

Name of Faculty : Mr. Ankush Singla
Discipline : Management
Semester : 2nd Semester
Subject : Management Science (CP-201)
Lesson Plan Duration : 14 weeks (January 2018 to April 2018)
Work Load (Lecture/Practical) per week (in hours): Lectures-5, Practical-NA

Unit 1

Week	Day	Topics
Week 1	Day 1	Introduction, Meaning & Definition of Management Science
	Day 2	Features of Management Science
	Day 3	Methodology of OR
		Modeling in OR
	Day 4	Principles of OR Modeling
Scope & Applications of Management Science		
Day 5	Role of OR in Decision-Making	
Week 2	Day 6	Introduction of Assignment
	Day 7	Different Assignment Cases
	Day 8	Maximization & Minimization Concept
	Day 9	Prohibited/Restricted assignment Problems
	Day 10	Unbalanced Assignment Problem
Week 3	Day 11	Traveling Salesmen Assignment
	Day 12	Mathematical Problems
	Day 13	Introduction of Transportation
		Transportation Algorithms
	Day 14	Methods of finding Initial Solution
Day 15	Test for optimality	
Week 4	Day 16	Variations in Transportations problems
	Day 17	Maximization Problems
	Day 18	Trans-shipment problems
	Day 19	Mathematical Problems

	Day 20	<p>Long & Short Questions</p> <p>Key terms:</p> <ul style="list-style-type: none"> ▪ Row Minima ▪ Column Minima ▪ Alternate & Multiple Solution ▪ Restricted Path ▪ Traveling Path Standard Form ▪ NWCM ▪ VAM ▪ MODI ▪ Stepping Stone ▪ Transshipment <p>Practical Assignment:</p> <ul style="list-style-type: none"> ▪ Select Company in which assignment is applicable & describe the problem for same in context of Hungarian method. ▪ By taking data of any company in context of No. of Units transported from sources to their final markets/destination suggest optimal path with optimal cost. <p>Quiz to be conducted</p>
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Unit II

Week	Day	Topics
Week 5	Day 21	Introduction and Meaning of Linear Programming
	Day 22	Scope and Assumptions
		General and Standard Form of LPP
	Day 23	Formulation of LPP
	Day 24	Graphical Solutions
	Day 25	Unique, Alternate & Multiple Solution
Maximization and Minimization Concept		
Week 6	Day 26	Simplex Method
	Day 27	Mathematical Problems
	Day 28	Two Phase Method
	Day 29	Mathematical Problems
	Day 30	Big M penalty Method
Week 7	Day 31	Mathematical Problems
	Day 32	Concept of Integer Programming
	Day 33	Gomory's Method
	Day 34	Mathematical Problems
	Day 35	Branch & Bound Method
Week 8	Day 36	Mathematical problems
	Day 37	Sensitivity Analysis
	Day 38	Variable in Goal programming
		Goal programming Model Formulation
		Goal Programming Application
Day 39	General Non Linear Programming Problem	

	Day 40	<p>Short & Long Questions</p> <p>Key terms:</p> <ul style="list-style-type: none"> ▪ Slack variable ▪ Surplus Variable ▪ Standard Form ▪ Feasible & Infeasible Solution ▪ Artificial Variable ▪ Multiple and Optimum Solution <p>Practical Assignment:</p> <ul style="list-style-type: none"> ▪ Imagine that you have a 5-week business commitment between USA & UK. You fly out of USA on Mondays and return on Wednesdays. A regular round trip ticket costs \$400, but a 20% discount is granted if the dates of ticket span a weekend. A one way ticket in either direction costs 75% of the regular price. How should you buy the tickets for the 5-week period? ▪ A toy company manufactures two types of doll, a basic version-doll A and a deluxe version-doll B. Each doll of type B twice as long to produce as one of type A, and the company would have time to make a maximum of 2000 per day. The supply of plastic is sufficient to produce 1500 dolls per day (both A and B). The Deluxe version requires a fancy dress of which there are only 600 per day available. If the company makes a profit of Rs. 3.00 and Rs. 5.00 per doll, respectively on A & B, then how many of each doll should be produced per day in order to maximize total profit. Formulate this problem. <p>Quiz to be conducted</p>
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UNIT III

Week	Day	Topics
Week 9	Day 41	Introduction
		Two person zero sum games
		Mixed Strategies
		Pure Strategies
	Day 42	The rules of Dominance
	Day 43	Solution Methods for games without Saddle Point
		Matrix & Odds Method
	Day 44	Solution Methods for games without Saddle Point
		Graphical Method
Day 45	Mathematical problems	

Week 10	Day 46	Elements for Decision Making process
		Decision Making Environment
	Day 47	Decision Making under Uncertainty
	Day 48	Decision Making under Risk
	Day 49	Decision Trees Analysis
	Day 50	Mathematical Problems
Week 11	Day 51	Introduction to Inventory
		Variables in inventory problems
		Classification of Characteristic Inventory systems
	Day 52	Inventory Model Building
		Single Items Inventory Control Models without Shortage-I
	Day 53	Single Items Inventory Control Models without Shortage-II
		Multi Items Inventory Models with Constraints
	Day 54	Single Item Inventory Control Models with Quantities
		Inventory Control Models with Uncertain Demand
		Information Systems for Inventory Control
	Day 55	Probabilistic Inventory Control Models
		Instantaneous Demand I.C Models without Setup Cost
		Continuous Demand I.C
Instantaneous Demand I.C Models with Setup Cost		
Week 12	Day 56	<p>Short & Long questions</p> <p>Key words:</p> <ul style="list-style-type: none"> ▪ Saddle Point ▪ Mixed Strategy ▪ Pure Strategy ▪ Zero Sum Game ▪ Laplace ▪ Hurwicz ▪ EMV ▪ Position Value ▪ Decision & Chance Nodes ▪ Certain Inventory Model ▪ Uncertain Inventory Model ▪ EOQ ▪ Carrying & Ordering Cost ▪ Stock out Cost <p>Practical Assignment:</p> <ul style="list-style-type: none"> ▪ Take Data for two Competitors in any field then solve through graphical method to find optimum Value of Game. ▪ XYZ industries have a new product which they expect has a great potential. At the moment they have two courses of action open to them: S1= to test the market, S2=to drop the product. If they test it, it will cost Rs. 50,000 and the response could be positive or negative with probabilities of 0.70 and 0.30 respectively. If it is positive, they could either market it with full scale or drop the product. if they market with full scale, then the result might be low, medium or high demand, and the respective net pay offs would be – Rs. 100,000, 100,000 or Rs. 500,000. These outcomes have probabilities of 0.25, 0.55 and 0.20 respectively. if the result of the test marketing is negative, they have decided to drop the product. If, at any point, they drop the product there is a net gain of Rs. 25,000 from the sale of scrap. All

		<p>Financial values have been discounted to the present. Draw a Decision Tree for the Problem & Indicate the most preferred Decision.</p> <p>Quiz to be conducted</p>
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UNIT IV

Week	Day	Topics
Week 12	Day 57	Introduction to Simulation
	Day 58	Simulation Models
	Day 59	Phases of Simulation
		Application of Simulation
Day 60	Queuing System	
Week 13	Day 61	Queuing Models
		Advantage and Disadvantage
	Day 62	Introduction to Waiting Lines
		Single Server Q.M
	Day 63	Multi Server Q.M
		Finite Calling Population Model
Day 64	Introduction to PERT and CPM	
Day 65	Steps for Project Scheduling	
Week 14	Day 66	Difference between PERT and CPM
	Day 67	PERT/CPM Network Components
	Day 68	Critical Path Analysis
	Day 69	Mathematical Problems
	Day 70	<p>Short & Long Questions</p> <p>Key terms:</p> <ul style="list-style-type: none"> ▪ Monte Carlo Simulation ▪ Random Numbers ▪ Simulated field ▪ Process ▪ Reneging ▪ Balking ▪ Arrival Structure ▪ Servicing Structure <p>Practical Assignment:</p> <p>By taking data of any company in context of any problem and Simulate the same through their matched application.</p> <p>a) A factory operates 8 hrs per day and has 240 working days in a year. The m/c break down average rate is 2 in 5 days, whereas the single maintenance engineer can repair the break down m/c on an average in 1.5 days. The idle time of m/c is Rs 8/- per hour. With the usual queue system assumption find the total cost of maintenance including cost of idle m/c time if maintenance engineer is given a salary of Rs 4 per hour.</p> <p>b) In each of following conditions identify the customer and server:</p> <p>i) Planes arriving at airport</p> <p>ii) Taxi stand where cabs serve waiting passengers.</p> <p>Iii) Letters processed in Post office.</p> <p>iv) Registration for classes in universities</p> <p>Quiz to be conducted</p>

UNIT	LECTURES	TENTATIVE DATE FOR COMPLETION
1	20	Jan 25, 2018
2	20	Feb 24, 2018
3	16	Mar 19, 2018
4	14	Apr 13, 2018
TOTAL	70	

CP-204: Financial Management
ASSISGNMENT SHEET

TOPICS	SUGGESTED READINGS
Introduction to Financial Management	TB,CH-1;SR-1,CH-1;SR-12,CH-1;SR-3,CH-1;SR-4,CH-1;SR-5,CH-1;SR-13,CH-1;SR-14,CH-1;SR-15,CH-1;SR-16,CH-1;SR-17,CH-1
Time Value of Money	TB-1,CH-2;SR-1,CH-6;SR-4,CH-2;SR-5,CH-5;SR-12,CH-2;SR-13,CH-8;SR-16,CH-4;SR-17,CH-2;SR-18,CH-2
Sources of Finance	TB,CH-31;SR-1,CH-17,30;SR-3,CH-12;SR-4,CH-3;SR-7,CH-7;SR-10,CH-4;SR-12,CH-16;SR-13,CH-23;SR-14,CH-12;SR-16,CH-19;SR-17,CH-12;SR-18,CH-3
Investment Decisions Importance, Difficulties in determining cash flows, Methods of Capital Budgeting	TB,CH-8;SR-1,CH-11&12;SR-4,CH-3&5;SR-6,CH-11;SR-9,CH-3&4;SR-14,CH-2,3,4;SR-15,CH-5;SR-3,CH-21;SR-12,CH-6;SR-13,CH-13;SR-17,CH-5&6
Risk Analysis in Capital Budgeting.	TB,CH-12;SR-1,CH-13;SR-3,CH-25;SR-9,CH-1;SR-11,CH-11;SR-13,CH-14;SR-14,CH-6,SR-15,CH-6;SR-16,CH-11
Cost of Capital	TB,CH-9;SR-1,CH-14;SR-3,CH-16;SR-4,CH-9;SR-6,CH-12;SR-8,CH-19;SR-13,CH-11;SR-14,CH-16;SR-15,CH-10;SR-16,CH-10&12;SR-17,CH-7;SR-18,CH-7
Capital Structure Decisions Theories, Factors determining, Optimal capital structure	TB,CH-15;SR-1,CH-19&20;SR-3,CH-18;SR-9,CH-8&9;SR-10,CH-35;SR-14,CH-18;SR-12,CH-9;SR-13,CH-16&17;SR-15,CH-15&16
Management of Working Capital	TB,CH-27;SR-1,CH-26;SR-3,CH-11;SR-4,CH-7;SR-6,CH-18;SR-8,CH-14;SR-9,CH-12&13;SR-10,CH-16;SR-14,CH-13;SR-15,CH-18&19;SR-16,CH-20;SR-17,CH-8;SR-18,CH-4
Management of cash	TB,CH-30;SR-1,CH-27;SR-3,CH-13;SR-9,CH-14;SR-10,CH-17;SR-11,CH-16;SR-12,CH-14;SR-15,CH-20;SR-17,CH-9;SR-18,CH-4
Receivables Management	TB,CH-28;SR-1,CH-28;SR-6,CH-20;SR-9,CH-15;SR-10,CH-19;SR-15,CH-21;SR-3,CH-14;SR-12,CH-15;SR-17,CH-10;SR-18,CH-4
Inventory Management	TB,CH-29;SR-1,CH-29;SR-3,CH-15;SR-9,CH-29;SR-10,CH-18;SR-11,CH-16;SR-15,CH-22;SR-17,CH-11
Internal financing	TB,CH-20;SR-5,CH-28;SR-4,CH-11
Dividend Policy	TB,CH-17&18;SR-1,CH-21&22;SR-3,CH-19,SR-4,CH-11;SR-14,CH-19,SR-16,CH-16;SR-17,CH-17;SR-18,CH-10

Text book: (TB)

1. Pandey I.M, "Financial Management", Vikas Publication House, Ninth Edition

Suggested Readings: (SR)

1. Chandra Prasanna, "Financial Management theory & Practice", Mc. Graw Hill Publication, New Delhi, Seventh Edition.
2. Khan M.Y, Jain P.K., "Basic Financial Management", Mc. Graw Hill Publication, fifth Edition.

3. Kishore Ravi M, "Tax Mann's Financial Management" Taxmann Publishers, sixth Edition.
4. Dr. Maheshwari S.N., "Financial Management Principles & Practice", Sultan Chand & Sons Publications, New Delhi
5. Bhalla V. K., "Financial Management & Policy ", Himalaya Publications, Sixth Edition
6. Martin Keon, Petty, Scott Jr, "Financial Management Principles and applications", Pearson Prentice Hall of India, Tenth Edition.
7. Sharma R.K, Gupta Shashi K., "Management Accounting & Financial Management"
8. Shapiro Alan C., "Multinational Financial Management", Prentice Hall of India, 4th Edition.
9. Rustagi R.P., "Fundamentals of financial Management", Galgotia Publishing House, 3rd Edition.
10. Srivastva R. M., "Financial Management & policy, Himalaya Publishing House, 3rd Edition.
11. Prasanna Chandra, "Finance Sense", Tata Mac Graw Hill Publishing House, 3rd Edition.
12. Horne Van James C., "Financial Management & Policy", Prentice Hall of India Ltd, 12th Edition.
13. Brigham Eugene F., Ehrhardt Michael C., "Financial Management Theory & Practice, 3rd Edition.
14. Arnold Glen, Kumar Mohan, "Corporate Financial Management", Pearson Education Pvt. Ltd., 3rd Edition.
15. Periasemy P. "Financial Management", Vijay Nicore Imprints Pvt. Ltd.
16. Brealey, Mayres & Marcus, "Fundamentals of Corporate Finance", Mac Graw Hill Publications, Irwin, 5th Edition.
17. Sharan Vyuptakesh, "Fundamentals of Financial Management", Pearson Education, 2nd Edition.
18. Benerjee Bhabhatosh, "Financial Policy & Managem3nt Accounting", Prentice Hall of India Pvt. Ltd, 7th Edition.

Other Readings: (OR)

1. The journal Of Finance- American Finance Association
2. Finance India
3. Vision – The Journal Of Research Perspective
4. Paradigm – IMT, Ghaziabad
5. M.B.A Review – The ICFAI University Press
6. Business world
7. Business India
8. RBI Bulletin
9. Business Standard
10. The Financial Express
11. CNBC TV18

Links For Cases

- <http://www.Lar> court college. Com/Finance Theor/10e//
- Pandey I.M. Bhatt Ramesh, "Cases in Financial Management", 2nd Edition.
- <http://h223785.temppublish.com>
- <http://www.scribd.com/doc>

Lesson Plan

Name of Faculty: Ms. Payal Somani

Discipline: Management

Semester: MBA II Semester

Subject: CP 204: Financial Management

Lesson Plan Duration: 15 Weeks (January 2018 to April 2018)

Unit I

Introduction to Financial Management (4 Lectures)

Week	Day of Completion	Topic
1.	Day 1	<ul style="list-style-type: none"> • Introduction and meaning of Finance • Corporate Finance, Government Finance & Public Finance • Introduction to Financial Management • Nature and scope of Financial Management, Ten Principles that form the basis of financial Management
	Day 2	<ul style="list-style-type: none"> • Finance functions- Investment Decision, Financing Decision & Dividend decision • The risk-return trade off associated with each decision of Financial Management • Financial Goals: • Wealth Vs. Profit Maximization
	Day 3	<ul style="list-style-type: none"> ▪ Organization of finance Function ▪ Financial manager's Role ▪ The Agency Problem- Managers would not work for owners unless it's in their best Interest. • Key Terms: <ul style="list-style-type: none"> ➤ Episodic Financing ➤ Cut off Rate/ Opportunity cost of capital ➤ Interest tax shield ➤ Expected Return ▪ Stock Dividend Strategy
	Day 4	<ul style="list-style-type: none"> • Short Questions • Long Questions • Practical Assignment: • Firms often involve themselves in Projects that do not result directly in profits, For example: - IBM & Mobile Oil frequently support Public television broadcast. Do these projects contradict the goal of maximization of shareholder's wealth? Why or why not
	Day 4	<ul style="list-style-type: none"> ❖ Case Study:- Role of Financial management in a retail setting A Marks and Spencer case study ❖ Source: http://businesscasestudies.co.uk/marks-and-spencer/financial-management-in-a-retail-setting/conclusion.html#axzz2paikRQP6

Unit II

Concepts of Value and Return (3 Lectures)

Week	Day of Completion	Topic
1 st	Day 5	<ul style="list-style-type: none"> • Time Preference for money-An Introduction • Finding The Future value • Future value of a Single Cash Flow, FV of an annuity, Annuity of a future

		<ul style="list-style-type: none"> value(Sinking Fund) • Finding the Present value • Present Value of a single cash flow, PV of an annuity, PV of an uneven cash flow, capital Recovery problems, Constantly growing annuity
2 nd	Day 6	<ul style="list-style-type: none"> • Value of an annuity due • Multi period compounding • Present Value and rate of return • Key Terms: <ul style="list-style-type: none"> ➤ Nominal Interest Rate ➤ Perpetuity ➤ Loan Amortization ➤ Compounding Vs. Discounting, •
	Day 7	<ul style="list-style-type: none"> • Short Questions • Long Questions • Practical Assignment: visit a Car dealer & find out EMIs for a car loan of Rs. 3,00,000 ,10, 00, 000 and 25, 00, 000 repayable over a period of <ul style="list-style-type: none"> a) 3 Years b) 5 Years c) 7 Years • Find out the effective rate of interest from the amount of EMIs. • Video Case :- • http://www.youtube.com/watch?v=MdK-A1VQJIs

Unit III
Sources of Finance (3 Lectures)

Week	Day of Completion	Topic
2nd	Day 8	<ul style="list-style-type: none"> • Introduction to Sources of Finance • Classification of Sources of Finance <ul style="list-style-type: none"> ➤ Security Financing ➤ Internal financing ➤ Loan Financing ➤ Venture capital ➤ Mutual Funds ➤ Lease Financing <p>Benefits and Risk associated with each Source of finance</p>
	Day 9	<p>2) Long term Sources of Finance</p> <ul style="list-style-type: none"> ➤ Ordinary Shares, Rights Issue of Equity Shares, Preference Shares, Debentures, Bonus Shares, Term Loans <p>3) Working Capital Finance</p> <ul style="list-style-type: none"> ➤ Trade Credit, Accrued Expenses and Deferred Income, Bank Finance for working capital, Regulation of bank finance, Commercial Papers, Other Money Market Instruments
	Day 10	<ul style="list-style-type: none"> ❖ Case Study: Premier Casting Limited-Who casts the Benefit? Source: http://businesscasestudies.co.uk/business-theory/finance/sources-of-finance.html#axzz2H0IYZsvO • Key Terms: <ul style="list-style-type: none"> ➤ Deep discount bonds, ZCB's ➤ Hybrid financing ➤ Bridge Financing ➤ Certificates of deposit

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Unit IV
Investment Decisions (7 Lectures)

Week	Day of Completion	Topic
3rd	Day 11	<ul style="list-style-type: none"> • Introduction and meaning to Capital Budgeting (Investment decisions) • Nature & Importance of Capital Budgeting Decisions, • Difficulties in Determination of Cash flows
	Day 12	<ul style="list-style-type: none"> ▪ Types of Investment Decisions: ▪ Capital Rationing Decisions , Accept/Reject Decision, Mutually Exclusive Decisions ▪ Investment Evaluation Criteria
	Day 13 Day 14 Day 15	<ul style="list-style-type: none"> • Methods of Capital Budgeting • Discounted and Non Discounted Methods
4th	Day 16	<ul style="list-style-type: none"> • Key Terms: <ul style="list-style-type: none"> ➤ Pay Back Period and Accounting rate of return ➤ NPV & IRR ➤ Profitability index ➤ Discounted Pay Back Period Terminal Method Short questions Long questions ❖ Practical Assignment: How does an NPV rule help in determining optimum duration of investment? Illustrate
	Day 17	<ul style="list-style-type: none"> ❖ Case Study:- DESIGNS ON PROFIT Sources:- The Strategist, Business Standard, Byravee Iyer <p style="text-align: center;">Case study http://www.scribd.com/doc/18925971/CASE-STUDYCapital-Budgeting-A case study of swastik limited Manufacturer</p>

Unit-V
Risk Analysis (3 lectures)

Week	Day of Completion	Topic	Completion Status with Date	Checked By:
4 th	Day 18	<ul style="list-style-type: none"> • Introduction • Meaning & types • Risk of rate of return • Expected return & risk 		
	Day 19	<ul style="list-style-type: none"> • Key Terms: • risk free rate • risk premium • risk diversification • Portfolio • Arbitrage • Assignment: Practical questions related to techniques of risk analysis in Capital budgeting 		
	Day 20	<ul style="list-style-type: none"> • Case study http://www.scribd.com/doc/18925971/CASE-STUDYCapital-Budgeting-A case study of Richa Food Company 		

Unit-VI
Cost of Capital (8 lectures)

Week	Day of Completion	Topic
5th	Day 21	<ul style="list-style-type: none"> • Introduction • Significance of the cost of capital • Opportunity cost •
	Day 22	<ul style="list-style-type: none"> • CAPM • CAPM v/s Dividend growth model
	Day 23	<ul style="list-style-type: none"> • Weighted average cost of capital <ul style="list-style-type: none"> ➤ Flotation costs ➤ Cost of capital ➤ Investment analysis. ➤ WACC & investment analysis
	Day 24 Day 25	<ul style="list-style-type: none"> • Calculation of cost of Debt, Preference, Equity capital
6th	Day 26 Day 27	<ul style="list-style-type: none"> • Calculation of cost of Debt, Preference, Equity capital • Key Terms: Earnings price ratio, financial risk, retained earnings, WACC
	Day 28	<p>Assignment:</p> <ol style="list-style-type: none"> 2. Practical Questions related to Computation of Specific and weighted average Cost of capital. 3. Take the B/S of top 3 Companies in the Aviation sector and calculate the cost of their debt Finance and overall cost of capital and critically analyse whether it is Justified or not.

Unit VII
Capital Structure Decisions(8 lectures)

Week	Day of Completion	Topic
6th	Day 29	<ul style="list-style-type: none"> • Introduction & Meaning • Difference in Capitalization , Capital structure & financial structure
	Day 30	<ul style="list-style-type: none"> • Forms of capital structure • Importance of capital structure • Optimal capital structure
7th	Day 31	<ul style="list-style-type: none"> • Theories of capital structure • Factors determining capital structure
	Day32 Day 33 Day 34 Day 35	Practical Questions
8th	Day 36	<p>Practical Assignment:</p> <p>Consider 2 firms. One as levered & other as unlevered & identify which firm will have more value according to MM Approach and give your results in the presence as well as absence of taxes.</p> <ul style="list-style-type: none"> • Key Terms: • financial Leverage • operating leverage • EBIT • Capital Gearing Ratio <p>Case Study:</p> <p>http://www.inderscience.com/search/index.php?action=record &rec_id=9624- A case study on capital structure of fertiliser Industry</p>

Unit VIII
Management of Working Capital (6 Lectures)

Week	Day of Completion	Topic
8th	Day 37	<ul style="list-style-type: none"> • Introduction & Meaning • Objectives of working capital • Types & Importance of W.C
	Day 38	<ul style="list-style-type: none"> • Factors determining working capital requirements
	Day 39 Day 40	<ul style="list-style-type: none"> • Theories of working Capital management • Principal of working capital management
9th	Day 41	<ul style="list-style-type: none"> • Forecast of WCM • Key Terms: • Permanent W.C • operating cycle • Gross W.C and NWC • Conservative and Aggressive Approach
	Day 42	<ul style="list-style-type: none"> • Assignment: Compare the working capital Requirements of Manufacturing and trading concerns with the help of examples of 2 companies in each Industry and identify that which sources of Finance they used to fulfill their requirements • Case Study -Dabur India – working capital Management and Cost Management http://gbr.sagepub.com/content/8/2/335.short

Unit IX
Management of cash (4 lectures)

Week	Day of Completion	Topic
9th	Day 43	<ul style="list-style-type: none"> • Introduction • Meaning of cash • Nature of cash • Facets of Cash management
	Day 44	<ul style="list-style-type: none"> • Motives of holding cash • Cash planning • Managing cash collections & surplus
	Day 45	<ul style="list-style-type: none"> • Models Of Cash Management
10th	Day 46	<ul style="list-style-type: none"> • Assignment: Compare the cash flow position of top 3 companies in cement Industry use database of capital line Software and give your comments • Case let: Kashiram & Co. Garments Manufacturer Source: Pandey I.M, "Financial Management", Vikas Publication House, Ninth Edition

Unit X
Receivables Management (5 lectures)

Week	Day of Completion	Topic	Completion Status with Date	Checked By
10 th	Day 47	<ul style="list-style-type: none"> • Introduction & Meaning • Cost of receivable management 		

	Day 48	<ul style="list-style-type: none"> • Factors influencing receivable • Management 		
	Day 49	Forming of credit policy Execute credit policy & optimal cr. Policy Formulating collection policy & Factoring		
	Day 50	Assignment: <ul style="list-style-type: none"> • Practical questions related to Receivable Management. 		
11th	Day 51	<ul style="list-style-type: none"> • Key Terms: • Aging schedule • Default risk • Bill discounting • Credit limit credit terms <p>Case let: Receivables Management of Indus Engineering Ltd.</p> <p>http://www.icmrindia.org/casestudies/catalogue/Finance/FINA005.htm</p>		

Unit X I
Inventory Management (4 lectures)

Week	Day of Completion	Topic
11th	Day 52	<ul style="list-style-type: none"> • Introduction & Meaning • Nature of inventories • Need to hold • Inventories
	Day 53	<ul style="list-style-type: none"> • Objectives of inventory mgt.
	Day 54	Inventory mgt. techniques
	Day 55	<p>Today some of the companies are using JIT production system Discuss whether this system is better than holding inventories or not and also list the companies which are using JIT in India</p> <ul style="list-style-type: none"> • Case Study: http://www.icmrindia.org/casestudies/catalogue/Finance/FINA005.htm

Unit X II
Internal Financing(3 lectures)

Week	Day of Completion	Topic
12th	Day 56	<ul style="list-style-type: none"> • Introduction & Meaning • Sources of internal financing • Importance of internal financing • Disadvantages of internal financing
	Day 57	<ul style="list-style-type: none"> • Cost of internal financing • Conclusion • Key Terms: Retained earnings, opportunity cost, trade off • Short Questions • Long questions
	Day 58	Assignment: Retained Earnings up to specific level are required by each organizations in the form of

		Reserves. Examine the b/s of any 3 companies in Manufacturing Sector and list the reserves they maintained and their specific and general Usages.
		Case let : BHP Ltd. http://www.icmrindia.org/casestudies/catalogue/Finance/FINA005.html

Unit XIII
Dividend Policy(8 lectures)

Week	Day of Completion	Topic
12	Day 59	<ul style="list-style-type: none"> • Introduction & Meaning
	Day 60	<ul style="list-style-type: none"> • Dividend decision & valuation of firms
13 th	Day 61	Types of dividend policy: <ul style="list-style-type: none"> • The theory of irrelevance • Residual approach • Modigliani & Miller approach • Walter approach • Gordon approach
	Day 62	
	Day 63	
	Day 64	
	Day 65	
14 th	Day 66	<ul style="list-style-type: none"> • Determinants of dividend policy • Key Terms: • Bonus Issue, • Right Issue • stock dividend • Walter and Gordon Approach Assignment: “Bonus Dividend is given by the companies to its Shareholders when the company is not able to pay the dividend in cash” Justify and also Discuss with suitable Examples that How the Bonus shares and their treatment is done by the companies in their Balance sheet. Case Study –Dividend policy http://www.icmrindia.org/casestudies/catalogue/Finance/FINA005.htm -

Unit XIV
Financial Modeling (3 Lectures)

Week	Day of Completion	Topic
14 th	Day 67	<ul style="list-style-type: none"> • Introduction & Meaning • Application of financial modeling
	Day 68	<ul style="list-style-type: none"> • Techniques of financial modeling • Merits & demerits of financial modeling • Long questions • Short questions
	Day 69	Assignment: “The Concept of Financial Modelling is very famous now a days in order to solve complex Financial Problems” List various financial Models being used by the organizations at present.
15 th	Day 70	Practice Test

	Day 71	Practice Test
	Day 72	Practice Test
	Day 73	Practice Test
	Day 74	Practice Test
	Day 75	Practice Test

Name of Facult: Ms. Vandana Madaan

Discipline: Management

Semester: MBA 2nd semester

Subject: CP- 203; Human Resource Management

Lesson Plan Duration: 13 weeks (January 2018 to April 2018)

Work Load (Lecture/Practical) per week (in hours): Lectures-5, Practical-NA

Unit-I

Sr. #	Week & Day of Completion	Topics
1	Week 1	Human Resource Management (5 Lectures)
	Day 1	Concept
		Scope
		Evolution of HRM
	Day 2	Theoretical Perspectives on HRM
	Day 3	HR Models
	Day 4	Role of HRM in Business Strategy
		Emerging Trends in shaping HRM Environment
	Day 5	Key Terms
		Competitive Advantage
		Human Resources
		Social, Rational & Complex Man
		Knowledge Worker & Wisdom Worker
		Human Resource Management
		Social, Emotional & Intellectual Capital
		Reengineering
		Empowerment
Long Questions		
Short Questions		
Practical Assignment: Critically analyze the HR practices followed by different organizations highlighting the significance and impact of HRM in achieving their bottom line performance indicators.		
Case Study: Much ado for Indian HR Leaders <i>(Source: Human Capital, Vol. 17, No. 8, January, 2014)</i>		

Unit-II

Sr. #	Week & Day of Completion	Topics
2	Week 2	Human Resource Planning & Forecasting (3 Lectures)
	Day 1	Business & HRP
		Significance

	Day 2	Process
	Day 3	Key Terms
		Workload Analysis
		Workforce Analysis
		Outplacement
		Lay-Offs
		Retrenchment
		Work Sharing
		VRS
		De-layering & Downsizing
		Over-Staffing
		Outsourcing
		Attrition
		Replacement Charts
		Skill Inventories
		Trend Analysis
		Long Questions
		Short Questions
		Practical Assignment: Discuss the practices followed and difficulties faced by Public Sector Undertakings in planning the HR requirements.
		Case Study: Bridging the talent gap (Source: Human Capital, Vol. 16, No. 6, November, 2012)
MCQs		

Unit-III

Sr. #	Week & Day of Completion	Topics
3	Week 2	Job Analysis & Job Design (6 Lectures)
	Day 4	Job Description
	Day 5	Job Specification
	Week 3	Competency Based Job Analysis
	Day 1-2	
	Day 3	Job Design- Approaches & Methods
	Day 4	Key Terms
		PAQ
		Job Description
		Job Specification
		Job De-jobbing
		Employee Specification
Long Questions		
Short Questions		

	<p>Practical Assignment: Prepare the Job Analysis Statement for 3 different titles of service based organization by comparing and contrasting the Job description and Job Specification of those titles printed in Recruitment Ads in Newspapers. Further, analyze the varied job profiles on the MPS in context to Job Design.</p>
	<p>Case Study: Video Case on Job Design (Source: http://www.youtube.com/watch?v=ZEuFcg79-q0)</p>

Unit-IV

Sr. #	Week & Day of Completion	Topics
4	Week 3	Recruitment, Selection, Placement, Induction & Socialization (12 Lectures)
	Day 5, Week-4 Day 1,2	Sources of Recruitment & it's Process
	Day 3-4	Selection Process
	Day 5	Selection Tests & their types
	Week -5 Day 1	Interview & it's types
		Selection Audit
	Day 2-3	Placement
	Day 3-4	Induction
	Day 5	Socialization
	Week 6 Day 1	Key Terms
		Recruitment & Selection
		Organization Culture
		Induction
		Socialization
		Placement
		Internal Sources
		External Sources
		Recruitment Yield Pyramid
		Scouting
	Long Questions	
	Short Questions	
	Practical Assignment: Discuss the Employment Branding practices used by different organizations to lure best brains based on the Hewitt Associates Survey of Best Employers. Design a Recruitment Ad for the title of your choice for a fresher in the allocated sector (BFIRT/ Manufacturing Concerns). Draft the Selection procedure and policy for the same position along with the blue print of the Orientation programme.	
	Case Study: Boomerangs to fly Tapping the hiring trendo-meter (Source: <i>Human Capital</i> , Vol. 17, No. 9, February, 2014) 7 deadly hiring sins (Source: <i>Human Capital</i> , Vol. 17, No. 10, March, 2014)	
	MCQs	

Unit-V

Sr. #	Week & Day of Completion	Topics
5	Week -6	Management Training & Development (5 Lectures)
	Day 2	Introduction
		Training Objectives
	Day 3	Process & Methods
	Day 4	Impediments
		Ways to Overcome
	Day 5	Management Development
		Methods
	Week 7 Day 1	Process
		HRD
		Key Terms
		Case Study Method
		Simulation Exercises
		Experiential Exercises
		Apprenticeship & Coaching
		Job Instruction
		Committee Assignments
		Role Playing
		Vestibule Learning
		PI & Computer Modeling
		On-the-Job Training
		Off-the-Job Training
		Job Rotation
Long Questions		
Short Questions		
Practical Assignment: Critically evaluate the Training Practices of different organizations bringing out the purposes for which they are designed, TNA methods, Training methods, Communication strategies used and ROI issues.		
Case Study: Bud to Boss (Source: Human Capital, Vol. 17, No. 9, February, 2014)		

Unit-VI

Sr. #	Week & Day of Completion	Topics
6	Week 7	Performance Management & Appraisal and Potential Appraisal & Development (5 Lectures)
	Day 2	Introduction
		Meaning
		limitations of Performance Appraisal
	Day 3	Methods
	Day 4	Potential Appraisal
		Conclusion

	Day 5	Key Terms
		Balance Scorecard
		Halo Error
		Appraisal Interview
		Stereotyping
		BARS
		Assessment Centre
		Potential Appraisal
		Long Questions
		Short Questions
	Practical Assignment: Critically Evaluate the Performance Appraisal practices of 3 different organizations in the allocated sector.	
	Week 8 Day 1	Case Study:
		Before you fire up your underperformers (Source: <i>Human Capital</i> , Vol. 17, No. 8, January, 2014)
		Potential vs performance- The battle continues (Source: <i>Human Capital</i> , Vol. 17, No. 9, February, 2014)
The Hi Po Brigade (Source: <i>Human Capital</i> , Vol. 17, No. 2, July, 2013)		
		Video Cases on Appraisal Discussion!! (Source: http://www.youtube.com/watch?v=eN1VHCfz12E)
		MCQs

Unit-VII

Sr. #	Week & Day of Completion	Topics
7	Week -8	Career Management & Talent Management (7 Lectures)
	Day 2	Basic Concepts
	Day 3	Methods
	Day 4	Designing & Developing Career Management Systems in an Organization
	Day 5	Talent Management- Concepts & Related Practices
	Week 9 Day 1	
	Week-9 Day 2	Key Terms
		Career Anchors
		Career Counseling
		Succession Planning
		Career Plateaus
		Career Path
		Dual Career Families
		Long Questions
Short Questions		
Practical Assignment: Identify the career paths available for a fresher MBA in BFSI sector along with determining your career anchors that guide your career objective. Further, explore Talent Management initiatives taken by individuals and organizations to succeed the career ladder.		
Day 3	Case Study:	

		Nurturing talent... stuck in the middle (Source: <i>Human Capital</i> , Vol. 17, No. 8, January, 2014)
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Unit-VIII

Sr. #	Week & Day of Completion	Topics
8	Week -9	Job Evaluation & Employee Compensation (6 Lectures)
	Day 4	Methods of Job Evaluation
	Day 5	Evolving Job Evaluation Programme
	Week-10 Day 1-2	Employee Compensation- Basic Concepts, Determinants & Approaches, New Trends in Compensation Reward Management
	Day 3	Key Terms
		Job Description
		Job Classification
		Job Grading
		Job Specification
		Job Analysis
		Job Assessment
		Ranking Method
		Grading Method
		Factor Comparison Method
		Decision Band Method
		Point Rating Method
		Skill Based Pay
		Broad Banding
		Long Questions
		Short Questions
		Practical Assignment:
		Diagnose the Salary structure of managerial employees of different cadres of two sample organizations within an industry and map out the internal and external consistencies existing there in.
		Analyze the reasons for varied compensation packages and strategies at different levels of organizational hierarchy within an organization.
	Analyze the compensation system of an organization and identify its varied linkages with Performance Management System & Job Evaluation.	
Day 4	Case Study: Fear of losing employees guiding pay decisions? (Source: <i>Human Capital</i> , Vol. 15, Issue 8, January, 2012) Science of Salary Hikes (Source: <i>Human Capital</i> , Vol. 15, Issue 11, April, 2012) <i>It's worth an extra penny</i> (Source: <i>Human Capital</i> , Vol. 16, No. 3, August, 2012)	
	MCQs	

Unit-IX

Sr. #	Week & Day of Completion	Topics
9	Week 10	Industrial Relations & Trade Unions (5 Lectures)
	Day 5	Introduction
		Concept
		Industrial Unrest
	Week-11 Day 1	Causes of Industrial Disputes
		Measures to Improve IR
	Day 2	Integration of IR
	Day 3	Trade Union
		Why do workers join TU?
		TU in India
	Day 4	Structure of TU
		Problems of TU in India
		Conclusion
	Day 5	Key Terms
		Industrial Relations
		Strikes & Lock-outs
		Militant, Political & Fraternal Functions
		Work Committee
		Code of Discipline
		Standing Orders
Long Questions		
Short Questions		
Practical Assignment: Discuss the structure and the functions of National Trade Unions in India. Critically Evaluate the reasons for the changing role of Government in India as a party to Industrial Relations.		
Case Study: The hung parliament (Source: Human Capital, Vol. 16, No. 5, October, 2012)		
The changing face of industrial relations (Source: Human Capital, Vol. 16, No.7, December, 2012)		
MCQs		

Unit-X

Sr. #	Week & Day of Completion	Topics
10	Week-12	Dispute Resolution & Grievance Management (4 Lectures)
	Day 1	Introduction
		Preventive Machinery
		Settlement Machinery
		Conciliation Machinery
		Voluntary Arbitration
	Day 2	Principles of Industrial Discipline
		Code of Discipline
	Day 3	Grievance in Industry

		Grievance Procedure
		Conclusion
	Day 4	Key Terms
		Imaginary Grievance
		Factual Grievance
		Disguised Grievance
		Conflict Resolution
		Grievance Procedure
		Open Door Policy
		Voluntary Arbitration
		Industrial Discipline
		Long Questions
		Short Questions
		Practical Assignment: Bring out the various real life cases of different industrial disputes & grievances in addition to the related resolution machinery and action awarded by it.
		Case Study: Entrants get the taste (Source: <i>Human Capital</i> , Vol. 17, No. 3, August, 2013)
		MCQs

Unit-XI

Sr. #	Week & Day of Completion	Topics
11	Week 12	Equal Employment Opportunity (EEO) and Affirmative Action (AA) (2 Lectures)
	Day 5	Introduction
		EEO(1964-1991)
		EEO(1991-Present)
	Week 13 Day 1	Defense against Discrimination allegations
		EEOC enforcement Process
		Affirmative Action Programs <ul style="list-style-type: none"> ▪ Affirmative Action ▪ Steps in AA program ▪ Strategies
		Key Terms: <ul style="list-style-type: none"> ▪ EEO ▪ AA ▪ EEO Commission
		Short Questions
		Long Questions
		Practical Assignment: Assume that you are a supervisor responsible for hiring subordinates, supervising them & recommending them for promotion. Compile a list of discriminatory practices you should avoid.
		Case Study: Building an Inclusive Environment (Source: <i>Human Capital</i> , Vol. 17, No. 12, May, 2014)

Unit-XII

Sr. #	Week & Day of Completion	Topics
12	Week 13	High Performance Work Systems (3 Lectures)
	Day 2	Introduction
		Elements of HPWS
		Outcomes of HPWS
	Day 3	Conditions that contribute to high performance
		HRM's Contribution to high Performance <ul style="list-style-type: none"> ▪ Job Design ▪ Recruitment & Selection
		Best Practices <ul style="list-style-type: none"> ▪ T& D ▪ PMS ▪ Compensation ▪ HRM Technology
		Short Questions
		Long Questions
		Practical Assignment: Imagine that you work in HR Department. Identify a way your department can contribute to higher performance and why it will add value to organization.
Day 4	Case Study: Fruit of Temptation (Source: Human Capital, Vol. 16, No. 4, September, 2012)	

Unit-XIII

Sr. #	Week & Day of Completion	Topics	
13	Week 13	HR Ethics & Fair Treatment at Work (3 Lectures)	
	Day 5	Normative philosophy & Business Ethics <ul style="list-style-type: none"> ▪ Ethical issues in employment ▪ Ethical issues in HRD ▪ Ethical issues in Wage & Salary administration 	
		Week 14 Day 1	HR ethical issues
			Ethics & Law
	Corporate Culture & ethical climate		
	Improving ethical Decision making		
	Day 2	Short Questions	
		Long Questions	
		Practical Assignment: Assume that you are HR manager in an organization ,what efforts you would make to create an ethical climate in your organization.	
		Case Study: <i>Ethics (Weak Link in the chain)</i> (Source: Human Capital, Vol. 15, Issue 9, February, 2012) <i>Does every company need a chief ethics officer? (Source: Human Capital, Vol. 15, Issue 11, April, 2012)</i>	

Unit-XIV

Sr. #	Week & Day of Completion	Topics
14	Week 14	Employee Safety, Security & Health: Occupational Safety & Health Act in India (3 Lectures)
	Day 3	Employee Safety
		Types of Accidents
		Need for safety
		Safety Program
	Day 4	Health
		Maintaining Healthy Work Environment
		Employee Assistance Program
		OSHA in India
		Short Questions
		Long Questions
	Day 5	Practical Assignment: As an HR Manager, develop an employee assistance Program for the employees of your organization.
		<i>Case Study: OSHA-Healthcare Trends 2010 (Source: Human Capital, May, 2011, Volume 14 Number 12)</i>

Unit-XV

Sr. #	Week & Day of Completion	Topics
15	Week 15	E-HRM: Role & Applications (2 Lectures)
	Day 1	Nature of E-HRM
		E-HR activities
		E-Recruitment
		E-selection
		E-performance Management
	Day 2	E-learning
		E-compensation
		Short Questions
		Long Questions
		Practical Assignment: Design E-selection model for an organization having employee strength of 2500 employees.
		<i>Case Study:</i> <i>Just another day in Corporate India (Source: Human Capital, Vol. 16, No.7, December, 2012)</i>

Unit-XVI

Sr. #	Week & Day of Completion	Topics
15	Week 15	HRM & Globalization (4 Lectures)
	Day 3	Pressure of globalization
		Defining IHRM
	Day 4	Cultural Difference & HRM
		Economic factors & HR Practices
	Day 5	International Recruitment Policy
		International Selection, T&D, Compensation
		Repatriation
		Short Questions
	Week -16 Day 1	Long Questions
		Practical Assignment: If Learning is an important outcome of overseas assignment, how can this be worked into a performance appraisal system?
		Case Study: Globalization & HR Challenges (Source: <i>Human Capital</i> , Vol. 16, No. 10, March, 2013)

TIMT; Jan-May, 2018
MBA-II Semester
Vandana Madaan

CP- 203; Human Resource Management

Total Budgeted Lectures

Sr. #	Topics	Lectures Required
1.	Human Resource Management (Concept, Scope & Evolution)	5
2.	Human Resource Planning & Forecasting	3
3.	Job Analysis & Job Design	6

4.	Recruitment, Selection, Placement, Induction & Socialization	12
5.	Training & Development	5
6.	Performance Management & Appraisal, Potential Appraisal & Development	5
7.	Career Management & Talent Management	7
8.	Job Evaluation & Compensation	6
9.	Industrial Relations & Trade Unions	5
10.	Dispute Resolution & Grievance Management	4
11.	Equal Employment Opportunity & Affirmative Action	2
12.	High Performance Work Systems	3
13.	HR Ethics & Fair Treatment at Work	3
14.	Employee Safety, Security & Health and Workplace Health Hazards & its Remedies	3
15.	E-HRM	2
16.	HRM & Globalization of Business	4
Total Budgeted Lectures Required During the Semester		72