**Paper Name: PG 201- Managerial Economics II**

1. **National Income**-concepts and various methods of its measurement.

2. **Inflation**: theories. Concepts of inflation – demand pull and cost push, Stabilization policies. Brief Introduction to Philips Curve, Stagflation

3. **Introduction to business cycles**.

4. **Theory of multiplier**: Brief concept of multiplier.

5. **Overview of IS-LM model**.

6. **Indian Planning**: Brief Overview of Indian Planning, Importance and characteristics of Indian Planning, Overview of 5 Year Plans.

7. Indian Economic crisis, Economic Reforms commencing from 1991, Macroeconomic Stabilization and Structural Reforms

8. **Capital Market** - Concept of Indian capital market, SEBI and Capital Market Reforms.

9. Role and functions of Central Bank and Commercial Banks. Overview of Indian Money Market, Monetary Policy.

10. **Principles of Taxation**; Direct and indirect taxation; Fiscal Policy.

11. **Industrial Policy**: Overview of the Industrial Policies, Industrial Sickness

12. **International Trade and international linkages**; Comparative Advantage as basis for trade; tariff and non-tariff barriers. IMF, GATT, WTO, Globalization. Concept of Balance of Payments; Exchange rate systems – fixed, flexible and managed float. Components of trade policy reforms, Brief idea of FERA, FEMA, Current and Capital account convertibility.

References:

1. Principles of Macroeconomics, Soumyen Sikdar – Oxford University Press

2. Economics – Lipsey & Chrystal – Oxford University Press

3. Macroeconomics – Dornbusch & Fischer – Tata McGraw Hill

4. Macroeconomic theory – W.H. Branson – AITBS Publishers

5. Macroeconomics - E. D’Souza - Pearson Education

6. Economic Environment of Business – Mishra & Puri – Himalaya Publishing House

7. Indian Economy – Datt & Sundharam – S.Chand

8. Principles of Macroeconomics - N.Gregory Mankiw – Thomson South-Western

**Paper Name: PG 202 - Organizational Behaviour II**

Each lecture is of 100 minutes.

1. **Foundations of group behavior** – Definition and classification of groups; needs for joining group; five stage model of group development; temporary groups with deadlines – punctuated equilibrium model; group properties and their relationships; group decision making; and evaluation of group effectiveness. 2 lectures
2. **Teams** - why teams are required; difference between teams and groups; types of teams; how to create effective team; turning individuals into team players; teams and quality management; and testing fitness of team to situation. 2 lectures
3. **Communication in OB** – functions of communication; communication process; direction of communication; inter personal communication – how it is done; grapevine and rumors; how to reduce negative consequences of rumors; computer aided communication; knowledge management; choice of communication channels; barriers to effective communication; silence as communication; politically correct communication; and communication barriers and cultural context. 2 lectures
4. **Basic approaches to leadership** – what is leadership; trait theory; behavioral theories; contingency theories; Fiedler model; Cognitive Resource Theory; Contingency Approach: Hersey & Blanchard Situational Model; Leader–Member Exchange Theory; Path-Goal Theory; and Leader-Participation Model along with Contingency Variables in the Revised Leader-Participation Model 2 lectures
5. **Contemporary Issues in Leadership** – what is framing; Inspirational Approaches to Leadership; Key Characteristics of Charismatic Leaders; Level 5 Leaders; Transactional and Transformational Leadership and their characteristics; Leadership and Ethical Behavior; Trust as the Foundation of Leadership; dimensions of trust; basic principles of trust; contemporary Leadership Roles- providing team leadership, mentoring, self leadership, online leadership; challenges to leadership; substitutes and neutralizers for leadership; finding and creating effective leaders. 2 lectures
6. **Power and Politics** - definition of power; contrasting leadership and power; bases of power - formal power, personal power; dependency - the key to power; Power Tactics; factors influencing the choice and effectiveness of power tactics; power in groups – coalitions; sexual harassment- unequal power in the workplace; politics - power in action; Factors That Influence Political Behaviors; employee responses to organizational politics; impression management (IM) and ethics of political actions. 2 lectures
7. **Conflict and Negotiation** - definition of conflict; types of conflicts; the conflict process including conflict management techniques; negotiation - bargaining strategies, bargaining strategies, the negotiation process, issues in negotiation, third-party negotiations; conflict and unit performance 2 lectures
8. **Organizational Culture** - what is organizational culture, contrasting and uniform organizational cultures; what do cultures do; how culture begins; sustaining culture; socialization and its process; how organization cultures form; how employees learn culture; how to create ethical organizational culture; how to create customer responsive culture; spirituality and organizational culture; and how organizational cultures impact performance and satisfaction; 2 lectures
9. **Organizational Change** - Forces for change - nature of the workforce, technology, economic factors, competition social trends and world politics; managing planned change – forms of resistance to change, sources of individual resistance to change; sources of organizational resistance to change; overcoming resistance to change, the politics of change; Lewin’s three-step change model; Kotter’s eight-step plan for implementing change; Action research; Organizational Development and it’s techniques; Sensitivity training; Survey feed back; Process consultation; team building; intergroup development; appreciative enquiry; contemporary change issues for today’s managers – process re engineering, innovation, learning organizations 3 lectures
10. **Work Stress and Its Management** – Stress and its potential sources; consequences of stress; managing stress and work life balance. 1 lecture

References :

1. Hersey, P., Blanchard, K.H., Johnson, D.E.- Management of Organizational Behaviour, Prentice- Hall of

India/Pearson Education

2. Luthans, Fred - Organizational Behaviour, McGraw-Hill

3. Pareek, Udai - Understanding Organizational Behaviour, OUP

4. Robbins, S.P., TA Judge & S.Sanghi : Organizational Behaviour, Pearson

5. Sekaran, Uma - Organizational Behaviour – Text and Cases, McGraw Hill

6. Shukla , Madhukar - Understanding Organizations – Organizational Theory and Practice in India, Prentice Hall

**Paper Name: PG 203 - Financial Management**

1.Introduction :

Introduction to Financial Management - Goals of the firm – Organization of Finance Dept & CFO’s role

1L

2.Time Value of Money :

Simple and Compound Interest Rates, Amortization, Computing more that once a year, Annuity Factor. 3L

3. Valuation of Securities:

Bond Valuation, Preferred Stock Valuation, Common/Equity Stock Valuation, Concept of Yield, YTM &

Duration. 3L

4. Sources of Finance:

Sources of Short-term Financing (Factoring, Commercial Paper, Cash Credit, Trade Credit, etc.), Sources

of Medium-term Financing, Sources of Long-term Financing -- Equity Shares, Preference Shares,

Debentures/Bonds, Euro Issues [ADR, GDR, etc.] 2L

5. Working Capital Management (WCM):

A brief overview of Working Capital & WCM – Definition, Importance, Operating Cycle vs. Balance

Sheet Approach, Financing Current Assets/Working Capital – Policies, Factors Affecting & Estimation

of Working Capital Requirement, Inventory Management , Debtors/Accounts Receivables Management

and Cash Management 4L

6. Investment/Capital Budgeting Decision:

An Overview of the Investment/Capital Budgeting Decision – Definition, Objectives, Importance,

Required Information & Process, Generating Investment Project Proposals, Estimating Project, After Tax

Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection –

Alternative Methods (Traditional & Modern) 4L

7. Capital Structure Determination:

Concept and Approaches of Capital Structure Decision [including Factors for Capital Structure

Determination], Capital Structure vs. Financial Structure, NI, NOI, Traditional and Modigliani-Miller

(M-M) Approach. 3L

8. Cost of Capital:

Concept & Importance, Factors affecting Cost of Capital, Computation of Specific Cost of Capital for

Equity, Preference, Debt & Retained Earnings, Computation of Weighted Average Cost of Capital (k0). 2L

9. Capital Structure and Leverage:

Operating Leverage, Financial Leverage, Total/Combined Leverage, Indifference Analysis in Leverage

Study, EBIT-EPS analysis. 3L

10. Dividend Decision/Policy:

Passive Versus Active Dividend Policy, Factors influencing Dividend Policy, Dividend Stability, Stock

Dividends vs. Stock Splits, Dividend Theories - Gordon’s Model,

Walter’s Model, M-M Approach & Residual Approach, Legal Considerations of Paying Dividends. 3L

11.Managerial Decision making:

Marginal Costing – CVP analysis and decisions involving alternative choices; Standard Costing –

concepts and overview of variance analysis; preparation of budget and Budgetary Control; types of

budgets. 12L

Text

1. Banerjee, Bhabatosh – Fundamentals of Financial Management, PHI.

2. Khan and Jain - Financial Management, Tata McGraw-Hill.

Reference:

3. Pandey, I.M. - Financial Management, Vikas.

4. Van Horne, J.C. - Financial Management and Policy, Pearson Education.

5. Gordon & Natarajan - Financial Markets and Services, Himalaya Publishing House.

**Paper Name: PG 204 – Quantitative Techniques for Managers - II**

1. **Descriptive Statistics [3L]**

Concept and calculation of Central tendency, Dispersion, Skewness and Kurtosis, Simple correlation and regression, Calculations using Excel

1. **Probability Distribution [8L]**

Meaning of Random Variable, Discrete and Continuous Distribution, Mean and Variance, Distribution Examples: Binomial, Poisson, and Normal. Probability calculations using Excel.

1. **Working with Samples - Inferential Statistics [4L]**

Types of Sampling, Simple Random Sampling, Importance of Sampling, Central Limit theorem, Standard error, Degrees of Freedom; Selecting Random samples using random numbers; generating random numbers using Excel.

1. **Estimation [5L]**

Concept of Point and Interval Estimation; Concept of Tolerable Error, Confidence Level and Confidence Interval; Choice of Distribution when sample size is large or small, when standard deviation is known or unknown; Estimation for Proportion; Sample size determination. Case studies.

1. **Hypothesis Testing [3L]**

Meaning and Types of Hypotheses (Null & Alternate; Simple and Composite); Significance level; Errors in Hypothesis; Critical Region; Tails of Test.

1. **Common Parametric Tests [10L]**

One population Test (Z test or t test); Two Population Test (Paired, Independent – Large sample, small sample with equal variance); More than two population test (ANOVA); concept of Non-parametric test; Demonstration of software package (MS Excel); Case studies

1. **Advanced Data Analysis and Report Generation [7L]**

Correlation and Regression; Multiple Regression; Time Series Analysis; Factor Analysis; Discriminant Analysis; Guidelines for Statistical Report Generation; Demonstration of software package (SPSS); Case studies

References:

1. Statistical Methods, S.P. Gupta
2. Statistics for Business and Economics, Lind, Marshall and Warthen