provide a sound working knowledge of fixed income markets. The course will describe the major players in the market, key institutions, broad empirical regularities, and analytical tools that are used for pricing and risk management. The course is concerned on interest rate risk management, mortgages, and credit risk management.

### **UNIT I**

Overview of Debt Securities-Major players and their functions-Major Institutions-Corporate Bonds and Credit Risk

### **UNIT II**

Bond Price Arithmetic-Treasury Bills, Notes, Bonds and Strips-Spot Rates, Par Rates and Forward Rates-ED Deposits, ED Futures, and FRAs-Interest Rate Swaps

### **UNIT III**

Measures of Price Sensitivity 1-Measures of Price Sensitivity 2-Simple Hedging Strategies using Futures-Fixed Income Derivatives

### **UNIT IV**

Theories of the Term Structure-Arbitrage Free Pricing-Single Factor Models for Pricing Interest Rate Claims-Risk Management of an Interest Rate Book

### **UNIT V**

Structural models of default: Modeling credit risk, credit spreads and their behaviour, Distance to default, forecasting rating changes, and

high-yield and investment-grade debt markets. MBS: Structure of MBS markets, prepayments, Option Adjusted Spreads, Pass-through securities, and REMICS.

**REFERENCE BOOKS:**

“Fixed Income Markets and Their Derivatives” by Suresh Sundaresan, (Third Edition), Academic press, 2009. “Fixed Income Securities: Valuation, Risk, and Risk Management,” by Pietro Veronesi, Wiley, 2010

MB 928	ENTREPRENEURSHIP AND LEADERSHIP	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES**

- To understand various theories of entrepreneurship and to know about social entrepreneurship.
- To identify and describe various theories of leadership.
- To study the relationship between entrepreneurship and leadership.
- Explore new ways of thinking about leadership, entrepreneurship, and based upon this exposure, begin to develop one’s own theory about what it means to be an entrepreneurial leader.
- Through the case method, build skills in developing and delivering persuasive arguments, active listening, critical thinking

## **UNIT I**

Entrepreneur characteristics –Theories of entrepreneurship-  
Classification of Entrepreneurs –Role of Entrepreneurs in economic  
development.

## **UNIT II**

Generating business ideas-Sources of ideas- Environmental  
scanning- Opportunity recognition.

## **UNIT III**

Concept of Social entrepreneurship- meaning and definition- Growth  
and sustainability of social ventures. Role of social entrepreneurs in  
nation building.

## **UNIT IV**

Leadership meaning and definition - Theories of leadership-  
Differences between leader and manager.

## **UNIT V**

Relationship between entrepreneurship and leadership.- Leadership  
and values,-Power and Influence, meaning and definition of power,  
leadership influence. Ethical Leadership.

## **REFERENCES BOOKS**

- 1.Poornima Charantimath, "Entrepreneurship Development – Small Business Enterprises", Pearson Publication, 2006.
- 2.Marc. J. Dollinger, "Entrepreneurship - Strategies and Resources", Pearson Publication, 3rd Edition 2005.
- 3.Leadership, Richard L.Hughes ,MC Graw Hill Companies - 2009
4. Understanding Behaviors for effective Leadership Jon.P.Howell ,PHI Learning Pvt.Ltd., New Delhi - 2008

<b>MB 929</b>	<b>QUALITATIVE RESEARCH</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVE**

The purpose of this course is to introduce doctoral students to the field of qualitative research and prepare them in the skills, techniques, and knowledge necessary to undertake research using this methodology.

### **UNIT I**

Meaning of qualitative research- Distinctiveness of qualitative research- Five features of qualitative research-Building trustworthiness and credibility in to qualitative research- Challenges of qualitative research.

### **UNIT II**

Designing qualitative research- Design options-Strategies for combating validity threads to qualitative research

### **UNIT III**

Complexity of data collection in qualitative research- Sampling methods –Preparing research protocol Doing field work-Gaining and maintaining access to the field-Nurturing field relationships- Four types of data collection methods.

#### **UNIT IV**

Recording data- Everything verses Selective-Capturing words verbatim- Note taking practices when doing field work. Converting field notes into fuller notes-Recording data thorough modes other than writing.

#### **UNIT V**

Analyzing qualitative data – Interpreting and concluding- Over view of analytic phases- Introduction to Five phased cycle- Interpreting- Modes of interpreting- Description as a major type of interpretation- Concluding and presenting the results from qualitative research – Ethical aspects involved in doing qualitative research.

#### **REFERENCE BOOKS**

1. Robert K.Yin, Qualitative Research From Start To Finish, The Guildford Press, Newyork. 2011.
2. Jennifor Mason, Qualitative Researching, Sage Publications, New Delhi, 2002.