

MMS SEMESTER – II
(Core Papers All Specialisations)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

9	<ul style="list-style-type: none"> ❖ Replacement and Maintenance Models :- ➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➤ Group vs Individual Replacement Policies. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> ❖ Game Theory - Concepts - 2 – person ➤ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➤ Saddle point Mixed Strategy ➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> ❖ Equivalence of Game Theory and Linear Programming Models ➤ Solution of 3x3 Games by LP Simplex including Duality ➤ Application for Maximising / Minimising Players' Strategy. 	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasiemi M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Human Resource Management – ➤ Its Scope, Relationship with other Social Sciences - ➤ Approaches to Human Resource Management / Inter-Disciplinary Approach 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Organization of Personnel Functions – ➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. 	1 Session of 3Hours
3	<ul style="list-style-type: none"> ➤ Manpower Planning ➤ Job Analysis ➤ Job Description ➤ Scientific Recruitment and ➤ Selection Methods. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ❖ Motivating Employees – ➤ Motivational Strategies ➤ Incentives Schemes ➤ Job-enrichment, Empowerment - Job-Satisfaction ➤ Morale ➤ Personnel Turnover. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ❖ Performance Appraisal Systems ➤ MBO Approach ➤ Performance Counselling ➤ Career Planning. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Training & Development – ➤ Identification of Training Needs ➤ Training Methods ➤ Management Development Programmes. 	1 Session of 3 Hours

7	<ul style="list-style-type: none"> ❖ Organisation Development – ➤ Organisation Structures ➤ Re-engineering, Multi-Skilling ➤ BPR. 	1 Session of 3 Hours
8	❖ Management of Organizational Change.	1 Session of 3 Hours
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

MMS SEMESTER – II
HUMAN RESOURCES ELECTIVES

Indian Ethos in Management 100 marks (15 Sessions of 3 Hours Each)
Sem II Elective

S. No.	Particulars	Sessions
1	Indian Ethos: Concept, Culture and Management. Is Management Culture bound? (Discussion)	1 Session of 3 Hours
2	Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Purans, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran, (Why should Holy Bible and Quran be also included amongst sources of Indian Ethos in Management (Discussion)	2 Sessions of 3 Hours
3	Values for Indian Managers: Values Vs Skills, Value System, Values and Purity of Mind, Indian Values and Wisdom relevant to modern management. Values are universal; Why should we call them Indian Values (Discussion)	2 Sessions of 3 Hours
4	Human Behaviour, Indian thoughts, Guna Theory, Karma Theory and Sanaskar Theory.	1 Session of 3 Hours
5	Models of Motivation and Leadership in Indian thoughts, examples from scriptures	1 Session of 3 Hours
6	Work Ethics and Ethics in Work	1 Session of 3 Hours
7	Life Goals or Purusharthas Professionalism and Karma Yoga.	2 Sessions of 3 Hours
8	Indian Heritage and Corporate Social Responsibility: Five fold debts (Pancha Rina) Vs Corporate Social Responsibility (Discussion)	1 Session of 3 Hours
9	Management of Self for Personal and Organizational Effectiveness	1 Session of 3 Hours
10	Workplace Spirituality.	1 Session of 3 Hours
11	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management and the Indian Ethes : G.D.Sharma
2. Indian Ethos for Modern Management : G.R.Krishna
3. Towards the optimal organizations (Indian Culture and Management) : Rayen. K.Gupta (Excel Books)
4. The seven spiritual Laws of Success: Deepak Chopra (Excel Books)
5. Blending the best of the East and the West in Management education: Subhir Chowdhury.
7. Management Concepts from the Mahabarata: N.M.Khandelwar (New Century Publications, New Delhi)
8. Vedic management: Krishna Saigal (gyan Publishing House, New Delhi)

Human Resource Planning 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

S. No.	Particulars	Sessions
1	<p>Human Resource Planning</p> <p>The planning process. Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management.</p>	<p>1 Session of 3 Hours</p>
2	<p>Job Analysis</p> <p>Job analysis and design. Job analysis information and use. Collection of job analysis information. Application of job analysis information. Factors influencing job design methods. Job analysis techniques. Assessing job analysis methods.</p>	<p>2 Sessions of 3 Hours</p>
3	<p>Recruitment of Employees</p> <p>Organizational and external factors affecting recruitment. Sources of methods of recruitment. Assessing recruitment methods. Ethical issues in recruitment, e.g. Unfair discrimination, data protection.</p>	<p>2 Sessions of 3 Hours</p>
4	<p>Selection of Employees</p> <p>Influences on recruitment and selection. Selection as a process. Validity and reliability of selection methods. Ethical issues in the selection process, e.g. Equal opportunity. Methods for using information in selection decisions.</p>	<p>2 Sessions of 3 Hours</p>
5	<p>Orientation and Placement of Employees</p> <p>Orientation programmes and orientation follow-up. Employee placement: promotions, transfers and demotions. Separations: attrition, layoffs and termination.</p>	<p>1 Session of 3 Hours</p>
6	<p>Employment Tests: Concepts of Testing, Types of tests, Executive Talent Search.</p>	<p>1 Session of 3 Hours</p>

7	Interviewing, Placement and Induction: Role of Interview, Forms, Steps in Interviewing, Interview Skills, Interview Efficiency, Training and Development of the Interviewer, Campus Selection Interview. Conference, Interview Technique used for global sourcing. Placement and Induction.	2 Sessions of 3 Hours
8	HR Planning and Selection in the Modern Business Environment: Changing perspectives in the field of recruitment and selection in the information age: e-recruitment and selection.	2 Sessions of 3 Hours
11	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Books

Human Resource Planning – D.K Bhattacharya

Human Resource Planning – M.S Reddy

Planning & Managing Human Resources – William J Rothwell, H.C Kazanas

Human Resource Planning – James W Walker

Human Resource Development – Uday Kumar Haldar – Oxford Publications

Human Resource Information Systems 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

S. No.	Particulars	Sessions
1	Introduction To Human Resource Management And Human Resource Information Systems: Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation	2 Sessions of 3 Hours
2	Determining Human Resource Information System's Needs: Human Resource Information Systems Needs Analysis, System Design and Acquisition, HR Metrics and Workforce Analytics, Cost Justifying Human Resource Information Systems Investment	3 Sessions of 3 Hours
3	Resource Information Systems Implementation And Acceptance: Human Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Human Resource Information Systems	3 Sessions of 3 Hours
4	Human Resource Information Systems Applications: Human Resource Administration and Human Resource Information Systems, Talent Management 1: Job Analysis and Human Resource Planning, Recruitment and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management	3 Sessions of 3 Hours
5	Special Topics In Human Resource Information Systems: Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology	2 Sessions of 3 Hours
6	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Books

Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite

Human Resource Information System by P.K.Gupta and Sushil Chaabra
Human Resource Management by Gary Dessler, Pearson Publication

**Compensation and Benefits 15 Sessions of 3 Hours 100 Marks Sem II
Elective**

SL .No	Particulars	Sessions
1.	Human Resources Philosophy and Approach for an Organization	1 Session of 3 hours
2.	Reward Strategies – Articulating and understanding business context for reward strategies	1 Session of 3 hours
3.	Elements of Reward Strategy – Understanding Reward Management	1 Session of 3 hours
4.	Compensation / Remuneration place in Reward Strategy	1 Session of 3 hours
5.	Understanding Elements of Compensation Structure <ul style="list-style-type: none"> • Fixed , • Cash Benefits, • Retirals and • Social Security, • Variable Pay / Incentives / Stock Options 	1 Session of 3 hours
6.	Costing the CTC of each element of Compensation Structure (excluding stock options)	1 Session of 3 hours
7.	Understanding Inflation – <ul style="list-style-type: none"> • Neutralization of Inflation – <ul style="list-style-type: none"> ➤ Dearness Allowance ➤ Consumer Price Indices 	1 Session of 3 hours
8	<ul style="list-style-type: none"> ➤ Understanding Provident Fund, ➤ ESIC, Gratuity, ➤ Superannuation, ➤ Bonus under Payment of Bonus Act 	1 Session of 3 hours
9.	Types of Variable Pay	1 Session of 3 hours
10.	Understanding Income Tax	1 Session of 3 hours

11.	<p>Arriving at the CTC of an employee/ candidate –</p> <ul style="list-style-type: none"> • costing elements, • designing a salary offer template • Making a salary offer to a candidate – understanding salary ranges 	1 Session of 3 hours
12.	<p>Remuneration Survey-</p> <ul style="list-style-type: none"> • choosing a partner, • conducting a survey, • benchmarking, • arriving at a comparator, • target position, • understanding median , • percentile, • ageing of market data • Converting Remuneration Survey results into a Salary Proposal 	1 Session of 3 hours
13.	<p>Equity Compensation Plans –</p> <ul style="list-style-type: none"> • objective of equity compensation, • types of Stock Plans, • Valuing stock grants, • SEBI Guidelines, • taxability of stock options 	1 Session of 3 hours
14	Case Study & Presentation	2 Sessions of 3 hours

Reference Text:

1. Textbook of HRM – P. Subha Rao.
2. Managing Human Resources – Bohlander, Snell, Sherman
3. Compensation Management – Dipak Kumar Bhattacharya – Oxford Publications
4. Compensation Management in a Knowledge Based World – Richard I Henderson – Pearson Publications