



SYLLABUS

‘EXECUTIVE BUSINESS MANAGEMENT COURSE FOR DEFENCE OFFICERS’

**Arun Jaitley National Institute of Financial Management
&
Directorate General Resettlement Course**



Arun Jaitley National Institute of Financial Management, Faridabad

MODULE – I

Paper Code	Title of the Paper	Session
101	Financial Accounting	25 hrs
102	Managerial Economics	25 hrs
103	Management of Information Systems & Cyber-security	25 hrs
104	Organizational Behaviour & Business communication	25 hrs
105	Research Methodology	25 hrs
106	Financial Management and Analysis	25 hrs
107	Resource Management & Analytics	25 hrs
Total		175 Hrs

Exam 1: In the last week of week 12, an exam will be conducted covering the topics of the first module.

MODULE: II

Paper Code	Title of the Paper	Session
201	Big Data Analytics, BI and AI	25 hrs
202	Production and Operation Management	25 hrs
203	Design thinking, Innovation & Entrepreneurship	25 hrs
204	Project Planning, Evaluation, Financing & Management	25 hrs
205	Elective Paper-I	25 hrs
206	Elective Paper- II	25 hrs
Total		150 Hrs

Exam 2: In the last week of week 24, an exam will be conducted covering the topics of the second module.

Elective Paper-I

1. Supply Chain Management
2. International management
3. Security Analysis & Portfolio Management

Elective Paper- II

1. Financial Derivatives
2. Fixed Income Securities
3. Managing E-Business, Artificial Intelligence in Business and Leadership
4. Wealth Management

Project work

Note: An independent project has to be submitted within the course duration by every participant.

MODULE - I

PAPER CODE 101: FINANCIAL ACCOUNTING

Objective: DGR focuses on reskilling ex-servicemen for second careers, often in business or security firms. Financial accounting training builds competencies in fund management, auditing schemes, and compliance—key for roles involving budgets or enterprises. It aligns with DGR's employment-oriented programs, enhancing employability in finance-related civilian sectors.

Unit – I

1. Conceptual Framework of Accounting:

- Cash and Accrual Accounting; Users of Financial Statements;
- Capital of a Firm; Structure of Business Firms;
- Objectives of Corporate Financial Reporting; Components of Financial Statements;
- Accounting Principles; Accounting Concepts; Accounting Conventions;
- Qualitative Characteristics of Financial Statements; True and Fair View;
- Accounting Policy and Accounting Standards; and Accounting Standard on Disclosure of accounting policies.

2. Accounting Records and Systems:

- Journal including understanding of Debits and Credit using the traditional and Modern methods and concept of Real, Nominal and Personal Accounts.
- Ledger
- Trial Balance
- Cash Book and Bank Reconciliation Statement.

Unit – II

3. Balance Sheet:

- Accounting Equation;
- Balance Sheet Structure;
- Assets; Currents Assets; Non-Currents Assets; Classification of Assets;
- Liabilities; Current Liabilities; Non-Currents Liabilities; Secured and Unsecured Liabilities; Classification of Liabilities;
- Accounting Standards relating to Contingencies and Events Occurring after the Balance Sheet Date.

4. Structure of the Statement of Profit and Loss:

- Nature of the Statement of Profit and Loss; Expenditure/Expenses, Income.

Unit – III

5. Analysis of Financial Statements:

- Introduction; Tools for Financial Statement Analysis;
- Ratio Analysis (Liquidity Ratios, Solvency Ratio, Activity Ratios, Profitability Ratios, Capital Market Based Ratios and Predictive Ratios);
- Limitations of Analysis of Financial Statements.

Appendix: Tally software

PAPER CODE 102: MANAGERIAL ECONOMICS

Objective: *This Managerial Economics course equips military resettlement officers transitioning to corporate roles with economic tools for strategic decision-making. Participants will analyze demand-supply dynamics, production costs, market structures, pricing strategies, and risk under uncertainty to optimize business decisions, resource allocation, and competitive positioning in the corporate domain.*

Unit I: Conceptual and theoretical understanding (10 Sessions)

1. Overview of Microeconomics: Laws of supply and demand, elasticity, opportunity cost, market equilibrium and forms of competition.
2. Introduction to macroeconomics: Key macro and micro variables; Inflation and its social costs; hyperinflation; Inflation, unemployment and expectations; Phillips curve; Policy ineffectiveness debate;
3. Fiscal and monetary policies: Objectives and targets; Government's budget constraint; government debt and Ricardian equivalence; RBI and Monetary Policy.
4. Overview of select Economic Growth theories; modern theories of endogenous growth; Open economy models;
5. Measuring the economy: GDP and components, Measurement of GDP; Income, expenditure and the circular flow; Real versus nominal GDP; Price indices; National income accounting for an open economy; Balance of Payments: Current and Capital Accounts.
6. Challenges of Growth: Poverty and inequality; economic inequality, regional disparity, unemployment and jobless growth.
7. Alternative measures of growth.

Unit II: International Trade and Financial Institutions (06 Sessions)

8. Overview of select International Trade theories & models like Ricardian trade theory - notion of comparative advantage and gains from trade due to specialization; Heckscher-Ohlin theory: factor price equalization; Krugman model; Distributional effects of trade; Trade, production patterns and world inequality; financial instability in a globalised world.
9. Economics and politics of multilateral agreements: Washington Consensus and boost to transnational economic and trade engagements; WTO mechanism.
10. Global and regional economic forums for cross-border business and trade: Regional economic integration; EU, APEC, ASEAN, RCEP, TPP, NAFTA, MILA etc.; Indian perspective.
11. International Financial Institutions: Role of international financial institutions in economic development, forex management and international trade and business.

Unit III: India in the Global Perspective of Business and Commerce (04 Sessions)

12. India's Trade policy: instruments of trade policy; tariffs, quotas, export subsidies, voluntary export restraints; Political economy of trade policy.
13. Role of financial markets and institutions in India: Financial institutions and market intermediaries; markets, instruments and financial innovations; financial crises; Regulation of financial markets; Regulatory bodies and structures.
14. Banking and Insurance Systems in India: Indian banking system - Changing role and structure; Problem of twin balance sheets and NPAs; Insurance Sector in India; Banking and Insurance Sector Reforms.
15. Money and Capital Markets in India: Organisation, structure and reforms.

Section B: Perspectives on Indian Economy

Unit IV: Indian Economy (05 Sessions)

16. India as an Emerging Economy: Major developmental issues and constraints; Economic development and occupational distribution; Experiences of structural changes in emerging economies; Changing profile of GDP and employment in India; Labour force participation - Inter-State Variations.
17. Infrastructure in Indian Economy: Social infrastructure – Education and Health;
18. Indian Agriculture: Reforms in Agricultural Marketing.
19. Indian Industry: Industrial scenario in India; Structure of major industries, Industrial policy, Small scale Enterprises; Informal Sector and Problems; Technology and Business Interface.
20. Tertiary Sector in Indian economy: India's foreign trade; BoP; SEZ; FEMA and PMLA.

PAPER CODE 103: MANAGEMENT OF INFORMATION SYSTEMS & CYBER SECURITY

Objective: This course equips military resettlement officers transitioning to corporate roles with skills in Management of Information Systems (MIS). Participants will learn to design, implement, and leverage MIS for strategic decision-making. Cyber Security have further pronounced the need to have a competent team to achieve intended outcomes of the technology interventions and security in the virtual world.

Unit 1: Management Information Systems (MIS)

Topics:

- Introduction to MIS: Define MIS, its role in organizations, and its impact on decision-making.
- Business Processes and IT: Explore how information systems support and automate business processes.
- Enterprise Systems: Understand the major types of enterprise systems (ERP, CRM, SCM) and their benefits.
- Emerging IT Infrastructure: Learn about hardware, software, networks, Cloud, IoT, AI.
- Digital Transformation: Discuss the use of technology to change business models and improve efficiency.
- Data Ethics and Governance: Explore ethical considerations related to data collection, storage, and use.

Activities:

- *Case studies analyzing how companies use MIS to gain a competitive advantage.*
- *Group project designing a simple information system for a small business.*
- *Discussion on the ethical implications of emerging technologies like AI.*

Unit 2: Pictorial Representation of Data & MIS

Topics:

- Excel Fundamentals: Master spreadsheet basics, data entry, and formatting.
- Formulas and Functions: Apply functions like IF, RANK, VLOOKUP, HLOOKUP.
- Goal seek & scenario management.
- Slicing & dicing through Pivot Tables
- Frequency Tables and Histograms
- Analyzing Relationship with Scatter plots, Correlations
- Case Studies

Appendix: MS-Excel, StatFi

Activities:

- *Hands-on exercises analyzing real-world datasets (e.g., sales data, customer surveys).*
- *Competition to design the most informative and visually appealing data visualization.*

Unit 3: Digital Currency, Cyber Security Issues

Topics:

- Cryptography & Public key Infrastructure
- Digital Currency
- Block-chain technology
- IT Act, Data Protection Rule
- Case studies

Unit 4: AI Tools

Topics:

- AI tools such as ChatGPT, Perplexity, Gemini, Copilot
- Google Colab
- Notebook LM
- Introduction to <https://theresanaiforthat.com>

PAPER CODE 104: ORGANIZATIONAL BEHAVIOUR & BUSINESS COMMUNICATION

Objective: *This course equips military resettlement officers transitioning to corporate roles with essential Organizational Behaviour and Business Communication skills. Participants will master individual and group dynamics, leadership principles, motivation strategies, effective communication techniques, conflict resolution, and cross-cultural interactions to drive team performance, stakeholder engagement, and organizational success in corporate environments.*

Contents: ORGANIZATIONAL BEHAVIOUR

Unit – I:

Management, Introduction to Management and Management Process: Introduction, Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and a System View.

Unit – II:

O.B. Introduction: Historical Perspective, Approaches and Importance, Contributing Disciplines to O.B., O.B. Process, Models of O.B. Individual Perspective : Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Values and Ethics; Attitudes, Learning; Definition and Importance of Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization.

Unit – III:

Group Dynamics: Group Behaviour in Organization; Organizational Conflicts; Job Stress; Team Building, Leadership.

Organizational Perspective: Organisational Structure, Design & Change; Organizational Culture and Development; Quality of Working Life; International Organizational Behaviour.

Contents: BUSINESS COMMUNICATION

Unit I: Introduction to Communication

- Role and Objectives of Communication
- Communication Process
- Basics of Communication (7Cs)
- Types of Communication
- Verbal and Non-Verbal Skills
- Presentation Skills
- Barriers of Communication
- Listening Skills
- Cross Cultural Communication
- Business Etiquettes across cultures.

Unit II: Intra and Interpersonal Communication

- Intrapersonal Communication and its importance
- Modes of communication
- Role of Emotions in Inter Personal Communication
- Communicating in teams, Negotiation Skills
- Assertiveness Skills
- Communication skills during a conflict
- Communication in Social Media and Digital Communication

Unit III: Written Communication

- Planning and executing different types of messages
- Letter writing, Meetings
- Use of Technology in business Communication
- Telephone Communication, Email Messages
- Noting & Drafting
- Reply to Parliamentary Questions
- Preparation of Notes for SFC/EFC/CCEA/CC

Unit IV: Report writing

- Report Writing
- Structure of Reports
- Negative Persuasive and Special Reporting
- Formal Reports- Literature Review, Citation, Bibliography
- Drafting Policy Proposals and Policy Memos
- Plagiarism and how to avoid plagiarism in writing Reports
- Organization of Press Report

PAPER CODE - 105: RESEARCH METHODOLOGY

Objective: *This course equips resettlement officers with research methodologies and data analytics skills essential for Digital Governance and Resettlement (DGR) projects. Participants will master problem definition, research design, literature review, hypothesis testing, statistical analysis (including ANOVA, Chi-square, regression, and tools like SPSS, E-Views, R), and interpretation to derive actionable insights for evidence-based policy-making and decision support.*

Unit 1: Problem Definition

- Nature and purpose of scientific enquiry.
- Parameters of research; Definition of construct and variables.
- Introduction to Research.
- Research Process.
- Steps in Research Process.

Unit 2: Research Design

- Concepts and type of research design.
- Design of research on the basis of application pure and applied
- Design of research on the basis of Techniques/Methodology-Exploratory and Descriptive.
- Descriptive Research-Qualitative and Quantitative;
- Quantitative-Field Studies, Field experiments and laboratory experiments;
- Sampling and Data collection: Population and samples, techniques of sampling- random, stratified, systematic, multistage sampling, primary and secondary sources of data;
- Design of questionnaire.

Unit 3: Literature Review, Data Preparation & Hypothesis Development.

- Conducting a literature review
- Data types; Data file preparation, Basic Measurement scales, Nominal, Ordinal, Interval, Ratio & Likert's Scale.
- Statistical Decision in Hypothesis testing, Type I Error, type II Error,
- Report writing.

Unit 4: Analysis and interpretation of Data

- Selection of appropriate statistical techniques (Parametric and Non-Parametric)
- Interpretation: Statistical Data Analysis.
- ANOVA, Chi square test, t-test, correlation and regression.
- Application of statistical software in research using SPSS
- Time series modelling using E-views and R.

PAPER CODE – 106: FINANCIAL MANAGEMENT AND ANALYSIS

Objective: *This course equips resettlement officers with essential financial decision-making skills to optimize resource allocation, evaluate financial products, and select optimal strategies for resettlement projects. Participants will apply financial principles to manage enterprise-wide finances effectively, ensuring sustainable and efficient project outcomes in Digital Governance.*

Unit – I: Financial Management (05 Sessions)

- Evolution; Objectives and the issue of sustainability;
- Principles of Financial Decision Making;
- Time Value of Money (future and present value)
- Risk and return trade-off; and
- Valuation of Bonds and Shares

Unit – II: Investment Decisions (05 Sessions)

- Capital Budgeting Decisions; Estimation of Cash flows.
- Appraisal Methods (Payback period, Net Present Value (NPV), IRR, Profitability Index, NPV v/s IRR; and Capital Rationing
- Risk analysis in Capital Budgeting (Sensitivity Analysis, and Certainty Equivalent Approach);
- Cost of Capital (the hurdle rate): Meaning and Concept; Calculation of Weighted Average Cost of Capital

Unit –III: Financing Decisions (05 Sessions)

- Capital Structure; Theories and Value of the firm – Net Income Approach; Net Operating Income Approach; Traditional Approach; Modigliani Miller Model; Determining the optimal Capital Structure; and EBIT-EPS Analysis
- Concept of Leverage: Types of Leverage: Operating Leverage; Financial Leverage; and Combined Leverage

Unit – IV: Dividend Decisions (05 Sessions)

- Dividend Policy: Factors determining Dividend Policy;
- Theories of Dividend- Gordon Model; Walter Model; and MM Hypothesis
- Forms of Dividend – Cash Dividend, Bonus Shares, Stock Split, and Bonus Debenture

Unit – V: Working Capital Management (05 Sessions)

- Working Capital Management
- Cash Management
- Receivables Management, and Inventory Management.

PAPER CODE – 107: RESOURCE MANAGEMENT AND ANALYTICS

Objective: This course on Human Resource Management equips participants with comprehensive skills to acquire, develop, maintain, and control human resources in dynamic organizational contexts, including Digital Governance and Resettlement (DGR) frameworks. It covers HRM fundamentals, planning, training, compensation, performance appraisal, industrial relations, and emerging areas like competency-based systems, talent management, HRIS, and international HRM.

Unit - I: Human Resource Management

- Nature and scope of Human Resource Management, its Evolution And Development, HR Philosophy, Policies, Procedures and Practices, HRM in India.

Unit – II: Acquisition of Human Resource

- Human Resource Planning, Job Analysis and Design, Recruitment and Selection, Placement, and Induction, Internal Mobility and Separation.

Unit – III: Development of Human Resource

- Managerial Competencies and Career Development, Employee Training, Executive Development, Career Planning.

Unit - IV: Maintenance of Human Resource

- Compensation Management, Performance Management and Appraisal, Workers' Participation in Management, Grievance Resolution, Industrial Relations, Trade Unions, Collective Bargaining, Labor Codes.

Unit – V: Control of Human Resource

- Competency based Human Resource Management, Talent Management, Human Resource Information System, Managing Gen-Y Employees, and International Human Resource Management and Cultural Considerations.

MODULE – II

PAPER CODE 201: BIG DATA ANALYTICS, BI & AI

Objective: Digital Governance is revolutionizing government operations toward participative, inclusive service delivery and citizen empowerment in resettlement initiatives. With innovative technologies, it builds essential capacities to conceptualize, implement, analyse data and data driven decision making and policies.

Unit-I

1. Data Science, RDBMS & Analytics

- Overview, RDBMS, Data Structure, 9-V Data characteristics, Cloud Database, SQL, Authentic Data Repositories, Understanding Analytics, Scope of Analytics.

Appendix: MS-Access/ SQL

Unit-II

2. Data Governance & Data Analytics through Tableau

- Tableau Software Ecosystem
- Dealing with Data Quality Problems and Standardization
- Data Cleaning and Transformation
- Workspace Controls, Data Connection, Menu, Leveraging Toolbar Icons

Appendix: Tableau

3. Visual Analytics

- Building Visualizations with Row and Column Shelves
- Measure Values and Measure names
- Understanding color in Icons and Pills

4. Data Mining & Predictive Analytics and Dashboards

- Information Drill Down through Hierarchies & Filters
- Developing an Ad Hoc Analysis Environment
- Trends and Outliers
- Generating New Data and Forecasts
- SMART Dashboards to facilitate Analysis and understanding of information Cascading Dashboard Designs to improve load speeds
- Navigation, Embedding a Live Website in a Dashboard

UNIT – III

5. Data Analytics, AI through PBI

- Artificial Intelligence & Power BI
- Data Window, Data Types and Aggregation
- Data Mining & Power-BI Ecosystem
- Trends Analysis & Dynamic Links
- AI Interpretations (Analysis, Summary Report, Delta etc.)
- Predictive Analysis and Dashboards, Developing an Ad Hoc Analysis Environment

Unit 3: Analytics with Python

Topics:

- Python Basics: Introduction to Python syntax, data types, and control flow.
- Data Manipulation with Pandas: Learn to load, clean, and transform data using the Pandas library.
- Machine Learning with Scikit-learn: Implement regression, classification, and clustering algorithms.
- Model Evaluation and Selection: Understand metrics for assessing model performance and choosing the best model.
- Feature Engineering: Techniques for creating new features that improve model accuracy.
- Model Deployment: Explore methods for deploying models into production environments.

Activities:

- *Guided projects building predictive models for tasks like customer churn prediction or sales forecasting.*
- *Kaggle competitions participating in real-world machine learning challenges.*
- *Research paper exploring the latest advancements in predictive analytics.*

PAPER CODE - 202: PRODUCTION AND OPERATIONS MANAGEMENT

Objective: *This Production and Operations Management course equips military resettlement officers transitioning to corporate roles with skills to optimize production processes, supply chains, and operational efficiency. Participants will master demand forecasting, capacity planning, inventory control, quality management, scheduling, and strategic alignment to enhance competitiveness and resource utilization in manufacturing and service operations.*

Unit – I: Introduction

- Nature and scope of production and operations management historical evolution – types of manufacturing systems difference between manufacturing and service operations – role of production and operations manager.

Unit – II: Production, Planning and Control

- Stages in Production, Planning and Control, Production, Planning and Control in mass batch and job order manufacturing industry, aggregate planning, capacity planning and maintenance planning.

Unit – III: Plant location and Layout

- Plant Location Planning, Plant Layout Planning, Types of Layouts material handling equipment's, material handling principles, models used in lay out designs.

Unit – IV: Productivity

- Factors affecting productivity, Job Design, process flow charts methods study, work measurement engineering and behavioral approaches.

Unit – V: Material management

- Costs associated with inventory economic order quantity ABC analysis Materials Requirement Planning (MPP), Just In Time (JIT) production, Total Quality Management (TQM), acceptance sampling, control charts, quality circle zero defects programmes, ISO 9000, Application of Computer in Production & Operations Management.

PAPER CODE -203: DESIGN THINKING, INNOVATION & ENTREPRENEURSHIP

Objective: *This Design Thinking, Innovation & Entrepreneurship course equips military resettlement officers transitioning to the corporate domain with practical skills to launch and manage ventures. Participants will learn business entity formation, funding evolution (crowdfunding, VC/PE, angel financing), start-up ecosystem models, entrepreneurship management (board, team, technology, and growth), incentives/subsidies, and legal aspects like shareholder agreements to build scalable enterprises.*

Unit 1: Operational Framework and Types of Entities

- Proprietorship, Partnership, LLP, Private Limited, Limited and Listed Companies.

Unit 2: Evolution of Finances

- Crowd-funding, Bank/MUDRA loan, VC/PE, Listing on SME, Main Board Listing.

Unit 3: Start-up Ecosystem and Angel Financing

- Finding a mentor or a CEO Coach;
- Advantages of Angel Support;
- Indian Model;
- Detroit and Silicon Valley Model (Cluster);
- Cambridge Model (Endogenous);
- Côte d’Azur Model (Exogenous).

Unit 4: Management of Entrepreneurship

- Managing the Board and Shareholders;
- Managing a growing team;
- Managing technology in transition;
- Managing growth and competition;
- Succession Planning.

Unit 5: Incentives and Subsidies

- Subsidies;
- Subventions;
- Tax Incentives.

Unit 6: Legal Aspects

- Shareholder Agreements;
- Pledging of Shares;
- Divestment.

PAPER CODE – 204: PROJECT PLANNING, EVALUATION, FINANCING AND MANAGEMENT

Objective: *This Project Management course equips military resettlement officers transitioning to corporate roles with comprehensive skills to plan, appraise, finance, implement, and control projects. Participants will master project identification, cost estimation, financial analysis (cash flows, NPV, IRR), cost of capital (CAPM, WACC), social cost-benefit analysis, funding strategies (equity, debt, PPP, VC), network techniques (CPM, PERT), risk management, and project review systems for successful execution and governance.*

Unit – I

Introduction: Project: Important, Features, Types; Significance, Resource Allocation Framework; Value Chain Analysis of the Project; Generation of Ideas; and Tools for Identifying Investment Opportunities.

Project Costing & Appraisal: Breakdown structure of the project; Factors affecting the cost of the project; Life cycle costing Appraisal: Marketing, Technical, Political, Financial, Social; and Preparation of detailed project report.

Unit – II

Financial Analysis: Estimation of cost of project & Means of financing; Estimates of sales and production; Working capital requirement and financing; Projected cash flows of project; Basic principles of measurement of cash flows; Project Investment Criteria (including the selection of appropriate method); Choice between Mutually Exclusive Projects and Unequal Life; Inflation.

Unit – III

Cost of Capital: Types & Measure of risk; Sensitivity & Scenario Analysis; Special decision situations; Calculation of cost of Capital: Capital Asset Pricing Model (CAPM), and Weighted cost of capital:

Social Cost Benefit Analysis (SCBA): Rationale of Social Cost Benefit Analysis; United Nations Industrial Development Organization (UNIDO) Approach; Little and Mirrlees Approach; Shadow Prices;

Unit – IV

Arrangement of Funds: Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions); Alternative sources of financing (Foreign Issues, Foreign direct investment (FDI) & Foreign Institutional Investors, External Commercial Borrowing (ECB), Private Equity, Securitization, Venture Capital etc.); Public Private Partnerships: Forms, Guidelines, Problems, Issues; Project Financing; Managing Risks in Private Infrastructure Projects; and Financial Structure and Corporate Governance.

Project Implementation: Practical and Legal aspects; Tendering Process, Escrow; Network analysis: Critical Path Method (CPM), Programme Evaluation Review Technique (PERT).

Unit – V

Project Review and Control: Time and Cost control; Performance review; Project control system and Management Information System (MIS); Project Audit, Auditing and Control.

ELECTIVE PAPERS- I

PAPER CODE - 205(A): SUPPLY CHAIN MANAGEMENT

Objective: *This Supply Chain Management course equips military resettlement officers transitioning to corporate roles with skills to design, integrate, and optimize logistics and supply chains. Participants will master SCM principles, strategic models for global markets, IT applications for integration, cost-performance benchmarking, and best practices to enhance efficiency, customer focus, and economic impact in supply chain operations.*

Unit – I

Supply Chain Management: Logistics and Supply Chain Management; Role of Logistics in the Economy; Principles of Supply Chain Management; and Customer Focus in Supply Chain Management.

Unit – II

Design and Management of Supply Chain Management: Models for Supply Chain Management Integration; Strategic Supply Chain Management; and Organization for Global Markets.

Unit – III

Information Technology, Cost and Benchmarking in Supply Chain Management: Information Technology Packages in Supply Chain Management; Cost and Performance Measurement in Supply Chain Management; and Best Practices and Benchmarking for Supply Chain Management

PAPER CODE- 205 (B): INTERNATIONAL MANAGEMENT

Objective: *This International Business Management course equips military resettlement officers transitioning to corporate roles with skills to navigate global markets. Participants will master core business functions, international trade/finance strategies, global marketing/sales, supply chain/logistics, HR practices, multinational finance, and legal/ethical frameworks to drive cross-border operations, risk management, and sustainable growth.*

Unit – I

1. Core Business Courses:

- Accounting and Financial Management
- Marketing Management
- Operations Management
- Organizational Behavior
- Strategic Management
- Business Ethics and Corporate Social Responsibility

2. International Business Fundamentals:

- International Business Environment
- International Trade and Finance
- Global Business Strategy

3. Global Marketing and Sales:

- International Marketing
- Market Entry Strategies
- Global Branding and Advertising

Unit – II

4. International Operations and Supply Chain Management:

- Global Supply Chain Management
- Logistics and Transportation

5. Global Human Resource Management:

- International HR Practices
- Expatriate Management
- Cross-Cultural Communication

6. International Finance:

- Multinational Corporate Finance
- Exchange Rate Management
- Risk Management in International Business

7. Legal and Ethical Considerations:

- International Business Law
- Ethical Issues in International Management

PAPER CODE- 205 (C): SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: *This Security Analysis and Portfolio Management course equips military resettlement officers transitioning to corporate roles with investment analysis skills for Digital Governance and Resettlement (DGR) financial strategies. Participants will master risk-return measurement, portfolio theory (Markowitz, CAPM), market efficiency, fundamental/technical analysis, fixed income/equity valuation, and performance evaluation to construct, optimize, and manage diversified portfolios for sustainable wealth creation.*

Unit – I

Understanding Investments and Securities Markets: The Investment Decision Process, Investment vs. Speculation; Common Errors in Investment Management; The Indian Securities Market: Constituents, Regulations and Trading; Investment Alternatives: Marketable and Non-marketable Securities Returns and Risks; Qualities of Successful Investment; Measurement of Risk and Return: Ex-post and Ex-ante; and Risk and Return in a Portfolio Context up to three Securities.

Unit – II

Portfolio Theory: Introduction to Portfolio Theory; Portfolio Return and Risk; Measurement of Movements in Security Returns; Markowitz and Efficient Frontier; Optimal Portfolio; and Riskless Lending and Borrowing.

Asset Pricing Models: The Capital Asset Pricing Model (CAPM); Empirical Evidence on Capital Asset Pricing Model; Security Market Line; Arbitrage Pricing Theory; and Other Multifactor Models.

Market Efficiency: Various Forms of Efficient Markets; Tests and Implications of Various Efficiency Levels; and Implications for Investment Analysis.

Unit – III

Fundamental Analysis: Economic Analysis: Global and Domestic Economic Indicators, Business Cycles; and Industry Analysis: Analysis of Industry and Sectors, Macroeconomic Analysis, Life Cycle and Competitive Analysis, Industry.

Forecasts: Company Analysis: Analysis of Company Strategies, Interpretation of Financial Results, Earnings and Profitability Estimation; and Tools for Judging Undervaluation or Overvaluation.

Unit – IV

Fixed Income Securities: Bond Characteristics; Bond Prices; Bond Yields; Determinants of Interest Rates; Pricing and Valuation; Interest rate risk and Bond Prices; Duration and Immunization; and Bond Portfolio Management.

Valuation of Equity: Discount Models (Dividend & Free Cash Flow); Relative Valuation methods (PE, P/BV, MV/BV etc.); Other Comparative Valuation Ratios; Forecasting the Aggregate Stock Market Returns; and Issues and Perspectives on Valuation.

Unit – V

Technical Analysis: Conceptual Framework; Charting Techniques; Technical Indicators; Testing Technical Trading Rules; Evaluation of Technical Analysis; and Moving Averages and Stochastic Indicators.

Portfolio Management: Specification of Investment Objectives; Portfolio Selection and Strategies; Portfolio Rebalancing; and Application of Derivatives Futures & Options in Portfolio Management

Evaluation of Performance: Measures of Return; Risk Adjusted Measures of Performance; Market Timing; and Other Issues in Performance Evaluation.

ELECTIVE PAPER- II

PAPER CODE - 206(A): FINANCIAL DERIVATIVES

Objective: *This Financial Derivatives and Risk Management course equips military resettlement officers transitioning to corporate roles with advanced tools for hedging and speculation. Participants will master derivatives (forwards, futures, options, and swaps), valuation models (Binomial, Black-Scholes), option strategies (spreads, straddles), risk measurement/governance, and swap applications to manage market, interest rate, currency, and credit risks effectively.*

Unit I

Financial Risk Management: Risk Management as a process; Risk Governance; Identifying Risks; Measuring Risk; Managing Risk.

Overview of Derivatives: Introduction to derivatives; OTC and Exchange Traded Derivatives; Types of Financial Derivatives- Forwards, Futures, Options, SWAP and others; Types of Traders- Hedgers, Speculators and Arbitrageurs.

Unit II

Forward Contracts: **Pricing and Valuation of Forward Commitments; Differences between Forward and Futures Contracts.**

Futures Contracts Valuation and Strategies: Types of Futures Contracts- Index Futures, Stock Futures, Currency futures, Interest Rate Futures; Mechanics of Buying & Selling Futures Contracts; Payoff of Futures Contracts; Risk Management Applications of Futures Strategies; Valuation of Futures Contracts. Status of Forward and Futures Market in Indian Context.

Unit III

Options Contracts: Types of Options Contracts-Call Option, Put Option; Mechanics of Buying & Selling Option Contracts; Payoff of Option Contracts; ITM, ATM, OTM.

Option Valuation Model: Binomial and Black-Scholes Option Pricing Model; Put-call Parity; Option Greeks (Delta, Gamma, Theta and Rho) and Implied Volatility;

Unit IV

Option Strategies and their Applications: Spread Strategies (Call or Put Options) - Vertical Spread (Bull Spread, Bear Spread and Butterfly Spread); Condor Strategies (Long Condor and Short Condor); Straddle (Long Straddle and Short Straddle); Strangles (Long Strangles and Short Strangles); Strip and Strap Option Strategies. Status of Options Market in Indian Context.

Unit V

Financial Swaps Contracts: Types of Financial Swaps- Interest rate swap and Currency Swap; Credit Derivatives; Credit Default Swaps (CDS).

Risk Management Applications of Swap Strategies: Managing Interest Rate Risk, Currency Risk and Credit Risk. Status of Swaps Market in Indian Context.

Derivatives Growth: Comparative Analysis of Derivatives Market in India and Abroad.

PAPER CODE – 206(B): FIXED INCOME SECURITIES

Objective: *This Fixed Income Securities course equips military resettlement officers transitioning to corporate roles with advanced skills to value, analyze, and manage debt instruments. Participants will master bond characteristics (yields, cash flows, embedded options), risk assessment (duration, credit, interest rate), asset-backed securities, arbitrage-free valuation (interest rate trees, Monte Carlo), term structure analysis, and portfolio strategies for effective fixed-income investment and risk mitigation.*

Unit – I

Fixed Income Essentials: Fixed Income Securities; Fixed Income Markets; Fixed Income Valuation and Asset Backed Securities; Basic Features of a Bond; Yield Measures; Structure of a Bonds Cash Flows; Bonds with Contingency Provisions (Callable Bonds, Puttable Bonds, Convertible Bonds); Global Fixed-Income Markets; Primary and Secondary Bond Markets; Sovereign Bonds; Non-Sovereign Government, Quasi-Government and Supranational Bonds; Corporate Debt; Short-Term Funding Alternatives available to Banks; Bond Prices and the Time Value of Money; Prices and Yields; Maturity Structure of Interest Rates; and Yield Spreads.

Unit – II

Analysis of Risk: Understanding Fixed Income Risk and Return; Interest Rate Risk on Fixed-Rate Bonds; Macaulay, Modified and Approximate Duration; Effective Duration; Properties of Bond Duration; Duration of a Bond Portfolio; Interest Rate Risk and the Investment Horizon; Fundamentals of Credit Analysis; Credit Risk; Capital Structure, Seniority Ranking, and Recovery Rates; Ratings Agencies, Credit Ratings, and Their Role in the Debt Markets; Traditional Credit Analysis; Credit Risk vs. return: Yield and Spreads; Credit Analysis Models; Measures of Credit Risk; Traditional Credit Models; Structural Models; Reduced Form Models; and Term Structure of Credit Spreads.

Unit – III

Asset Backed Securities: Introduction to Asset Backed Securities; Benefits of Securitization for Economies and Financial Markets; Securitization Process; Residential Mortgage Loans; Residential Mortgage-Backed Securities; and Collateralized Debt Obligations.

Unit – IV

Valuation: The Arbitrage-Free Valuation Framework; Meaning of Arbitrage-Free Valuation; Interest Rate Trees and Arbitrage-Free Valuation; Monte Carlo Method; Valuation and Analysis of Bonds with Embedded Options; Interest Rate Risk of Bonds with Embedded Options; and Valuation and Analysis of Convertible Bonds.

Unit – V

Term Structure Analysis: The Term Structure and Interest Rate Dynamics; Spot Rates and Forward Rates; Swap Rate Curve; Traditional Theories of the Term Structure of Interest Rates; A Framework for Fixed-Income Portfolio Management; Managing Funds against a Bond Market Index; Managing Funds against Liabilities; Fixed Income Portfolio Management; Fixed-Income Strategies; Combination Strategies; Derivatives-Enabled Strategies; International Bond Investing; Relative Value Methodologies for Global Credit Bond Portfolio Management; Credit Relative-Value Analysis; Total Return Analysis; Primary Market Analysis; Liquidity and Trading Analysis; Spread Analysis; Structural Analysis; Credit Curve Analysis; and Credit Analysis.

PAPER CODE - 206(C): MANAGING E-BUSINESS ARTIFICIAL INTELLIGENCE IN BUSINESS AND LEADERSHIP

Objective: *This E-Business and E-Commerce course equips military resettlement officers transitioning to corporate roles with digital transaction skills. Participants will master e-business models, security protocols (cryptography, PKI, digital signatures), payment systems (wallets, SET, gateways), regulatory frameworks (IT Act, privacy), B2B integration, e-procurement (GeM), e-governance applications, and internet strategies to drive secure, efficient online operations and business growth.*

Unit – I

1. Introduction to Electronic Business: Managing businesses electronically, E-Business and E-Commerce, e-Transactions on the electronic media. Growth of E-Business, Impact of E-Business on Industries, Potential benefits of Electronic Business;
2. Components of E-Business technology, Role of websites and Internet in E-Business, Emerging technologies for E-Business solutions, Internet and World Wide Web as enablers, Impact of Electronic Commerce on Business Models, Variance of E-Commerce, Knowledge management in the e-Commerce Era
3. Electronic Commerce and role of Independent third parties: Introduction, Electronic Commerce Integrity and Security Assurance, Electronic Commerce systems reliability assurance, Risk Assessment Assurance, Third party assurance of web based electronic commerce (Trustee, Verisign, CA)
4. EDI, Electronic Commerce and the Internet, Data Transfer and standards, Financial EDI, EDI Systems and Internet

Unit – II

5. Regulatory Environment: Introduction, Cryptography & Public key Infrastructure, Privacy Issues, Domain Name Issues, International Tax Issues, Electronic Agreements and Digital Signatures, IT Act, Cashless Economy, Integrators and Key Players
6. Internet Security Standards & PKI Standard Issues and Committees, Security Committees and Organizations, Security Protocols and languages, Messaging Protocols, Cryptography and Authentication – Messaging security issues; Encryption techniques; Key Management, Digital Signatures and Digital Certificates.

Unit – III

7. Electronic Commerce Payment Mechanism, Electronic Wallets, SET Protocol, Payment Gateways, Security and Privacy Issues related to E-Commerce, On-line, Pre-paid and post-paid Electronic Payment Systems, Architectural Framework for E-Business Certificate Issuances, Certificate Authorities and Hierarchy
8. E-Commerce Applications e-Procurement, GeM, e-Governance, Web based marketing, Advertisements on the Net, Intelligent Messaging System, Developing Databases on the Web.

Unit – IV

9. Implementing B-2-B E-Commerce, Supply-Chain Integration, Enterprise Application Integration, E-Commerce Value Chain, Internet Business Models, Internet Business Strategy, Implementation Strategies.
10. Search Engines and Internet Advertising, Building Virtual Communities, Building e-Alliances, Business Exchanges and Intermediaries, E-Business Strategies and Economies of E-Business.

PAPER CODE - 206(D): WEALTH MANAGEMENT

Objective: *This Wealth Management course equips military resettlement officers transitioning to corporate roles with skills to manage client portfolios through strategic investments in equity, debt, and alternatives within Resettlement contexts. Participants will learn scientific wealth management processes, risk-based asset allocation, asset selection, portfolio design, and performance evaluation/reporting to deliver tax-efficient, client-centric financial solutions.*

UNIT-I: Introduction to Wealth Management

- Financial planning a prerequisite to wealth management;
- Detailed KYC (Know your Client);
- Investment Policy; Risk profiling (Psychometric Assessment);
- Detailed KYM (Know your Market).

UNIT-II: Asset Allocation & Selection

- Strategic Asset Allocation (SAA);
- Tactical Asset Allocation (TAA);
- Insured Asset Allocation (IAL).
- Selection Theories – MPT, APT, CAPM;
- Selections Models – Sharpe Optimization Model, Safety First.

UNIT-III: Portfolio Revision and Management Strategies

- CRVP (Constant Rupee Value Plan);
- CRP (Constant Ratio Plan);
- VRVP (Variable Rupee Value Plan);
- VRP (Variable Ratio Plan).
- MWROR (Money weighted rate of return);
- TWROR (Time weighted rate of return);
- LIROR (Linked internal rate of return);
- DWM (Day weighing method);
- Sharpe ratio, Treynor ratio, Sortino Ratio, Jensen Alpha, Eugene Fama approach.

UNIT-IV: Regulations, Reporting and MIS

- PMS (Portfolio Management Services) Guidelines of SEBI;
- Client Reporting; MIS.

UNIT-V: Taxation of Investment Products

- Goods & Services Tax (GST) – A new taxation regime;
- Effect of GST on Investment Products & Wealth Management ;
- Taxation Concepts - PY, AY, GTI, tax slabs, TDS;
- Exemptions, Deductions, LTCG, STCG, capital gains tax;
- Setting off & carry forward of losses;
- Dividend tax / tax on income distributed by mutual fund;
- Securities Transaction Tax (STT)
