

Syllabus for descriptive type Subject Aptitude Test (SAT) for the recruitment to post of Research Officer (Class-I Gazetted) in the Department of Economics and Statistics, H.P. The SAT paper shall have two parts i.e. Part-I and Part-II and cover the following topics of Master of Commerce level.

PART-I (60 MARKS)

1. MANAGEMENT THEORIES AND PRACTICES

- Management Process; Meaning, Nature, Scope and Functions of Management., Development of Management Thought; F.W. Taylor and Scientific Management, Contribution of Henry Fayol in Management, Hawthorne Experiments and Human Relations Management, Contribution of Peter F. Drucker in Management, Systems Theory of Management and Behavioral Scientists & Situational Theory of Management. Schools of Management Thought; Empirical Approach, Human Relations Approach, Social Systems Approach, Socio-technical Systems Approach, Decision Theory Approach, Systems Approach and Contemporary Situational Approach
- Planning: Concept, Process, Type, Importance, Mission and Objectives, Strategic and Operational Plans, Planning and Premises and Forecasting
- Organisation structure, forms of Organisation structure, Authority and Responsibility, Conflict and Coordination
- Directing: Concept, principles, Direction and Supervision, Techniques, Motivation: Concept and Theories, Leadership; Concept and Theories
- Communication: Concept, Process, Types, Barriers
- Controlling: concept, function, types and process; Operational Control techniques: Financial Control, Budgetary Control, Break-even Analysis, Responsibility Analysis, Quality Control, ABC Analysis, PERT/CPM, Economic Order Quantity Overall Control Techniques: Financial Ration Analysis, Control through ROI

2. BUSINESS ENVIRONMENT

- BusinessEnvironment;NatureandImportance,InteractionMatrixofdifferent Environment Factors, Environmental Scanning, concept of sustainable development and inclusive growth
- Economic Planning in India, Objectives,StrategiesandProblems,role of NITI Ayog Fiscal Policy, Monetary Policy, and Industrial Policy, Role of Make in India, Kusal and Kaushal Bharat in the making of India of tomorrow
- Foreign Investment, Types of Foreign Investment, Foreign Direct Investment (FDI),Foreign Portfolio Investment (FPI), FDI in India, Balance of Trade and Balance ofPayment,Structureof BOP, Disequilibrium in BOP

3. MANAGERIAL ECONOMICS

- Objectives of a firm; Objectives of a firm in microeconomics, Principles in Managerialdecisionanalysis,DefinitionofMicro-MacroEconomics,scope,merits-demerits,ParadoxofMicroEconomics, Distinctionbetween Microand Macro Economics,

- Demand Analysis; Theories in Demand, types, factors influencing demand, Elasticity of Demand–Concept, meaning, types, measurement, influencing factors, importance, Economic forecasting and planning; Need and methods of economic forecasting for national planning, Economic forecasting and planning of business, need and methods, Techniques of forecasting demand–Survey and Statistical methods
- Production Analysis: Concepts, Types of cost, Cost curves, Cost– Output relationship in the short run and in the long run, LAC curve, Law of Variable Proportions, Economies of scale, Diseconomies of scale, the profit maximization objective and conditions of firms in short and long-run equilibrium
- Price determination under different market conditions; Pricing–types, cost pulls, the going rate, Imitative, Marginal cost, Pioneering, Transfer pricing, Price Discrimination; Definition, concept, meaning, types, conditions, Dumping and socio-economic consideration in pricing
- Business Cycles: Concept, meaning, causes, phases of business cycles, economic effects on production, distribution and employment, remedies demand pull vs cost push Inflation, Cobweb, Theories of business cycles,
- Profit Management; Concept, nature and measurement of profit; concept of risk & uncertainty; Risk, uncertainty and innovations; Theories of profit; Profit planning and forecasting; Profit policies, Profit Measurement: Determinants of Short-Term & Long-Term Profits, Measurement of Profit, Break Even Analysis

4. STATISTICAL ANALYSIS FOR DECISION MAKING

- Measurements of central tendency, dispersion, skewness and kurtosis
- Regression analysis and correlation analysis (Two variables only)
- Index Numbers: Meaning, construction of index numbers, problem in the construction of index numbers, Price, Quantity and Value Indices
- Probability Theory: Probability, Classical Probability, Relative frequency Probability and Subjective Probability. Addition and multiple theorems of probability and Bay's Theorem
- Probability distributions; Binomial distribution. The Poisson distribution and the Normal distribution
- Statistical Inferences; Testing of Hypotheses and Estimation, Sampling Distributions and Procedure of Testing Hypotheses, Hypothesis Testing: Large and small sample tests (Z-test, T-test), F-test and Non-Parametric Test: Chi-square, Sign test, Median test, Rank Correlation test, Kruskal-Wallis Test

5. INCOME TAX LAWS AND ADMINISTRATION

- Meaning, concepts, Latest Provisions, Agriculture Income, Basis of Charges, Income from Salary, Income from House Property, Profits and Gains from Business or Profession, Capital Gains, Income from Other Sources, Set-off and Carry Forward of Losses, Tax Deductions and Collection at Source, Advance Payment of Tax

- Income Tax Authorities. Procedure of E-filing, Assessment of Individual – Computation of Taxable Income and Tax Liabilities of Individual. Assessment of Companies – Computation of Taxable Income and Tax Liabilities of Companies

6. CORPORATE LEGAL FRAMEWORK

- Company and Its Forms; Meaning and Kinds of Companies, One Person Company, and listed companies. The distinction between body corporate and company, characteristics of the company
- Companies Act-2013; Scope and Application of the Companies Act, key features, Administrative Structure as per Provisions of Companies Act, Concept of lifting of the Corporate Veil,
 - Formation of Company; Promotion of Company, Meaning of Promoters, Kinds of Promoters, Functions, duties & liabilities of promoters, procedure for incorporation and commencement of corporate business
 - Document of the company; Memorandum of Association, Articles of Association; Meaning, Prospectus
 - Credit Rating and Insider Trading; Meaning of Credit Rating, advantages of credit rating, different credit rating agencies in India and role of credit rating agencies in India. Meaning & impact of Insider Trading and provisions under the Companies Act regarding Insider Trading
 - Securities: shares and Debentures, Meaning and nature of Shares, Share Capital, and stock. Provisions regarding purchase and loan of own shares by the company, provisions regarding buying-back of own securities. Provisions regarding the issue of shares at premium and discount, Concepts including pre-emption rights, sweat equity and right issue. Provisions regarding the issue and redemption of preference shares, further issue of capital, and conversion of floans into capital, Allotment, Transfer and Transmission of Shares; Dematerialization; overview of Dematerialization Act, regulating mechanism of NSDL and CDSL and provisions regarding Demat Trading
 - Securities and Exchange Board of India; Role of SEBI and provisions under Companies Act about issue of prospectus, transfer of shares, transmission of shares, listed companies, memorandum and articles of association, meetings and proceedings, insider trading and other provisions,
 - Managerial Personnel: Conditions for appointment of key Managerial Personnel, including Chief Executive Officer or Managing Director, Company Secretary, Whole-Time Directors and Chief Financial Officer
 - Women empowerment in the corporate sector, Corporate Social Responsibility, National Company Law Tribunal, Fast Track Mergers, Cross Border Mergers, Prohibition on forward dealings and insider trading, number of Shareholders, Limit on Maximum Partners, One Person Company, Articles of Association, Electronic Mode usage, Indian Resident as Director, Independent Directors, Serving Notice of Board Meeting, Duties of Director defined, Liability on Directors and

Officers, Rotation of Auditors, Prohibition of Auditors from performing Non-Audit Services and Rehabilitation and Liquidation Process,

- Consumers Protection Act 1986; Significance of the Act, Consumer Organizations and Consumers Disputes Redressal agencies and their jurisdictions as per the provisions of the Act
- Competition Act-2002; Meaning, Anti-competition agreements, types of agreements, Role of Competition Commission of India and provisions regarding competition.

7. MANAGEMENT CONTROL TECHNIQUES

- Introduction to Accounting: Management Accounting as a field of Accounting. The concepts of Management Accounting-objective, Nature, and Scope. Financial Accounting, Cost Accounting and Management Accounting Accountant's position as a member of the management team
- Financial Statement Analysis: Ratio Analysis, Accounting Plan and Responsibility Centres: Meaning and significance of Accounting, Responsibility Centre-Cost centre, profit centres, and investment centres, problem of transfer pricing, Objective and determinants of Responsibility Centres, Analysis of Fund Flow Statement and Cash Flow Statements
- Budget and Budgetary Control: Definition of budget, Essentials of budgetary Control, Kinds of budgets-operating budget, Master Budget Flexible budget, Budgetary control, Zero Base Budgeting and Performance budgeting
- Marginal costing and Break-even analysis: Concept of marginal cost, Practical application of Marginal costing: Marginal costing and Pricing, Cost-Volume-Profit analysis. Break-even analysis: Assumptions and practical application of Break-even analysis: Decision regarding sales-mix, make or buy and discontinuation of a product line, Marginal costing versus Direct Costing, Reporting to Management: Objects of Reporting, Reporting needs of different management levels, Types of report, modes of reporting to different levels of management.

8. CORPORATE FINANCIAL ACCOUNTING

- Accounting for Issue, forfeiture and re-issue of shares; Accounting for issue and redemption of debentures; Final Accounts of Companies, Cash Flow Statements,
- Accounts of Banking Companies, Accounting issues related to Amalgamation in the nature of merger and purchase. Capital reduction/Internal Reconstruction of Companies, Accounting for Holding and Subsidiary Companies. Accounts Related to Liquidation of Companies, Investment Accounts. Fund Flow Statement.

9. FORENSIC ACCOUNTING

- Forensic Accounting & Fraud Auditing Fundamentals: Meaning, nature and scope, Auditors liability for undetected frauds, Fraud auditing (forensic audit) phases: Recognition and planning, Evidence collection and evaluation, Communication of results
- Fraud Definition & Taxonomy: Ingredients of fraud,

why is a fraud committed and who commits a fraud? Meaning and nature of corporate fraud, concept of fraud under Companies Act 2013, frauds for and against a company, victims of fraud, Types of Corporate Frauds: Bribery and corruption, Misappropriation of assets, Manipulation of financial statements, Procedure-related frauds, Corporate espionage, Fraud in e-commerce. Fraud Prevention- Strategies, Fraud prevention for consumers and businesses

10. RESEARCH METHODOLOGY

- Meaning, characteristics, objectives, nature, scope, significance, limitations, role of research in decision-making, types, criteria of good research and ethics in research; The research process -- steps in research process; Defining the research problem—problem defining process, consideration in selecting a research problem; Research design—definition, Types, components and significance, Types of scales- nominal, ordinal, interval and ratio scales, issues of reliability and validity in research. Quantitative versus Qualitative, understanding qualitative methods: grounded theory, phenomenology, ethnography, and case study
- Data Collection and Processing: Meaning and types of data; primary and secondary sources; Questionnaire development, designing and pitfalls; Processing of data—editing, coding, classification, addressing issues of normality and outliers, Factor Analysis as data reduction technique
- Sampling—meaning, methods of sampling—probability and non-probability, determination of sample size, sampling errors and non-sampling errors: concept of sampling in qualitative research

PART-II (60 MARKS)

1. CORPORATE GOVERNANCE AND BUSINESS ETHICS

- Introduction Corporate Governance: Concept; Meaning; Theories – Agency, Stewardship, Stakeholder, Resource Management, Political; Models – Anglo American, the UK, Japanese and Indian; Case Studies of Major Corporate Frauds, Internal Institutions (Directors, Managers, CEO, CFO and Shareholders) and External Institutions (Auditors, Legal Environment, Political Environment and Market) of Corporate Governance. Recommendations of Important Committees on Corporate Governance at Global Level, Impact of Corporate Governance on the Financial Performance of Companies
- Corporate Governance in India: Regulatory framework, board composition, board diversity, board independence, chairman/CEO duality, board committees, disclosures and transparency, CEO and CFO certification and certificate of auditor on compliance with corporate governance regulations. SEBI Guidelines and clause 49 of a listing agreement, corporate governance in the Public Sector, including banks and insurance companies
- Corporate Social Responsibility: Concept, Models, Importance. Provisions of Company Act 2013 for CSR. CSR and Corporate Strategy. CSR and Sustainable Development. CSR and Philanthropy in the Context of Bhagavad Gita. CSR and Gandhian principle of trusteeship
- Introduction to Business Ethics: Concept of Ethics, Business Ethics, Theories of Business Ethics, Objectives, Nature, Significance, Ethical Dilemma in Business. Ethical Issues in Business, Code of Ethics. Values and Ethics. Ethics and Law.
- Business Ethics from an Indian perspective, including Bhagwad Gita and Gandhian way of ethics, Spirituality and Governance

2. ORGANISATIONAL BEHAVIOUR AND DEVELOPMENT

- Conceptual Foundations of Organization Theory and Behavior: Organizational Theories - Classical, Neo-classical and Contemporary; Authority, Power, status, formal and informal structure; Bureaucratic structure; Boundary Less organization; Flat and Tall structures; Impact of Environment on Organizational Design
- Organizational Behavior (OB): concept, determinants, models; challenges and opportunities of OB; Disciplines contributing to the field of OB
- Individual Behavior- Foundations of individual behavior, values, attitudes, personality, and emotions; Perceptual process and Learning; Management assumptions about people- McGregor's Theory X and Theory Y, Chris Argyris behavior patterns, Group
- Group behavior: Decision making and Communication in group, Interpersonal Communication, Transactional Analysis and Johari Window
- Organizational Climate and culture; Meaning and Factors Creating Organizational Climate and culture, Impact of Organizational Climate on Behavior of Individuals and Groups

- Organizational Change; Meaning of Organizational Change, Objectives of Planned Change, Resistance to Change including the theory of Kurt Lewin, Overcoming Resistance to Change and Process of Planned Change
- Conflict Management in Organizations; Meaning of Conflicts in the Organizations, Functional and Dis-functional aspects of Conflicts, Different Levels of Conflicts including Individual Level Conflicts, Intra-group Conflicts, Inter-group Conflicts, Intra-organizational Conflicts and Inter-organizational Conflicts, Conflict Management Initiatives
- Organizational Effectiveness: Differences between individual and organizational interests and their causes, Factors of Organizational Effectiveness, Impact of Integration Between Individual and Organizational Goals on Organizational Effectiveness,
- Managing misbehavior at work- Aggression and Violence, Sexual abuse, Substance abuse, Cyberslacking
- Organizational Development- concept, values, and intervention techniques

3. STRATEGIC MANAGEMENT

- Role and concept of strategy; Strategic management process; Approaches to strategic decision making; Components of business policy; Strategic role of board of directors & top management. Strategic intent, Organizational Vision, Mission and Objectives
- Environmental Analysis: Analysis of broad environment: Environmental profile; Constructing scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond framework; Analysis of operating environment - Michael Porter's model of industry analysis; Strategic group analysis; Analysis of internal environment- Resource audit; Resource Based View (RBV); Core and distinctive competencies; Sustainable competitive advantage and transient competitive advantage.
- Strategic Choices: Strategic options at corporate level: Growth, stability and retrenchment strategies; Corporate restructuring; Strategic options at business level- Michael Porter's competitive strategies and cooperative strategies. Evaluation of strategic alternatives – Product portfolio models (BCG matrix, GE Matrix, etc.)
- Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper – competitive industries and turbulent industries; Strategies for industry leaders, runner – up firms and weak businesses.
- Strategic Issues and Alternatives in Globally Competitive Markets: reason of internationalization; International entry options; Outsourcing strategies; Strategy implementation and control: Interdependence of formulation and implementation of strategy; Issues in strategy implementation, Planning and allocating resources; Organization structure and design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

4. ADVANCED COST ACCOUNTING

- Nature and Scope of Cost Accounting; Introduction, meaning of cost accounting, scope of cost accounting, objectives of cost accounting, advantages of cost accounting, financial accounting versus cost accounting, limitations of cost accounting, general principles of cost accounting, cost system characteristics of an ideal cost system, installations of a cost system Cost Terms and Purposes; Cost in general, cost objectives, cost system, cost behavior pattern, variable cost and fixed cost, shut down cost, average cost, total cost, product cost, period cost, product cost, fringe cost, Classification of Cost; Preparation of Statement of Cost, Collection of cost for Tenders or Quotations, cost accounting standards
- Inventory Planning, Control and Costing: Techniques of Inventory Control; Level Setting, Economic Order Quantity, Just-in-Time Inventory System, ABC Analysis, VED Analysis and Perpetual Inventory System, Methods of Valuing Material Issues,
- Accounting for Pay-Roll: Methods of Wage Payment and Incentive Plans. Overheads Allocation, Apportionment, Re-apportionment, and Absorption
- Reconciliation of Cost and Financial Accounts; Need for Reconciliation, Reasons for disagreement between the profits disclosed by financial accounts and cost accounts,
- Service or Operating Costing; Transport Costing, Hospital Costing, Hotel Costing and Powerhouse Costing. Contract Costing: Recording of Cost value and profit of contract,
- Process Costing: Features of Process Costing, Application of Process Costing, Elements of Production Cost, Process Losses, Inter-process Profits, Standard Costing and Variance Analysis: Meaning of Standard Costing, Preliminaries to the cost of Standard cost, Analysis of Material, Labor, Overheads and Sales Variance

5. INTERNATIONAL FINANCIAL MANAGEMENT AND POLICY

- Significance and contemporary issues in International Financial Management. Cross-border investment decisions – concept and types, cross-border mergers and acquisitions, Valuation techniques – Net Present Value Model and Adjusted Net Present Value Model. Risks in cross-border investment decisions, Foreign Direct Investment: Concept, Types, Theories, Significance, Limitations, FDI trends and Policy in India,
- International Trade and Policy: Trade and Development, Significance of International Trade, Theories of International Trade - including gravity model theory. Free trade Vs. Protection. Trade barriers and non-trade barriers and their implications. India's Trade Policy, Balance of trade and balance of payment- Concepts, Components of balance of payment; disequilibrium and remedial steps
- Regional Economic Integration: Concept and Rationale Level of regional economic integration - free trade, customs union, economic union, common market, political union. Trade creation and trade diversion effects. Regionalism versus Multilateralism. India's trade and economic relations with SAARC, BIMSTEC, ASEAN, EU, GCC and BRICS,
- Foreign Exchange and Terms of Trade: Foreign Exchange Market – Functions, International Payment, Transactions in the foreign exchange market, Exchange control objectives, Exchange rates systems. Convertibility of rupee. Devaluation - Approaches, Significance and Devaluation of Indian rupee, Terms of Trade - Concepts, Measurement, Importance and Limitations

- Currency Derivatives: Currency Forward Market, Currency Future Market, Currency Option Market, Currency Call Options, Currency Put Options and Financial Swaps

6. FINANCIAL INSTITUTIONS AND MARKETS

- Introductory: Nature and role of financial system – Financial System and financial markets. An economic analysis of financial system in India, Indian financial system – A critical analysis
- Financial Markets: Money and capital markets. Money market Instruments: Call money, treasury bills, certificates of deposits, commercial bills, trade bills, etc. Capital market: Government securities market, Industrial security market role of SEBI – and overview; Recent developments National Depository Securities Ltd. (NDSL), Market-Makers,
- Money Market Institutions: Central bank: Functions and its role in money creation, Commercial banks; Present structure, Introduction to International and Multinational banking
- Non-Banking Institutions: Concept, role of financial institutions, sources of funds, Functions and types of non-banking financial institutions, Mutual Funds: The evaluation of mutual funds, regulation of mutual funds (with special reference to SEBI guidelines), Performance evaluation, Design and marketing of mutual funds scheme; Latest mutual fund schemes in India – An overview. Evaluating mutual funds
- Merchant Banking: Concept, function, growth, government policy regarding Merchant banking business and future of merchant banking in India, Changing Role of Financial Institutions: Role of banking, financial sector reforms, financial and promotional role of financial institutions, universal banking; concept and consequences.

7. E-COMMERCE AND DIGITAL MARKETING

- Introduction to Digital Marketing: Evolution of digital Marketing, Traditional vs Digital Marketing, Digital Marketing Channels, Digital Marketing Plan, Digital Marketing Strategy, Digital Marketing Application and Benefits, Digital Marketing in India
- The Consumer and Digital Marketing: Consumer Behavior on the internet, Impact of Digital Technology on Consumer Behavior, Attributes of online buying behavior, Marketing Intelligence from user's online data understanding consumer demands, brand building on the web
- Social Media Marketing: Social Networking, Objectives of Social Media Strategy, Building social media strategy, Types of Social media marketing, Meta (Facebook) marketing, LinkedIn marketing, Instagram marketing, YouTube Marketing, Twitter Marketing, Emerging Platforms of digital marketing: E-mail marketing, Mobile marketing, Video Marketing, Artificial intelligence, and virtual Reality in Digital Marketing
- E-Commerce: Meaning of electronic commerce, business applications of e-commerce, comparison with traditional commerce, Business Models in E-Commerce - e-shops, e-procurement, e-auctions, value chain integrators, information brokerage, telecommunication, collaboration platforms,

etc.; Electronic payments system; E-Banking-Concept, operations, online fund transfer-IMPS, NEFT, RTGC, growth of credit cards versus UPI in India

8. BUSINESS TAXATION

- Kautlia's Economic Thought on Business Taxes, the modern perspective of taxation
- Concepts of Goods and Services Tax Act, 2017. Provisions relating to the supply of goods or services or both. Levy of Central GST (CGST), State GST (SGST), Union Territory GST (UTGST) and Integrated GST (IGST), Exemptions of Goods and Services from tax. Provisions relating to the Place and Time of supply of Goods and Services, Parameters for determining the value of supply of Goods and Services Tax. Reverse charges mechanism
- Registration under GST: Persons liable to get registered, Compulsory Registration, Registration Procedure, Reverse Charge Mechanism
- Composition Scheme and assessment under composition scheme; Zero-rated supply; Exemption from GST, GST tax rate, Input Tax Credit (ITC), Eligibility and conditions for taking Input Tax Credit, Apportionment of ITC and Blocked Credit
- Various Documents under GST- Tax Invoice, Bill for Supply, Debit Note, Credit Note, Payment Voucher, Receipt Voucher, E-way bill, HSN Code and SAC Code
- Assessment and Administration of GST - Types of GST Returns, Types of Assessment & Assessment Procedures, Role and Functions of GST Council, Tax Authorities, and their powers
- Tax deduction at Source & Tax Collection at Source, Refund of Tax

9. STOCK MARKET OPERATIONS

- Security Markets: Primary and secondary market; Primary market – its role and functions; Methods of selling securities in the primary market; New financial instruments; SEBI guidelines for public issues
- Stock exchanges; Listing of securities in stock exchanges; Trading mechanism – screen-based trading; Internet-based trading, National Stock Exchange and Bombay Stock Exchange – role, organization and management; Listing procedure, accounting records for buying/selling transactions
- Nature of transactions – cash and forward; Settlement of trades, Derivative Trading: Future and options-concept, meaning and importance, Methods of trading; Valuation of options
- Share Price Indices: Need and importance; Compiling of index numbers and interpretation
- Depository: Role and need; The Depositories Act, 1996; SEBI (Depositories and Participants Regulation) 1996; SEBI (Custodian of Securities) Regulation 1996; National Securities Depository Ltd. (NSDL),
- Raising funds from International Markets: FITs, Euro issues, ADR's, GDR's and FDI; SEBI guidelines.

10. ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT:-

- Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Types of entrepreneurs; Characteristics of successful entrepreneurs
- Entrepreneurship Development and Leadership: Types of startups; Entrepreneurial training; Entrepreneurship Development Programs; Characteristics of entrepreneurial leadership, Components of entrepreneurial leadership
- Identification of investment opportunities: Project ideas generation and screening. Phases in Project Management, Project feasibility study, Appraisal criteria and process; Methods of appraisal under uncertainty, uncertainty and risk
- Market and demand analysis: Sources of information – primary and secondary; Demand forecasting and market planning; Technical analysis: Materials and inputs; Production technology; Product mix; Plant location and layout; Selection of plant and equipment,
- Financial analysis: Cost of project and means of financing; Major cost components; Planning capital structure; Financing schemes of financial institutions
- Social cost benefit analysis: Meaning and methodology; L & M and UNIDO approach; SCBA in India
- Project implementation: PERT and CPM. The problem of time and cost overrun Project implementation practices in India. Project Review/control – Evaluation of Project

11. SUPPLY CHAIN MANAGEMENT AND LOGISTICS

- Introduction: Evolution, importance, scope, concept of Supply Chain Management (SCM) and trade logistics; Supply chain management as a Management Philosophy; Function of SCM, Value chain for supply chain management
- Design of SCM; Logistic activities – An overview, contribution of logistics at macro and micro levels; SCM and trade logistics; Logistics and competitive advantage; Logistics mix; Concept, span and process of integrated SCM; Difference between logistics and supply chain management, demand management
- Forecasting-Need, quantitative and qualitative methods, Selecting the appropriate forecasting technique; Functional applications – HR, marketing, operations, finance, IT
- Logistics organization -Logistics in different industries, Behavioral Issues in Supply Chain Management: Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances, Focus Areas of Logistics and Supply Chain Management: Product development process and SCM, purchasing cycle, types of purchases, JIT purchasing, strategic role of purchasing in the supply chain and total customer satisfaction; Purchasing vs. procurement, procurement strategies;
- Transportation: Introduction, objectives, different modes of transportation, importance of effective transportation

system; Warehousing and inventory management: Reasons for warehousing, warehousing evaluation and requirements, warehousing location strategies

- Inventory- Introduction, objectives, concept of inventory, types of inventory, concept of inventory management, importance of inventory management, objectives of inventory management, different types of inventory costs, inventory management principles and approaches
- Logistical packaging: Introduction, objectives, concept of logistical packaging, types of packaging material, packaging costs
- Performance Measurement: Framework of performance indicators, methods of performance measurement, and the balanced scorecard approach, benchmarking, supply chain metrics (KPIs), performance measurement and continuous improvement,
- Trends and Challenges in Logistics and Supply Chain Management: Third-party and fourth-party logistic outsourcing- Challenges and future directions; Reverse logistics; Bullwhip effect; Push-based and pull-based systems; Green supply chain management; E-Commerce logistics: Requirements of Logistics in e-commerce, EDI, barcoding, RFID; Re-engineering the supply chain- Future directions.

OR

STRATEGIC HUMAN RESOURCE MANAGEMENT

- Introduction: Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & Corporate Strategy; Challenges in SHRM
- Resource-based view of a firm; Investment perspective of SHRM; HR architecture; HR competencies, HR Strategies: Importance of HR in strategy formulation, Strategic approach to HR functions (planning, acquisition, training, development, reward and compensation); Managing workforce diversity
- SHRM in Practice: - Identifying strategic positions; Managing employee relations - Unions and strategic collective bargaining; Strategic change, Restructuring and SHRM
- Employee engagement and well-being; Matching culture with strategy; Behavioral issues in strategy implementation, SHRM and Business Performance: SHRM for competitive advantage
- High-performance work systems and SHRM, HRM and firm performance
- Evaluating SHRM effectiveness, HRM and customer outcomes, HR metrics; HC bridge Framework model, Trends and Issues in SHRM: HR implications of mergers and acquisitions
- Outsourcing and its HR implications; Human resource strategy in international context; HRM in developing countries; Technology and HRM, Corporate Ethics, Values and SHRM; Future of SHRM.

OR

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

- Scanning the Investment environment, investment alternatives and risk-return trade-off; Types, sources and measurements of returns and risks; Diversification and Hedging; Socially responsible investing, including ethical issues, behavioral finance
- Understanding Fixed-income securities, bond markets, and valuation of bonds,

including various models of valuation, Tax savingschemes in India, Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis

- Portfolio Analysis: estimating the rate of return and standard deviation of the portfolio. Effect of combining these securities, Markowitz Risk-return optimization, Portfolio Performance Evaluation: Measure of return, risk-adjusted measures of return, market timing, evaluation criteria and procedures. Investment Policies of Individuals
- Portfolio total risk, portfolio market risk and unique risk, Simple Sharpe's optimization solution, Capital Market Theory: Capital market line, security market line, risk-free lending and borrowings, portfolio performance evaluation, Capital Asset Pricing Model and related extensions
- Factor Models: Arbitrage pricing theory, two-factor and multi-factor models, Principle of arbitrage, arbitrage portfolios, Financial derivative: features and pricing of financial derivatives

12. ADVANCED FINANCIAL MANAGEMENT AND POLICY

- Capital Structure Theory and Policy: Concept, Meaning, Importance, Determinants of Capital Structure, Optimum Capital Structure, Theories of capital structure, Financial Statement Analysis- Comparative Statement Analysis, Common Size Statement Analysis, Trend Analysis, Ratio Analysis. Financial and Operating Leverages,
- Corporate Restructuring and Policy: Concept, Meaning, Objectives, Techniques of Corporate restructuring. Mergers and Takeovers: Types, Objectives, Legal and Procedural Aspect of Mergers and Takeovers, valuation and financing Mergers and Takeovers, An overview of Mergers and Takeovers in India, Financial Restructuring: Meaning, Objectives, Steps in Financial Restructuring, Reorganization of Capital, Buy-back of shares. Financial Management of Sick Unit
- Cost of Capital: Meaning, significance, Computation of Cost of Capital including CAMP, Weighted Average Cost of Capital
- Valuation of Securities: Valuation of Securities – Bonds and Equities. Shareholder Value and Corporate Governance
- Financial Derivatives and Policy: Concept, Recent developments in financial derivative market. Financial Derivative Market in India- Structure, Regulatory Framework and Classification. Options- Concept, Uses, Types, Models – Black-Scholes, Put—Call Parity Relationship. Futures- Futures Market, Futures Contracts and Futures Trading, Hedging- Concept, process, objectives, importance, foreign exchange risk and hedging. Swaps- Concept, Basic Swap Structure and Growth of Swap Market.

OR

CONSUMER BEHAVIOUR

- Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and marketing concept; Changing profile of Indian consumers and new consumption patterns; Conducting consumer research – overview of process,

complexities and issues

- Consumer Decision Making Process: Buying motives; Buying roles; Consumer buying process; Stages and level of consumer decision making; Business buying behaviour - an overview; Theories of motivation and its application
- Personal Factors Affecting Consumer Behaviour: Demographic characteristics; Family, Family life cycle and consumer decision making; Household influence on consumer buying behaviour; Needs and motivation; Perception; Perceptual mapping and positioning; Value perceptions; Attitude and attitude change; Attitude models; Learning and learning theories; Consumer involvement - antecedents and consequences; Personality - Concept and personality theories; Psychographics; Life style and applications
- Socio-Cultural Determinants of Consumer Behaviour: Reference group influences - Theories of reference group and applications; WOM communication and opinion leaders; Social class and social class stratification in India; Understanding cultural and sub-cultural
- Model of Consumer Behaviour and Business Buying Behaviour: An overview of contemporary models; Deterministic and probabilistic approaches; Contemporary Model of consumer behaviour.

OR

HUMAN RESOURCE DEVELOPMENT

- Introduction to Human Resource Development: Historical perspective, the emergence of HRD, conceptualizing critical HRD; Contemporary realities and future of HRD; Andragogy and life-long learning
- Theoretical approaches to Human Resource Development: Social capital theory, learning network theory, relevance of systems theory to HRD, human capital theory and screening theory of HRD
- Human Resource Development Process: Identifying HRD needs; Designing and developing effective HRD programs; Evaluating effectiveness of HRD Programs; HRD interventions
- Integrating learning with work: Theories of learning, trends in workplace learning, learning interventions; Transfer of learning; Strategic learning and leadership; Learning organizations and organizational learning
- Human Resource Development Trends: New ways of working and employability; Coaching, mentoring and management of performance; Virtual HRD; Workforce diversity and HRD.