

# **MOTHERHOOD UNIVERSITY, Roorkee**

ENLIGHTENING WORLD

**A**

**STUDY AND EVALUATION SCHEME  
OF  
MASTER OF BUSINESS ADMINISTRATION  
(MBA)**

[Admission Session 2020-21 onwards]



**Roorkee-Dehradun Road, Village Karoundi,**

**Post Bhagwanpur, Tehsil-Roorkee**

**Pin -247661**

**Distt-Haridwar**

**(Uttarakhand)**

# STUDY AND EVALUATION SCHEME

OF

## MASTER OF BUSINESS ADMINISTRATION

[w.e.f Academic Session 2020-21 onwards]

### SUMMARY

<b>Programme</b>	MBA
<b>Duration</b>	Two year full time (Four Semesters)
<b>Medium</b>	English
<b>Credits</b>	118

**MOTHERHOOD UNIVERSITY, ROORKEE**  
**MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER I**

Sr. No.	Subject Code	Subject Name	Effective Teaching			Credits	Evaluation Scheme		
			L	T	P		Internal Assessment	End Term	Total Marks
			Hours/week						
1	MUMBA 101	Principles and Practice of Management	2	1	-	3	30	70	100
2	MUMBA 102	Business Environment	2	1	-	3	30	70	100
3	MUMBA 103	Quantitative Analysis for Business Applications	3	1	-	4	30	70	100
4	MUMBA 104	Financial and Management Accounting	3	1	-	4	30	70	100
5	MUMBA 105	Managerial Economics	3	1	-	4	30	70	100
6	MUMBA 106	Business Communication	2	1	-	3	30	70	100
7	MUMBA 107	Computer Applications in Business	2	1	-	3	30	70	100
8	MUMBA 108	Seminar and viva – voce	-	-	-	4	30	70	100
<b>Total</b>			<b>17</b>	<b>7</b>	<b>-</b>	<b>28</b>	<b>240</b>	<b>560</b>	<b>800</b>

**SEMESTER II**

S. No.	Subject Code	Subject Name	Effective Teaching			Credits	Evaluation Scheme		
			L	T	P		Internal Assessment	End Term	Total Marks
			Hours/week						
1	MUMBA 201	Financial Management	3	1	-	4	30	70	100
2	MUMBA 202	Human Resource Management	2	1	-	3	30	70	100
3	MUMBA 203	Organizational Behaviour	3	1	-	4	30	70	100
4	MUMBA 204	Production and Operations Management	2	1	-	3	30	70	100
5	MUMBA 205	Marketing Management	3	1	-	4	30	70	100
6	MUMBA 206	Management Information System	2	1	-	3	30	70	100
7	MUMBA 207	Business Research Methods	3	1	-	4	30	70	100
8	MUMBA 208	Seminar and Viva – Voce	-	-	-	4	30	70	100
<b>Total</b>			<b>18</b>	<b>7</b>	<b>0</b>	<b>29</b>	<b>240</b>	<b>560</b>	<b>800</b>

*(Summer Training for 6 to 8 weeks in corporate world or in Designated Organization shall be compulsory for all students immediately after Second Semester Examinations)*

**MOTHERHOOD UNIVERSITY, ROORKEE**  
**MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER III**

Sr. No.	Subject Code	Subject Name	Effective Teaching			Credits	Evaluation Scheme		
			L	T	P		Internal Assessment	End Term	Total Marks
			Hours/week						
1	MUMBA 301	International Business	3	1	-	4	30	70	100
2	MUMBA 302	Project Management	2	1	-	3	30	70	100
3	MUMBA 303	Total Quality Management	3	1	-	4	30	70	100
4	MUMBA 304	Specialization Group -1 Elective -1	3	1	-	4	30	70	100
5		Specialization Group -1 Elective -2	3	1	-	4	30	70	100
6		Specialization Group -2 Elective -1	3	1	-	4	30	70	100
7		Specialization Group -2 Elective -2	3	1	-	4	30	70	100
8	MUMBA 305	Summer Training Report & Viva-Voce	-	-	-	4	30	70	100
<b>Total</b>			<b>20</b>	<b>7</b>	<b>-</b>	<b>31</b>	<b>240</b>	<b>560</b>	<b>800</b>

**Note: A student has to select four electives from any Two group of specializations (Two electives from each specialization). Specialization groups would be same for III and IV Semester.**

## SPECIALIZATION GROUPS

<b><u>MARKETING</u></b>	
MUMBA 304-M1	Consumer Behaviour
MUMBA 304-M2	Advertising Management
MUMBA 304-M3	Marketing of Services
MUMBA 304-M4	Marketing Research
MUMBA 304-M5	Retail Management
<b><u>FINANCE</u></b>	
MUMBA 304-F1	Security Analysis and Portfolio Management
MUMBA 304-F2	Financial Markets and Institutions
MUMBA 304-F3	International Financial Management
MUMBA 304-F4	Corporate Tax Planning
MUMBA 304-F5	Risk Management and Insurance
<b><u>HUMAN RESOURCE MANAGEMENT</u></b>	
MUMBA 304-H1	Industrial Relations and Labour Laws
MUMBA 304-H2	Industrial Psychology
MUMBA 304-H3	Human Resource Planning & Development
MUMBA 304-H4	Performance Management
MUMBA 304-H5	Organisational Structure and Change
<b><u>INTERNATIONAL BUSINESS</u></b>	
MUMBA 304-IB1	International Logistics Management
MUMBA 304-IB2	Cross-Cultural Business Management
MUMBA 304-IB3	Management of Multinational Corporations
MUMBA 304-IB4	International Business Laws and Treaties
<b><u>OPERATIONS MANAGEMENT</u></b>	
MUMBA 304-OM1	Materials Management
MUMBA 304-OM2	Maintenance Management
MUMBA 304-OM3	Sourcing Management
MUMBA 304-OM4	Management of Manufacturing System

## MASTER OF BUSINESS ADMINISTRATION

### SEMESTER IV

Sr. No.	Subject Code	Subject Name	Effective Teaching			Credits	Evaluation Scheme		
			L	T	P		Internal Assessment	End Term	Total Marks
			Hours/week						
1	MUMBA 401	Business Ethics and Corporate Governance	2	1	-	3	30	70	100
2	MUMBA 402	Strategic Management	2	1	-	3	30	70	100
3	MUMBA 403	Entrepreneurship Development	3	1	-	4	30	70	100
4	MUMBA 404	Specialization Group -1 Elective -3	3	1	-	4	30	70	100
5		Specialization Group -1 Elective -4	3	1	-	4	30	70	100
6		Specialization Group -2 Elective -3	3	1	-	4	30	70	100
7		Specialization Group -2 Elective -4	3	1	-	4	30	70	100
8	MUMBA 405	Research Project & Dissertation	-	-	-	4	100	100	200
<b>Total</b>			<b>19</b>	<b>7</b>	<b>-</b>	<b>30</b>	<b>310</b>	<b>590</b>	<b>900</b>

**Note: A student has to select four electives from any Two group of specializations (Two electives from each specialization). Specialization groups would be same for III and IV Semester.**



## SPECIALIZATION GROUPS

<b><u>MARKETING</u></b>	
MUMBA 404-M1	International Marketing
MUMBA 404-M2	Sales Management
MUMBA 404-M3	Rural Marketing
<b><u>FINANCE</u></b>	
MUMBA 404-F1	Financial Services
MUMBA 404-F2	Mergers and Acquisitions
MUMBA 404-F3	Financial Derivatives
<b><u>HUMAN RESOURCE MANAGEMENT</u></b>	
MUMBA 404-H1	International Human Resource Management
MUMBA 404-H2	Compensation Management
MUMBA 404-H3	Corporate leadership
<b><u>INTERNATIONAL BUSINESS</u></b>	
MUMBA 404-IB1	EXIM Financing and Documentation
MUMBA 404-IB2	Global Financial Markets and Instruments
MUMBA 404-IB3	Foreign Exchange Management and Currency Derivatives
<b><u>OPERATIONS MANAGEMENT</u></b>	
MUMBA 404-OM1	Quality Toolkit for Managers
MUMBA 404-OM2	Supply Chain Management
MUMBA 404-OM3	Enterprise Resource Planning
MUMBA 404-OM4	Logistics Management

## SEMESTER-I

### MUMBA 101 PRINCIPLES AND PRACTICES OF MANAGEMENT

Credits: 3

#### Unit 1

##### Introduction

Nature and Purpose, Managing: Science or Art? The Evolution of Management Thoughts, The Function of Manager: Planning, Organising, Staffing, Leading and controlling: an overview. Coordination: The Essence of Management, System approach to Management Process.

#### Unit 2

##### Planning

Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

#### Unit 3

##### Organising

Nature of Organising, Formal an Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Delegation of Authority, Organisation Charts.

#### Unit 4

##### Staffing

Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle.

#### Unit 5

##### Leading and Controlling

**Motivation:** McGregor Theory of X and Y, Maslow Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory, Expectancy Theory, Equity Theory, Goal Setting Theory. Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making. Communication: Purpose, Process of Communication, Barriers and Break Downs, Making Communication Effective

**Controlling:** Concepts and Process, Controlling as a Feed Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

##### Suggested Readings

1. Heinz Wehrich, Mark V. Cannice and Harold Koontz, (2009). *Management: A Global and Entrepreneurial Perspective*, 13 ed., TMH., New Delhi
2. Harald Koontz and Heinz Wehrich, (2012) *Elements of Management*. 9<sup>th</sup> ed., TMH. New Delhi
3. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., *Management*, 8<sup>th</sup> ed., Pearson, New Delhi 2010
4. Stephen P. Robbins and David A. Decenzo, *Management*; PHI
5. Newman, Summer, Gilbert *Management*; PHI



**Unit 1****Introduction**

Concept, Significance and Nature of Business Environment. Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.

**Unit 2****Economic Environment**

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in New Economics Policy (1991) and its Impact on Business.

**Unit 3****Politico-Legal Environment**

Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

**Unit 4**

**Technological Environment:** Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology-Channels, Methods and Limitations.

**Demographic and Socio-Cultural Environment:** Population Size, Falling Birth Rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

**Unit 5****Foreign Investment and Trade Regulation**

Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Disinvestment in Public Sector Units.

**Suggested Readings**

1. Cherunilam, Francis –*Business Environment*, Himalaya Publishing House.
2. Paul, Justin-*Business Environment*, Tata McGraw Hill, New Delhi
3. Aswathappa, K., *Business Environment and Strategic Management*, HPH
4. Mukherjee Sampath, *Economic Environment of Business*.
5. I.C. Dhingra, *Indian Economics: Environment and Policy*, 25<sup>th</sup> ed., Sultan Chand & Sons, New Delhi, 2012
6. SK Mishra and VK puri, 4<sup>th</sup> ed., *Economic Environment of Business*, Himalaya Publishing House, Mumbai, 2011.
7. H.L. Ahuja, *Economic Environment of Business-Macroeconomic Analysis*, S. Chan

## **MUMBA 103 QUANTITATIVE ANALYSIS FOR BUSINESS APPLICATION Credits: 4**

### **Unit 1**

Management and Decision Making, Statistics and Managerial Decision Making, Functions – Applications of Functions, Some special Functions A.P. and G.P and their Managerial Applications. Markov chains and their Applications.

### **Unit 2**

Transportation Problems, Problem Statement, Testing Optimality, MODI Method and Improving the Solution

### **Unit 3**

Linear Programming, Basic Concepts, Model formulation, Solution Method, Duality.

### **Unit 4**

Theory of Games, Simulation, Basic Concept of PERT and CPM.

### **Unit 5**

Probability, Definition, Basic Concepts, Marginal Joint Conditional Probabilities, Additive and Multiplicative Rules, Random variables, Probability Distribution, Concept of Fractal, Mean of Random variables, Properties of Mean, Variance of a random Variable.

### **Suggested Readings**

1. Paolo Brandimarte-Quantitative Methods: An Introduction for Business Management, Willey.
2. Quantitative Analysis for Business Decision-Making by Sam Ashe-Edmunds, Demand Media
3. Quantitative Analysis For Business: The Time Value of Money and Basic Business Statistics Using a Business Calculator, 3rd Edition 3rd Edition by Gene Wright.

**Unit-1**

Financial Accounting – Meaning, Need, Objectives, Concepts & Conventions.

Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards.

The Double Entry System – Its meaning and Scope, The Journal, Cash Book, Ledger, Trail Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different books and Accounts.

Introduction of Company Accounts.

**Unit-2**

Managing Accounting – Meaning, Function, Scope, Utility, Limitation and Tools of Management Accounting, Analysis of Financial Statements – Ratios, Comparative and Common size Statements, Cash Flow and Fund Flow Analysis, management Audit and Financial Reporting.

**Unit-3**

Cost Accounting – Nature, Objectives, Significance of Cost Accounting, Classification of Cost, Costing of Material, labour, and Overheads.

Marginal Costing, and cost volume profit Analysis – Its Significance, Uses and limitations.

**Unit-4**

Standard Costing – Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis – Material, Labour and Overheads.

Responsibility Accounting – Its Meaning and Significance, Cost, Profit, and Investment Centers.

Accounting for Price level Changes – Concepts, CPP and CCA methods.

**Unit-5**

Budget and Budgetary Control - Its Meaning, Uses and Limitations, Budgeting and Profit Planning, Different types of Budget and their Preparations, Sales Budget, Purchase Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget, Zero Based Budgeting.

**Suggested Readings**

1. Robert n Anthony, Hawkins and Merchant, *Accounting TMH*
2. Chaudhary, A., *Fundamentals of Accounting and Financial Analysis*, Pearson
3. Ashish Bhattacharyya, *Essentials of Financial Accounting*, PHI
4. Maheshwari, SN and Sunil “*Financial Accounting: Sultanchand and Sons*, New Delhi
5. Monga, GR “*Financial Accounting: Concepts and Application*”, Mayoor Paper Books, New Delhi
6. Tulsian PC “*Financial Accounting*, Pearson Education

**Unit 1 : Introduction**

Introduction to Managerial Economics, Evolution, Nature, Scope and Significance, Circular Flow in an Economy, Principles, Production Possibility Frontier, Managerial Economics: Micro and Macro Economics.

**Unit 2 : Market Forces: Demand and Supply**

**Demand Analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; theory of consumer behavior; Elasticity of demand and its measurement methods; importance in decision-making.

**Supply Analysis:** Objective of supply analysis; Determinants of supply, Elasticity of supply.

**Unit 3 : Production Function and Cost Analysis**

Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Cobb Douglas Production Function, Laws of Production and analysis: Empirical Estimates of Production and Cost; short run and Long run average cost curves and their analysis; Economies and Diseconomies of scale.

**Unit 4 : Organization of the Firm**

Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets), Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly; Baumol's Marries' and O. Williamsons Model.

**Unit 5 : Factor Pricing**

Determination of Factor Pricing; Marginal Productivity Theory; Richardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

Note: *Numerical Questions should be set on elasticity, break even analysis, demand forecasting and optimum output determination under law of variable proportions.*

**Suggested Readings**

1. Crag W. Paterson, W. Cris Lewis, and Sudhir K. Jain, *Managerial Economics*, PHI Learning /Pearson, New Delhi, 2004.
2. Goel Dean, *Managerial Economics*
3. GS Gupta, *Managerial Economics*, 2<sup>nd</sup> Edition, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2011
4. Dominique Salvatore, *Managerial Economics in a Global Economy*, 4<sup>th</sup> ed., Cengage Learning, 2006
5. DN Dwivedi, *Managerial Economics*, 4<sup>th</sup> ed., Vikas Publishing House, New Delhi, 2006
6. Koutsoyiannis A., *Modern Micro Economics*, MacMillan, 2000
7. Paul Samuelson and Nordhaus, *Economics*, 19<sup>th</sup> ed. Tata McGraw-Hill, New Delhi
8. H.L. Ahuja, *Managerial Economics*, S. Chand, 2004

**Unit 1 : Introduction**

Importance of communication skills in Business Management. Types of communication: the media and tools of communication. The Communication Process. Barriers and Gateways to communication.

**Unit 2 : Verbal and Non-verbal Communication**

*Personal language* and body language. Types of managerial speeches: occasional speech; thematic speech. Group Communication in: group discussions, meetings, seminars and conferences. Art of facing interviews in: selection or placement, appraisal, disciplinary committees and exit interviews.

**Unit 3 : Written Communication Skills**

Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications. Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication. Power point preparation; Using Web as a source of knowledge Sharing.

**Unit 4 : Recruitment and Employment Correspondence**

Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/Resumes; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

**Unit 5 : Business and Social Etiquette**

Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

*Language lab class for practical in business communication.*

**Suggested Readings**

1. Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). *Business Communication: Building Critical Skills*, 3/e, TMH. New Delhi.
2. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeaja Pande (2009). *Business Communication: Making Connections in a Digital World*, 11/e. TMH. New Delhi.
3. Booher, Dianna (2001). *E-Writing: 21st Century Tools for Effective Communication*. New York: Pocket Books, Division of Simon & Schuster, Inc.
4. Guffey, Mary Ellen (2006). *E-book--Business Communication: Process and Product*. 5/e Cincinnati, Ohio: South- Western College Publishing/ Thomson.
5. Randolph H. Hudson and Benard J. Selzler, (2006). *Business Communication: Concepts and Applications in an Electronic Age*, 5/e., Jaico Reprint, Jaico, New Delhi.
6. Bovee, Thill and Schatzman, 'Business Communication Today', Pearson ed. 2007 (4<sup>th</sup> ed.

**Unit 1**

**Concept of Computers:** Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Criteria for using the Computers, Organizations and Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications.

**Types of Computers:** Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini-Computers, Main-frame Computer, and Super Computers.

**Unit 2**

**Input- Output Devices:** Storage Units (Disks, CD-ROM, DVD – ROM and tapes), Memory Types (Cache, RAM, ROM)

**Data and Information Concepts:** Definition, Meaning and concept of data and information, methods of data processing, data mining and warehousing.

**Data Communication:** Operating Systems Concepts, Fundamental or Data Communication; Network Concepts and Classification; Introduction to internet and its applications.

**Unit 3****MS Office**

MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook)

**Unit 4****Information Systems in Global Business Today**

The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Business and technology Trends; Management and Decision Levels; Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

**Unit 5**

**Business Application of MIS:** e-commerce, Electronic Payments Systems, Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies: Customer Relationship Management (CRM), Supply Chain Management (SCM), Data Warehousing, Data Mining, Business Information System.

**Business Expert Systems:** Role of Expert Systems in Complex Decision, Building of Expert Systems, Management of Expert Systems.

**Suggested Readings**

1. Lucas Jr. H C, *Information Technology for Management*, Mc Graw Hill, New York, 1997
2. Kenneth C. Laudon and Jane P. Laudon (2004), *Management Information Systems*, 8/E, Pearson Education
3. James A.O. Brien (200), *Management Information Systems*. 5/E, Tata Mcgraw-Hill.
4. Saxena S, *First Course in Computers*; Vikas Publication, New Delhi, 2003
5. Leanon, Alexis & Mathews- *Information Technology*, Vikas Publications, 2006
6. Sinha, P K-*Fundamentals of Computers*, BPB Publications, New Delhi, 2011



## **MUMBA 108 SEMINAR AND VIVA VOCE**

**Credits: 4**

### **Seminar**

**- 50 Marks**

### **Objective**

The objective of Seminars is to help the students in developing their communication skills, especially the presentation before the group. Each student is expected to present a seminar ( as Elaborated in the Ordinance) on a topic approved by the Teacher In- charge of the seminars. In this Semester the student being new to the Environment, the topic of seminar will be on general topic of the choice of the student. At least one semester for each student is compulsory during the Semester.

### **Viva voce**

**- 50 Marks**

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered during the Semester and on questions of relevant topics concerning Industry, Commerce and trade. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. Since the Viva – voce is to be conducted by the External Expert the Feedback received from the Expert and Suggestions should be used for enrichment of the student in subsequent Semester.

## SEMESTER-II

### MUMBA 201 FINANCIAL MANAGEMENT

Credits: 4

#### Unit 1

##### Financial Management

Nature, Objectives and Scope, Modern Concept of Finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making, Time Value of Money.

#### Unit 2

**Cost of capital:** Concept of Value, Present Value, Basic Valuation Models.

**Capital Structure:** Concept, Financial Leverage and its Impact on the Valuation of Firm, Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.

#### Unit 3

##### Investment Decisions

Nature and kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions - Some Case Studies.

#### Unit 4

**Dividend Decisions:** Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.

**Working Capital Management:** Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

#### Unit 5

##### Corporate Restructuring

Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies relevant for above Topics are required be Discussed.

#### Suggested Readings

1. Van Horne James C.: *Financial Management and Policy*, Prentice Hall of India 12<sup>th</sup> Ed, 208.
2. Prashna Chandra: *Financial Management*. McGraw Hill
3. Pandey, I.M: *Financial Management*. 9<sup>th</sup> Ed. Vikas Publishing.
4. Khan and Jain: *Financial Management*. McGraw Hill.
5. Ross S.A., R.W: Westerfield and J. Jaffe, *Corporate Finance*, 7<sup>th</sup> Ed. McGraw Hill.
6. Brealey R.A. and S.C. Myers: *Principles of Corporate Finance*, McGraw Hill, 6<sup>th</sup> Ed. V.Saran, *Financial Management*, PHI.

**Unit 1**

**Introduction to Human Resource Management**

(a) Evolution of HRM (b) Objectives and Function of HRM (c) Role and Responsibilities of HR Manager (d) Relevance of HRM (e) Systems approach to HRM.

**Unit 2**

**Acquisition of Human Resource Management**

(a) Human Resource Planning: Purpose and Process (b) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (c) Placement, Goals Analysis: Job Description and Job Specification.

**Unit 3**

**Developing Human Resources**

(a) Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes (b) Concept of HRD (c) Management Development Programmes.

**Unit 4**

**Performance Appraisal**

(a) Concept and Objectives of Performance Appraisal (b) Process of Performance Appraisal (c) Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Limitation and Constraints (f) 360 Degree Performance Appraisal (g) Promotion-Degree, Transfer Air Separation: Promotion, Purpose, Principles and Types; Transfer: Reasons, Principles and Types; Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary, Retirement Scheme.

**Unit 5**

**Motivating Human Resources**

(a) Motivation at Work, Major Motivation Theory: An overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fringe Benefits (e) Discipline and Employees' Grievance Redressal.

**Suggested Readings**

1. Dessler, Gray, and Biju Varkkey, *Human Resource Management*, 11<sup>th</sup> ed., Pearson Education, New Delhi, 2009
2. David S . Decenzo and Stephen P. Robbins, *Personal/Human Resource Management*, 3<sup>rd</sup> edition, Prentice-Hall of India, New Delhi, 2006
3. K. Aswathappa, *Human Resource and Personnel Management*, Tata McGraw-Hill
4. RS Dwivedi, *Managing Human Resources in Indian Enterprises*, Galgotia Publishing Co., New Delhi, Latest ed.
5. Biswajeet Pattanayak, *Human Resource Management*, 3<sup>rd</sup> ed., Prentice-Hall of India, New Delhi
6. Gomez-Mejia, et al., *Managing Human Resources*, 3<sup>rd</sup> ed., Pearson Education
7. Ivancevich, *Human Resource Management*, Tata McGraw-Hill

**Unit 1****Introduction**

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

**Unit 2**

**Perception, Attitude, and Values:** Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions, Values, Beliefs and Attitudes with Managerial Implications.

**Learning:** Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.

**Motivation:** Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom's Expectancy Theory; Job Design Theory; Equity Theory; Integrating Contemporary Theories of Motivation; Culture-Boundedness of Motivation Theories; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.

**Unit 3**

**Personality:** Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.

**Leadership:** Concept and Functions; Style and Theories of Leadership: Traits, Behavioural and Situational/Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.

**Stress:** Concept; Consequences and sources; Stress Management: Approaches.

**Unit 4**

**Group Behaviour:** Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.

**Interpersonal Relationships:** Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.

**Conflict Management:** Concept; Causes; Types; Stages; Effects; Management of Conflicts.

## Unit 5

**Organisation Power and Politics:** Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impressing Management.

**Organisational Culture:** Concept; Dominant Culture; Strong vs Weak Cultures ; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.

**Organisational Changes:** Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

### Suggested Readings

1. Robbins, SP Stephen P., Timothy Judge and Nehasika Vohra, *Organisational Behaviour*, 12<sup>th</sup> ed., Pearson Education, 2011.
2. Fred Luthans, *Organisational Behaviour*, 11<sup>th</sup> ed., Mc Graw Hill, 2009.
3. W. Newstrom, John, *Organisational Behaviour*, 10<sup>th</sup> ed., Tata Mc Graw –Hill 2009.
4. Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organisational Behaviour*, 8<sup>th</sup> ed., Prentice-Hall of India, Eastern Economy Edition, 2006.
5. SS Khanka, *Organisational Behaviour*, S. Chand & Co., New Delhi, 2008.
6. Sanghi Seema, *Organisational Behaviour*, Pearson 2011.

**Unit 1 : Introduction**

Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Layout Planning and Analysis.

**Unit 2 :Production System and Related Concepts**

Functions of Production and Material Management, Types of Production Systems, Productivity

Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

**Unit 3 : Scheduling and measuring Production Activities**

Scheduling, Maintenance Management Concepts, TPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

**Unit 4 : Material and Inventory Management**

An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

**Unit 5 : Quality in Production and Operations Management**

Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

**Suggested Readings**

1. Adam and Ebert, Ronald J, *Production and Operation Management-Concepts, Models & Behaviour*, PHI New Delhi
2. Charry SN, *Production and Operation Management-Concepts Methods and Strategy*, PHI New Delhi 2005
3. Baff. ES, *Modern Production Management*; John Willey, New York 1993
4. Garg, Ajay-*Production and Operations Management*, TMH, Delhi
5. Chase, B Richard, Shankar, R., Jacobs, F.R., Aquilano, N.J.-*Operations and Supply Management* TMH, Delhi
6. Pannesselum, R., *Production and Operations Management*, PHT, Delhi
7. Martinich, J.S., *Production and Operations Management*, TMH, Delhi
8. Aswathappa, K, *Production and Operations Management*, TMH, Delhi
9. Madan, Pankaj; *Production and Operation Management*; New Delhi; Global Vision Publishing 2010
10. William J Stvenson, *Operation Management*, TMH, New Delhi 200



**Unit 1 : Marketing Concept**

Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging role of marketing; Marketing Mix.

**Marketing Environment:** Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

**Unit 2 : Consumer Behaviour**

Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.

**Market Segmentation:** Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

**Unit 3 : Product Decisions**

Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

**Unit 4 : Price Decisions:** Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies.

**Distribution Channels and Physical Distribution Decisions:** Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; Determining The Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

**Unit 5 : Promotion Decisions:** Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion.

**Legal, Ethical and Social Aspects of Marketing:** Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

**Suggested Readings**

1. Kotler Philip and Gray Armstrong: *Principles of Marketing*, Prentice hall New Delhi
2. Kotler Philip: *Marketing Management-Analysis, Planning, Implementation and Control*, Prentice hall New Delhi
3. Ramaswami, V.S and Namakumari, S: *Marketing Management* Mac Millan India New Delhi
4. Stanton, Shalian J. and Charles Futrell: *Fundamentals of Marketing* Mc Graw hill New York
5. Rajan Saxena, *Marketing Management*, 3<sup>rd</sup> ed, Tata MCGraw Hill, New Delhi, 200

**Unit-1**

Role of Information and Technology, Business and technology Trends, Definition of MIS, role of MIS in Decision- making, Number Systems, Computer Languages, Computer hardware, Computer Software and operating System.

Systems Approach, object Oriented design, The value and cost of information, Decision levels, Data capture, Data Quality.

**Unit-2**

Database management systems, advantages of Data base approach, Queries, Designing of Database, Database Administration, Commercial database.

Computer Communication- LAN, Wan, Internet, Peer- to- Peer network, Client – server network.

Familiarity with Software packages – MS Office, MS Windows, LAN, UNIX etc.

**Unit-3**

Data system- Organization of System department, Physical facilities of system requirement Analysis, System Analysis, System design, System Implementation, System maintenance.

**Unit-4**

Introduction to management information System, decision making and Its Process, need for information and decision making, Its elements, meaning and objectives.

**Unit-5**

Structure of management information System, Successful and Comprehensive Structure, Integration of structure, development of management information System, various MIS reports, making MIS efficient and Effective, Limitations of management information System.

**Suggested Readings**

1. Management Information Systems: Organization and Technology in the Networked Enterprise 6 Sub Edition by Kenneth C. Laudon , Jane P. Laudon .
2. Management Information System for Industrial Safety Health & Environment By U K Chakrabarty
3. Management Information Systems 5/e: A Global Digital Enterprise Perspective, Waman Jawadkar McGraw-Hill Education

**Unit 1****Introduction**

Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, Types of Research, the Research Process: An overview.

**Unit 2****Research Design**

Concept, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process.

**Unit 3****Questionnaire Design and Schedule**

Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

**Unit 4****Sampling Theory**

Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

**Unit 5****Data Analysis**

Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T- Test, Z Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages.

**Suggested Readings**

1. Zikmund : *Business Research Methods*, Cengage Learning 2011-12
2. Cooper and Schindler : *Business Research Methods*, Tata Mc Graw Hill, 2011
3. Saunders: *Research Methods for Business*: Pearson Education, 2010
4. Bryman and Bell : *Business Research Methods*, Oxford

**Seminar**

50 Marks

The Objective of Seminar is to help the Students in Developing their Communication Skills, Specially presentation before the Group. Each Student is expected to present a Seminar (As Elaborated in the Ordinance) On a topic Approved by the Teacher In-charge. In this Semester The topic of the Seminars will be Qualitative and based on the issues Relevant to the Corporate World and Business World.

**Viva voce**

50 Marks

At the end of Semester Course each student will have to face an interview where he/she is expected to answer questions relating to the course covered in the Semester and on the questions related to Corporate World And Business world. The Viva – Voce shall be conducted jointly by the Internal Expert and the External Expert. After Viva – voce the feed back of the External experts shall be obtained so as to decide the Modalities of Improvement during Second year of the course.

**Summer training:**

Each Student is require to undergo 45 – 60 days training in any organization immediately after completion of the second semester. Training report on the pattern of approved by the teacher In- charge of training shall be submitted by the student in duplicate to the teacher in – charge. The student shall have to bear all the expenses on training including traveling and daily maintenance and the expenses on preparation of the training report. There will be no vocation after second semester examination and students shall proceed for summer training.

## SEMESTER-III

### MUMBA 301 INTERNATIONAL BUSINESS

Credits: 4

#### Unit 1 : Introduction

Nature and Scope of International Business; Relation of International Business; International Business vs Domestic Business. International Business Environment: Economics, Socio-Cultural and Politic-Legal Environment; Complexities of International Business; Modes of Entry into International Business; global trading environment-recent trends in world trade in goods and services.

#### Unit 2

**Theories of International Trade:** An overview; Commercial Policy Instruments-Tariff and Non-Tariff measures; Balance of payment account and its components.

**International Organisation and Arrangements:** WTO-Its Objectives, Principles, Organisational Structure and Functioning; An overview of other organizations – UNCTAD, World Bank and IMF; Commodity and other trading agreements.

#### Unit 3

**Regional Economic Co-operation:** Forms of regional grouping; Integration efforts among countries in Europe, North America, and Asia.

**International Financial Environment:** International Financial System and Institutions; Foreign exchange markets and risk Management; Foreign investments-types and flows; Foreign Investment in Indian Perspective.

#### Unit 4

**Organisational Structure for International Business Operations:** Key issues in International Production, Finance, Marketing and Human Resource Decisions; International Business Negotiations.

**Developments and Issues in International Business:** Outsourcing and its potentials for India; Strategic alliances, Mergers and Acquisitions; Role of IT in International Business; International Business and Ecological Considerations.

#### Unit 5

Measure for Promoting for International Business in India; Special Economic Zones (SEZs) and 100% exports oriented units (EOUs); Measures for promoting foreign investment into and from India; Indian joint ventures and acquisitions abroad. Financing of International Business and Payments Terms.

#### Suggested Readings

1. Charles, W.L. Hill and Arun K. Jain, *International Business*, Tata McGraw-Hill, New Delhi, 2008
2. Justin, Paul and Raunack Kapoor, *International Business*, 2<sup>nd</sup> ed., Prentice-Hall of India Ltd., 2012
3. Johnsn, Derbe, and Colin Turner, *International Business-Themes and Issues in the Modern Global Economy*, London: Roultedge, 2003
4. Cherunilam, Francis, *International Business: Text and Cases*, Prentice-Hall of India Ltd., 2004
5. John, H. Daniels and Lee H. Radenbaugh, *International Business Environment and Operations*, Person, Delhi, 2001
6. Michael R. Czinkota, *et al.*, *International Business*, the Dryden Press, Fortforth, 2002
7. RBI, Report on Currency and Finance, Various issues
8. Griffin, Ricky and Michael W. Pustay, *International Business – A Managerial Perspective*, Prentice-Hall, Upper Saddle River, New Jersey, 2003
9. Bennett, Roger, *International Business*, Pearson, Delhi, 1999
10. UNCTAD Reports

**Unit 1****Introduction**

Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, management principles applied to project management, Tools and techniques of project management, Project management life cycles and uncertainty.

**Project Planning**

Project and Strategic Planning, Scope, Problem Statement, Project Goals, Success criteria, Risk Management, Approval Process, Social Cost Benefit Analysis, Feasibility Study.

**Unit 2****Project Organization**

Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts, Fixing the Zero Data.

**Unit 3****Project Financing**

Project Cost Estimation, Sources of Finance, Multiple Project and Constraints.

**Unit 4****Project Implementation and Monitoring**

Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi project Resources scheduling, Splitting and Multitasking, Resources Allocation method, Project Monitoring and control, Project network Technique-(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling- Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.

**Unit 5****Project Direction and Control**

Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Features of Future Indian Projects.

**Suggested Readings**

1. *Project management*-for 21<sup>st</sup> century-Beenet P Lientz, Kathryn-Pearson Academic Press, 1995
2. *Project Management*-Denisluk
3. *Project management*-David I Cleland-McGraw Hill International Edition, 1999
4. *Project management*-Gopalakrishnan- McMillian India Ltd.
5. *Project Management*-Harry-Maylor-Pearson Publication
6. *Project Management*-Gray & Larson- Tata McGraw Hill
7. *Project Management*- Prasanna Chandra- Tata McGraw Hill



**Unit 1****Total Quality Management (TQM) Concept and Fundamentals**

Approaches to Quality Management, TQM Framework and **Features**, Principle of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, Evolution of TQM.

**Unit 2****Human Aspect of Total Quality Management (TQM)**

TQM Human Elements, Motivating People for Total Quality, Resistance to Change, Characteristics of Quality Leaders, Role of Quality Leaders, Teams for TQM, On-the-Job satisfaction and quality, Participative Management, Compensation System, Ergonomics.

**Unit 3****Quality Management System**

Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost), Evaluating the cost of TQM, Quality Index, The Total Quality Cost Curve, Standardization.

**Unit 4****Total Quality Management (TQM) Practices**

TQM Technologies and TQM Practices: Policy Deployment, Benchmarking, Backtracking, Cross-Functional Teams, QFD, Taguchi Method, Failure-Mode and Effect Analysis, The Poka-Yoke Concept, Concurrent Engineering, Malcolm Baldrige Award Model, TQM Implementation Process, Introduction to World Class Manufacturing.

**Unit 5****Quality Management Standards**

Concept and need of Quality Standards, National Quality Standard Organisations: Bureau of Indian Standards (BIS), Agmark Grading of Agriculture and Allied Commodities, Quality Council of India; International Organisation for Standardisation (ISO), ISO Standards: ISO 9000 and 14000 Series, Integration of ISO 14000 with ISO 9000, Process of ISO Certification, Implementing the System, Post Certification.

**Suggested Readings**

1. Dale, Carol, Glen, Mary, *Total Quality Management*, 3<sup>rd</sup> ed., Pearson Education, New Delhi.
2. Ross, *Total Quality Management: Text, Cases, and Readings*, 2<sup>nd</sup> ed. St. Lucie Press.
3. H Lal, *Total Quality Management: A Practical Approach*, New Age International, New Delhi.
4. *Hand Book for ISO certification*.

**Unit 1**

**Introduction**

Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments.

**Unit 2**

**Consumer as an Individual**

Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing.

**Unit 3**

**Consumer in Social and Cultural Settings**

Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation.

**Unit 4**

**Consumer Decision Process**

Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

**Unit 5**

**Consumer Satisfaction**

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

**Suggested Readings**

1. Schiffman and Kanuk: *Consumer Behaviour*, PHI Learning
2. Engle, Blackwell and Miniard: *Consumer Behaviour*
3. Zaltman and Wallendorf: *Consumer Behaviour*
4. Mellot, Douglas W. Tr. : *Consumer Behaviour*
5. Loudon and Della Bitta: *Consumer Behaviour*
6. Benetton: *Consumer Behaviour*

**Unit 1****Analyzing the Communication Process**

Nature of Communication Process and Its Components, Applications of Communication Process in Marketing, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change. Different elements of Promotional Mix and Communication Process relevant to them.

**Integrated Communication Fundamentals**

Strategic Analysis for Marketing Communication, Communication Objective, Market Segmentation, Target Group, Market Positioning.

**Unit 2****Advertising and the Marketing Function**

Objective, Functions, Advertising as a tool for Communication, Social and Economic Aspects of Advertising, Importance of Advertising in Modern Marketing, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

**Unit 3****Different Types of Advertising**

Consumer Advertising, Business to Business Advertising, Trade Advertising, Retail Advertising, Financial Advertising, Recruitment Advertising, Setting Advertising Objectives, DAGMAR Approach, Continuous Advertising Planning Process.

**Unit 4****Message and Copy**

Message Strategy and Design, Elements of Advertisements, Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative Development.

**Media Planning**

Comparative Study of Different Advertising Media, media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, pre testing and Post testing Techniques.

**Unit 5**

**Regulation of Advertising** – Advertising Department and Its organization, Advertising Agencies and their Functions, Contribution of Advertising to Economic Development and Standard of Living, Ethics and Advertising, Problems and Prospects of Advertising in India.

**Suggested Readings**

1. O'Guinn, Alenn, Semenik, *Advertising and Integrated Brand Promotion*, Thomson, Fourth Edition, 2007.
2. Belch, MA & Belch GE – *Advertising and Promotion, An Integrated Marketing Communications Perspective*, Sixth Edition, Tata McGraw Hill
3. Jefking & Yadin, *Advertising, Fourth Edition*, Pearson Edition.
4. Manendra Mohan, *Advertising Management, Concept and Cases*, Tata McGraw Hill Publication.

**Unit 1****Introduction to Services Marketing**

Service as a Marketing Concept; Factors for the growth of Service Sector; Characteristics of Services; Dimensions of Services; Classification of Services; Managing Customer Expectations: Level of Expectations; Zone of Tolerance; Segmentation, Targeting and Positioning of Service.

**Unit 2****Services Marketing Mix**

Product: Service Package, Core and Supplementary Services; Product Levels, Service Levels and Delivery; Price: Pricing Concepts and Issues in Pricing, Pricing Policy, Pricing Approaches, Price and Customer Values; Promotion: Internal and External Communication, Issues in Services Promotion; Place: Service Distribution, Channel Options, Service Distribution Strategy.

**Unit 3****Service Design**

Essential of a Service System; Components of Services; Designing the Service Package; Front Office Interface; Back Office Interface; Operations System; Service Delivery System; Customer Satisfaction and Conflicts; Service Recovery System; Service Quality; Concept of Service Quality, Measuring Service Quality; SERVQUAL System; Concept of CRM: CRM Objectives, Technology impact on Services, Concept of e-CRM.

**Unit 4****Globalisation of Services**

Stages of Globalisation; International Marketing Services; Emerging Trends; Principal Driving Forces in Global Marketing of Services; Key Decisions in Global Marketing; Services Strategy and Organising for Global Marketing.

**Unit 5****Marketing of Services in India**

Application of the principles of Marketing Services in the Marketing of Financial Services, IT, Tourism Services, Travel Services, Hospitality Services and Transport Services.

**Suggested Readings**

- 1 Zeithaml, Gremler, Bitner, and Ajay Pandit, *Services Marketing*, Tata McGraw-Hill, 5<sup>th</sup> ed., 2011.
- 2 Christopher Lovelock, *Services Marketing: People, Technology and Strategy*, Pearson Education, 5<sup>th</sup> ed., 2011.
3. Rajendra nargundkar, *Services Marketing: Text and Cases*, Tata McGraw-Hill, 3<sup>rd</sup> ed., 2010.
4. Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2<sup>nd</sup> ed., 2011.
5. Govind Apte, *Services Marketing*, Oxford Univ. Press, 2<sup>nd</sup> ed., 2004

**Unit 1****Introduction**

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

**Unit 2****Marketing Research Design**

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

**Unit 3****Data Collection**

Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

**Unit 4****Data Analysis and Interpretation**

Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests ( Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

**Unit 5****Reporting the Results and Ethical Issues in Marketing Research**

Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

**Suggested Readings**

1. Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation*, 5/e, Pearson Education, New Delhi.
2. Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, New Delhi.
3. Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases*. Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company Limited, New Delhi.

**Unit 1****Retailing Environment**

An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, The Global Retail Market, Opportunity in Retailing, Multi Channel Retailing.

**Unit 2****Strategic Retail Planning**

Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle.

**Unit 3****Retail In India**

Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India.

**Unit 4****Retail Mix**

Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing.

**Unit 5****Retail Operations**

Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems.

**Suggested Readings**

1. Swapna Pradhan, *Retailing Management*, text and Cases, Second Edition, Tata McGraw Hill Publications.
2. Barry Berman, Joel R.Evans, *Retail Management*, A Strategic Approach, Tenth Edition, 2008, Pearson Edition.
3. C Bajaj, *Retail Management*, Oxford Publication, Second Edition
4. Dairs & Ward: *Managing Retail Consumption*, John Wiley & Sons
5. Levy & Wertz: *Retailing Management*, Irwin



## MUMBA 304-F1 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits: 4

### Unit 1

#### Introduction of Investment

Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.

### Unit 2

#### Introduction of Capital Market

Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.

### Unit 3

#### Fundamental Analysis

Technical Analysis and Efficient Market Hypothesis, Economic, Industrial and Company Analysis.

### Unit 4

#### Portfolio Analysis

Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

### Unit 5

#### Portfolio Revision and Evaluations

Portfolio Revision and Portfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Sharpe and Treynor Measures, Mutual Fund Industry.

### Suggested Readings

1. Fischer, Donald, E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Prentice Hall India, New Delhi, 6<sup>th</sup> ed.
2. Chandra, Prasanna, *Investment Management*, Tata McGraw Hill, New Delhi
3. Sharpe, William, F. Alexander, and Bailey, *Investment*, Prentice Hall Of India, 5<sup>th</sup> Edition.
4. Kevin, S. *Portfolio Management*, Prentice Hall India, New Delhi.
5. Avadhani, V.A, *Investment and Security Market in India*, Himalaya Publishing House, 3<sup>rd</sup> Edition.
6. Pandey, I.M. *Financial Management*, Vikas Publications, New Delhi ed., 2012.

**Unit 1 : Financial System**

Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalisation of Financial Markets.

Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

**Unit 2 : Management of Commercial Banks**

An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk- Rating Agencies; Regulatory framework for Banks.

**Unit 3 : Risk of Financial Inter-Mediation**

Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

**Unit 4 : Risk Management in Financial Institutions**

Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitization, Derivatives.

**Unit 5 : Management of Non-Banking Financial Institutions and Depositories**

Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions-PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

**Suggested Readings**

1. K Sasidharan, *Financial Services and System* (2008), McGraw-Hill Publishing Company New Delhi.
2. Clifford Gomez, *Financial Markets Institutions and Financial Services*, Prentice-Hall of India, 2008.
3. Anthony Saunders, *Financial Markets and Institutions*, 4<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi.
4. M.Y. Khan, *Financial Services*, 4<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi 2008.
5. Anthony Saunders, *Financial Institutions Management- A Risk Management Approach*, 6<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi.
6. M.Y. Khan, *Indian Financial System*, 6<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi, 2008.
7. Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk Management*, Prentice-Hall of India, New Delhi.
8. L.M. Bhole, *Financial Institutions and Markets*, 4<sup>th</sup> ed., McGraw-Hill Co., New Delhi, 2008.
9. Economic-Surveys, Govt. of India.
10. RBI Bulletins

**Unit 1**

**Financial Management in Global Perspective:** Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

**Exchange Rate Determination:** Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

**Unit 2****Foreign Exchange Market**

Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets. **Fisher's Effect.**

**Unit 3****Risk Exposures and Their Management**

Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

**Unit 4****Financial Foreign Operations**

Internationalisation Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy.

**Unit 5**

**International Financial Markets:** International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

**Multinational Working Capital Management:** Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

**Suggested Readings**

1. Shapiro AC: *Multinational Financial Management*: PHI
2. Levi, Maurice: *International Finance*, Routledge, 2009
3. Eiteman, David K: Arthur Stonehill and Michael H. Moffett, *Multinational Business Finance*, Pearson, 2008
4. Vij, Madhu: *International Financial Management*, Excel Publications, 2006
5. Apte : *International Financial Management*: PHI
6. Seth, A.K.: *International Financial Management*

**Unit 1****Basic Concepts**

Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR.

**Unit 2****Corporate Tax in India**

Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

**Unit 3****Tax Planning**

Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Dividend Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.

**Unit 4****Special Provisions Relating to Non-Residents**

Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.

**Unit 5****Tax Planning with Reference to Business Restructuring**

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

**Suggested Readings**

1. Ahuja, Grish, and Ravi Gupta, *Corporate Tax Planning and Management*, Bharat Law House, Delhi.
2. Singhanian, Vinod K., Kapil Singhanian, and Monica Singhanian, *Direct Taxes Planning and Management*, Taxmann Publications Pvt. Ltd., New Delhi.
3. Pagare, Dinkar, *Direct Tax Planning and Management*, Sultan Chand and Sons, New Delhi.
4. SP Goyal, *Direct Tax Planning*, Sahitya Bhawan, Agra
5. Bare Acts of relevant enactments

**Unit 1****Introduction**

Concept of Risk; Objectives and Needs of Risk Management; Types of Risk; Identification and Measurement of Risk; Risk Evaluation and Prediction, Beta, Risk-Premium.

**Unit 2****Risk Aversion and Risk Management**

Risk Aversion and Demand for Insurance by Individual; Business Risk Management and Demand for Insurance; Expected Utility Application of Statistical Techniques in Risk Avoidance; Disaster Risk Management; Insurability of Risk, Contractual Provisions and Legal Doctrines; Premium Loading; Moral Hazards; Deductibles and Claim Processing Costs; Risk Retention and Transfer; Legal Aspects of Insurance Contract; Principle of Indemnity; Estoppels, Endowment Insurance.

**Unit 3****Types of Insurance**

Fire and Motor Insurance; Health Insurance; Social Insurance; Home-Owners Insurance; Life Insurance and Annuities; Term Insurance; Endowment Insurance; Whole Life Insurance; Life Insurance Pricing; Employees Benefits Group; Medical Coverage; Retirement Plans; Marine Insurance; Ships and Goods Policy; Marine Risk Institute Cargo Clauses Reinsurance, Insurance Principle.

**Unit 4****Assessment and Control**

Control of Malpractices; Negligence, Loss Assessment and Loss Control; Exclusion of Perils, Actuaries, Computation of Insurance Premium.

**Unit 5****Globalization of Insurance Sector**

Globalization of Insurance Sector; Regulation of Risk Reduction by IRDA; Reinsurance; Coinsurance Assignment

**Suggested Readings**

1. Scott Harrington and Gregory Niehaus, *Risk Management and Insurance*, 2<sup>nd</sup> ed., Tata McGraw- Hill, 2004.
2. Dorfman, *Risk Management and Insurance*, PHI
3. Panda, GS, *Principles and Practices of Insurance*, Kalyani Pub. 2004
4. Mishra, MN, *Principles and Practices of Insurance*, S. Chand and Co., 2004
5. Gupta, PK, *Insurance and Risk Management*, Himalaya Publishing House, 2004
6. Jeevanandam, C, *Risk Management*, Sultan Chand and Sons, 2005

**Unit 1****Introduction**

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers' Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India

**Unit 2**

**Trade Unionism:** Trade Union: origin and growth, unions after independence, unions in the era of Liberalization ; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

**Unit 3**

**Labour problems:** Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial Unrest, Strikes and Lock-Out, Settlement of Industrial Dispute, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Conciliation, Arbitration , Adjudication , Collective Bargaining.

**Unit 4**

**Labour legislations:** Historical perspective; Impact of ILO; Indian constitution Abolition of Bonded and Child Labor, Important provisions of: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act, Important Provisions of Industrial Dispute Act and Factories Act.

**Suggested Readings:**

1. Monappa A- Industrial Relations (Tata McGraw-Hill, 2002)
2. C.S.Venkata Ratnam- Industrial Relations (Oxford Pub.,2008)
3. Srivastava S C- Industrial Relations and Labour Laws (Vikas, 4th edition) 2000.
4. Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication, 2003)
5. Bare Acts

**Unit 1 : Industrial Psychology**

Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organisational Psychology, Industrialisation in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity.

**Unit 2 : Individual at Workplace**

The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction.

**Unit 3 : Industrial Behaviour**

Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.

**Unit 4 : Industrial Efficiency**

Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work,. Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction.

**Unit 5 : Contemporary Issues**

Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.

**Suggested Readings**

1. Tiffin, J and McCormic E.J.: *Industrial Psychology*, (Prentice Hall), 6<sup>th</sup> Edn., 1975
2. McCormic E.J.: *Human Factors Engineering and Design* (McGraw Hill), 4<sup>th</sup> Edn., 1976
3. Mair, N.R.F.: *Principles of Human Relations*
4. Gilmer: *Industrial Psychology*
5. Ghiselli and Brown: *Personnel and Industrial Psychology*
6. Myer: *Industrial Psychology*
7. Dunnette, M.D.: *Handbook of Industrial and Organisational Psychology*
8. Blum and Taylor: *Industrial Psychology*
9. Sinha G.P. and P.R.N. Sinha, *Industrial Relations and Labour Legislations*, New Delhi, Oxford and IBH Publishing Co., 1977



**Unit 1**

**Human Resource Planning**

*Approaches to Human Resource Planning*, Concept, importance, Need for Human Resource Planning, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches- Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, Approaches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.

**Unit 2**

**Career planning**

Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

**Unit 3**

**Evolution and Concept of HRD**

System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers and supervisors in HRD.

**Unit 4**

**Assessing and Implementing HRD Programmes**

Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Worklife. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.

**Unit 5**

**Organizational Culture and HRD**

Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in manufacturing and services sector

**Suggested Readings**

1. Bhattacharya, Dipak Kumar – *Human Resource Planning*, Excel Books.
2. T.V. Rao *Human Resource Development* Oxford IBH Publication
3. Aswathapa, *Human Resource and Personnel Management Text & Cases*, TMH.
4. Desimone & Harries – *Human Resource Development* – Thomson Learnin

**Unit 1 : Introduction**

Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

**Unit 2 : Measuring Performance**

Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.

**Unit 3 : Behavioural Issues and Employee Development**

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

**Unit 4 : Performance Consulting**

Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.

**Unit 5 : Current Developments and Emerging Issues in Performance Management**

Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management

**Suggested Readings**

1. Herman Aguinis (2007). *Performance Management*. Pearson Education.
2. Lance A. Berger and Dorothy (2007). *The Talent Management Hand Book*. Tata Mc-Graw Hill
3. Rao T.V. (2007). *Appraising and Developing Managerial Performance*. Excel Books.
4. Dixit Varsha (2008). *Performance Management*. Vrinda Publications Ltd.

**Unit 1 : Introduction**

Concept of Organisational Structure, Organisational Culture, Concept and Importance of Organisational Change; Organisational Environment Specific and General.

**Organisational Efficiency and Effectiveness**

Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organisational Effectiveness, Organisational Effectiveness and Technology.

**Unit 2 : Structure**

Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary- Less Organizations, Organizational Design and Strategy in Changing Global Framework.

**Unit 3 : Organisational Change**

Concepts and Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organisational Change, Resistance to Organizational Change- Organisational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.

**Unit 4**

Concept of Organisational Development, History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D

**Managing Changes:** Action Research-Diagnosing The Organization, Determination of Desired Future State, Implementing Action, Evaluating Action, Institutionalizing Action Research, Systematic Innovations.

**Unit 5****Organisational Transformation**

Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth.

O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change;

**O.D. intervention:** Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter- Group Development – Innovations – Learning Organisations.

**Suggested Readings**

1. Wendell L. French Cecil H. Bell, Jr.: *Organisational Development*, McGraw-Hill. 6/e, 2005.
2. Ian Palmer, Richard Dundford, Gib Akin, *Managing Organisational Change: A Multiple Perspectives Approach*, McGraw-Hill, 2/e, 2009.
3. Barbara Senior, Jocelyne Fleming - *Organisational Change*, Pearson Education, New Delhi 3/e, 2009.
4. Gareth R., Mary Mathew – *Organisational Theory, Design and Change*, Pearson Education, New Delhi 5/e, 2008.

**Unit 1****Global Logistics**

Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

**Unit2****Components of Logistics**

Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

**Unit 3****General Structure of Shipping and Developments in Ocean Transportation**

Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.

**Unit 4****Air Transportation**

Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.

**Unit 5****Supply Chain Management**

Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR

**Suggested Readings**

1. Asopa, V.N: *Shipping Management: Cases and Concepts*, Macmillan, New Delhi.
2. Desai, H.P: *Indian Shipping Perspectives*, Anupam Publications, Delhi.
3. Khanna, K.K.: *Physical Distribution*, Himalaya Publishing, Delhi.
4. Bowersox , Donal J and Closs , David J: *Logistical Management*, Tata McGraw Hill, New Delhi.
5. Shipping Documents and Reports, UNCTAD
6. Sople, V V: *Logistics Management*, Pearson, New Delhi
7. Agarwal, D K: *Text Book of Logistics and Supply Chain Management*, Macmillian, New Delhi
8. Muthiah , Krishnaveni: *Logistics and World Sea Borne Trade*, Himalaya Publishing House, Mumbai
9. Chopra, Sunil. Meindl, Peter and Kalra, D V: *Supply Chain Management*, Pearson, New Delhi

**Unit-1****Globalization and Culture**

Globalization in Cross Cultural Context, Factors that promoted Globalization.

**Unit 2****Introduction to Culture**

Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.

**Unit 3****Cross Culture Communication**

Cross Cultural Communication; Dimension of Cross Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations.

**Unit 4****International HRM and Cross Cultural Issues**

International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.

**Unit 5****Comparative Management**

Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.

**Suggested Readings**

1. Deresky Helen, *International Management: Managing Across Borders and Cultures*, 4th Ed, Prentice Hall India
2. Esenn Drlarry, Rchildress John: *The Secret of a Winning Culture - Building High-Performance Teams*, Prentice Hall India, New Delhi
3. Cashby Franklin, *Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company Into A High-Performance Organization*, Cashby Franklin, Prentice Hall India, New Delhi
4. Journals- *International Journal of Cross Cultural Management*
5. Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
6. Cullen, John B : *International Management a Strategic Perspective*, Cengage Learning, Delhi

## **MUMBA 304-IB3 MANAGEMENT OF MULTINATIONAL CORPORATIONS Credits: 4**

### **Unit 1**

#### **International Management**

Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.

### **Unit 2**

#### **Growth and Development of MNCs**

Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.

### **Unit 3**

#### **Organizational Design and Structure of International Corporations**

Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.

### **Unit 4**

#### **International Business Strategy**

Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.

### **Unit 5**

#### **Indian Perspectives and Policy**

Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIs.

### **Suggested Readings**

1. Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
2. Koonts and Whelrich: *Management: The Global Perspective*, Tata McGraw Hill, New Delhi.
3. Nagandhi, Anant.R: *International Management*, Prentice Hall of India Ltd., New Delhi. Thakur, Manab, Gene E. Burton, and B.N. Srivastava: *International Management: Concepts and Cases*, Tata McGraw Hill, New Delhi.
4. Christopher Bartlett and Sumantra Ghoshal, *Transnational Management: Text and Cases*, Tata McGraw Hill, New Delhi
5. Deresky, Helen: *International Management: Managing Across Borders and Cultures*, 4th Ed, Prentice Hall India, New Delhi

**Unit 1**

**Legal Framework of International Business**

Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract–Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

**Unit 2**

**Regulatory Framework of WTO**

Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

**Unit 3**

**Implications of WTO to Important Sectors**

GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce.

**Unit 4**

**Regulatory Framework and Taxation**

Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.

**Unit 5**

**Indian Laws and Regulations Governing International Transactions**

FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

**Suggested Readings**

1. Lew, Julton D.M and Clive Stand brook (ed.), *International Trade Law and Practice*, Euromoney Publications, London.
2. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: *International Business*, Environments and operations.
3. Schmothoff C.R: Export Trade – *The Law and Practice of International Trade*.
4. Motiwal OP, awasthi HIC: *International Trade – The law and Practice*: Bhowmik and company, New Delhi.
5. Kapoor ND: *Commercial Law*; Sultan Chand & Co. New Delhi.
6. Subarao: “*International Business*” Himalaya Publishing House, New Delhi.



**Unit– 1****INTRODUCTION**

Materials management-Role, need, importance, strategies, costs techniques – impact on Working Capital and profits, Operating environment, aggregate planning, approaches master scheduling, manufacturing planning and control system-manufacturing resource planning, enterprise resource planning-making the production plan

**Unit– 2****MATERIALS PLANNING**

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control, codification.

**Unit– 3****INVENTORY MANAGEMENT**

Policy Decisions-objectives-control –Need for safety stock – inventory reduction techniques: ABC, FSN, VED - Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages -Quantity discount models. Probabilistic inventory models – Differential inventory management – no store concept – Perpetual inventory management.

**Unit– 4****PURCHASING MANAGEMENT**

Establishing specifications-selecting suppliers-price determination, value analysis and standardization, forward buying-mixed buying strategy, price forecasting, demand management-price forecasting, purchasing under uncertainty-purchasing of capital equipment, international purchasing

**Unit– 5****WAREHOUSE MANAGEMENT**

Principles of storage – Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock

**Suggested Readings**

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
2. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
3. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
4. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012

**Unit – 1****INTRODUCTION**

Maintenance: Its role and scope in total organisational contexts, role of maintenance. Centralized and decentralized maintenance organisation structures. Design of Maintenance organisation in multiechelon repair inventory systems.

**Unit – 2****MAINTENANCE SYSTEM AND DESIGN**

Maintenance system - Design and its selection - Break down maintenance - Routine maintenance - Predictive maintenance - Preventive maintenance - Corrective maintenance – Shutdown maintenance - Total Productive maintenance – Autonomous maintenance - Design maintenance - Contract maintenance – Reliability Engineering. Current Trends - IOT, Thermography, LAN Machine Attesting

**Unit – 3****MAINTENANCE PLANNING**

Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities.

**Unit – 4****MAINTENANCE CONTROL**

Maintenance work measurement - Time standards - Incentive schemes- Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures.

**Unit – 5****MAINTENANCE PERFORMANCE**

Maintenance effectiveness - various performance indices and their evaluation – MTBF and MTTR – uses and limitations - monitoring of maintenance performance. Replacement Technique - Application of Computer in maintenance.

**Suggested Readings**

1. Mobley, R. K., ed. Maintenance engineering handbook. 8th ed. New York: McGraw-Hill, 2014
  2. Kelly, A.; Harris, M. J. Management of industrial maintenance. London: Butterworths, 2007.
- REFERENCE BOOKS
3. Gopalakrishnan, P & Sundararajan, 'Maintenance Management', Prentice Hall Of India, New Delhi, 2004

Learning Objective: This course is designed to help the students to understand all aspects of sourcing and procurement management

**Unit 1**

Sourcing Management: Introduction to Sourcing, Sourcing vs Procurement, Sourcing activities. Purchasing: Purchasing Cycle, Characteristics of a Purchasing Manager, Risks to be Considered by Purchase Manager. Make or Buy Decision: An introduction. Case Studies

**Unit 2**

Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development: Need for Measuring Supplier Performance, Categories of Suppliers, Supplier Evaluation and Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Suppliers Evaluation Methods/ Vendor Rating Methods, Advantages of Vendor/Supplier Rating. Case Studies

**Unit 3**

Vendor Process Capability and Material Handling: Introduction to Process Capability, Characteristics of Vendor Process Capability, Handling the Vendor Process Capability, Advantages of Vendor Process Capability. Case Studies

**Unit 4**

Price Determination and Negotiation: Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, Negotiation in sourcing: Meaning of Negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. Case Studies

**Unit 5**

Legal Aspect of Purchasing Management: An Introduction, The Indian Contract Act, 1872, GST, Law of Carriage of Goods. Public Purchasing: Procurement Process, Fundamental Principles of Public Buying; Tendering: Introduction, Terminologies used in Tendering, Tendering Process, e – Tendering. Case Studies

**Suggested Readings:-**

1. Dobler, D. W., Jr, L. L., & Burt, D. N. (1995). Purchasing and Materials Management. New Delhi: Tata McGrawHil Publishing Company Limited
2. Gopalakrishnan P., Purchasing and Materials Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi.
3. David N. Burt, Sheila Petcavage, Richard Pinkerton: Proactive Purchasing in the Supply Chain: The Key to World-Class Procurement, McGraw Hill

Learning Objective: This course is intended to provide a detail understanding of Manufacturing System and managerial aspects related to the management of manufacturing system

**Unit 1**

Manufacturing System: Introduction and components, Importance of Manufacturing for Technological and Socioeconomic developments, Production versus Productivity; Manufacturing Plant: Decisions for Plant location. Plant Layouts and its types. Types of manufacturing System: Job shop. Mass, Batch, Project shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)

**Unit 2**

Manufacturing Support System: Process Planning, Computer Aided Process Planning, Production planning and Control Systems, Aggregate Planning and Master Production schedule, Material Requirement Planning, Capacity Planning ; Shop Floor Control: Introduction, Overview of Automatic Identification and Data capture , Bar Code Technology and Radio Frequency Identification

**Unit 3**

Facility planning: Factors affecting selection of plant location, Factor rating analysis, Load distance model, closeness ratings. Types of plant layout, criteria for good layout, Process layout, Assembly line balancing. Computer based solutions to layout problems.

**Unit 4**

Capacity planning: Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies.

**Unit 5**

Maintenance System: Maintenance strategies and planning, Maintenance economics: quantitative analysis, optimal number of machines, Replacement strategies and policies, economic service life, opportunity cost, replacement analysis using specific time period, spares management. Maintenance records

**Suggested Readings**

1. Kalpakjian and Schmid, Manufacturing Engineering and Technology, 6 ed., Pearson.
2. Lindberg, Processes & Materials of Manufacture, Prentice Hall India.
3. J P Kaushik: Manufacturing Processes , PHI
4. James. B. Dilworth, “Operations Management – Design, Planning and Control for Manufacturing and Services”, McGraw Hill Inc. Management Series, 1
5. P. Radhakrishnan, S. Subramanyan and V. Raju, “CAD / CAM / CIM”, 2nd Edition, New Age Interational (Pvt.) Ltd. Publishers, 2003

## SEMESTER-IV

### MUMBA 401 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Credits: 3

#### Unit 1

##### **Introduction to Business Ethics**

An understanding of Ethics, Meaning of Ethics, Concept. of Business Ethics, Ethical Performance, Types of Ethics, Sources of Ethics, Ethics and Business Importance and Scope of Ethics, Factors influencing Business Ethics, Objective of Business Ethics, Morality and Ethics.

#### Unit 2

##### **Values, Norms, Beliefs and Standards**

Ethical Codes, Managing Ethics, Ethical Activities, Ethical Dilemmas, Whistle Blowing

#### Unit 3

##### **Ethical Decision**

Making the role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise for Managers, Kohlberg's Model, Carol Gilligan's Model.

#### Unit 4

##### **Ethical Practices in Business Management**

Application in Marketing, Advertising, Finance- Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HRM area like Compensation, and Work Place Harassment of Employee.

#### Unit 5

##### **Corporate Governance**

Introduction, Concept and Need for Corporate Governance, Definitions, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance, Anglo-American Model, Japanese Model and Indian Perspective of Corporate Governance.

#### Unit 6

##### **Corporate Governance framework**

India's Corporate Governance Framework, SEBI, Company Law and Accounting, CII Code on Corporate Governance, National Code on Corporate Governance(1999), Chandra Committee on Auditing and Governance.

#### **Suggested Readings**

1. CSV Murthy, *Business Ethics (Text and Cases)*, Pub. By HPH
2. Marianne M. Jennings, *Cases in Business Ethics*, Pub by Cengage Learning
3. Prof.(Col) P.S. Bajaj, Dr. Raj Agarwal, *Business Ethics –An Indian perspective*, Pub by Biztantra
4. John R. Beatright, *Ethics and the conduct of business*, Pub. By Pearson Education
5. Geeta Rani and R K Mishra, *Corporate Governance Theory & Practice*, Pub. By Excel Books
6. V Sithapathy and Ramadevi Iyer, *Corporate Governance Practice & Procedure*, Pub. By Taxman

**Unit-1 : Introduction****Meaning, Scope and Importance of Strategic Management**

Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Dimension and Levels of Strategy. Role of strategists in business Policy

**Unit 2 : Strategy Formulation**

Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, mission and purpose, objectives and goals of a business organisation - Types of strategies - Guidelines for crafting successful business strategies.

**Unit 3 : Environmental Appraisal**

External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis. Synergy.

**Unit 4 : Strategic Analysis and Choice**

Environmental Threat and Opportunity Profile (ETOP); BCG, TOWS, GE, Directional Policy Matrix - Organizational Capability Profile - Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, Mc Kinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies.

**Unit 5 : Strategy Implementation and Evaluation**

Strategy Implementation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy -Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

**Suggested Readings**

1. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008), *Management of Strategy-Concepts and Cases*, 4/e, Cengage Learning, New Delhi.
2. John. A. Pearce II, Richard.B. Robinson Jr, Amita Mital, (2008), *Strategic Management – Formulation, Implementation and Control*, 1/e, Tata McGraw-Hill, New Delhi.
3. Charles. W. L Hill, Gareth R Jones (2005), *Strategic Management- An Integrated Approach*, 6/e, Biztantra, New Delhi.
4. Thompson A Jr, A.J. Strickland, (2008), *Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.
5. Upendra Kachru, (2005), *Strategic Management-Concepts and Case*. Excel Books, New Delhi.
6. Adrian Haberberg, Alison Rieple (2008). *Strategic Management – Theory and Application*, Oxford University Press, New Delhi.

**Unit-1 : Foundation of Entrepreneurship Development**

Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; Entrepreneurship as a style of Management; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur.

**Units 2 : Theories of Entrepreneurship**

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, Political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: Challenges and achievements of women entrepreneurs.

**Unit 3 : Business Planning Process**

The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/ idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of The proposal; Scheduling and milestones.

**Unit 4 : Project Planning for Entrepreneurs**

Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution, Like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.

**Unit 5 : Entrepreneurship Development and Government**

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

**Suggested Reading**

1. Khanna, S.S., *Entrepreneurial Development*, S. Chand, New Delhi.
2. Hisrich D. Robert, Michael P. Peters, Dean A. Sheperd, *Entrepreneurship*, McGraw-Hill, 6<sup>th</sup> ed.
3. Zimmerer W. Thomas, Norman M. Scarborough, *Essentials of Entrepreneurship and Small Business Management*, PHI, 4<sup>th</sup> ed.
4. Holt H. David, *Entrepreneurship: New Venture Creation*, Prentice- Hall of India, New Delhi, Latest edition.
5. Kuratko, F. Donald, Richard M. Hodgetts, *Entrepreneurship: Theory, Process, Practice*, Thomson, 7<sup>th</sup> ed.
6. Desai, Vasant, *Dynamics of Entrepreneurship: New Venture Creation*, Prentice-Hall of India, New Delhi, Latest edition.
7. Patel, V.G., *The Seven Business Crises and How to Beat Them*, Tata McGraw-Hill, New Delhi, 1995.
8. Roberts, Edward B.(ed.), *Innovation: Driving Product, Process, and Market Change*, San Francisco: Jossey Bass, 2002.
9. SIDBI Report on Small Scale Industries Sector, Latest edition.



**Unit 1****Introduction to International Marketing**

Nature Scope and Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Exporting, International Trade and International Business, International Business, International Marketing Management Process an Overview.

**Unit 2****International Marketing Environment**

Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters.

**Unit 3****International Product/ Market Selection and Entry Modes**

Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary.

**Unit 4****International Product Planning and Pricing**

Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods and process, price quotations and related considerations.

**Unit 5****International Distribution and Promotion**

Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, Selection of media, Selection of agency, measuring advertising effectiveness.

**Suggested Reading**

1. Cattera, R, Phillip, *International Marketing*, Tata McGraw Hill, 2006
2. Vern Terpestra, *International Marketing*, Cengage Learning, 2010
3. RC Varshney and B.Bhattacharya, *International Marketing- Indian Perspective*, Sultan chand & Sons New Delhi, 2006
4. Fayerweather, J, *International Marketing Management*, Sage Publication, 2006
5. Jain Subhash, *International Marketing Management*, Cengage Learning, 2005

**Unit 1****Introduction**

The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling.

**Unit 2****Process of Personal Selling**

Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-B Marketing.

**Unit 3****Controlling the Sales Effort**

Sales Forecasting; Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis.

**Unit 4****Managing the Sales Force**

Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel.

**Unit 5****Emerging Issues in Selling Aspects**

Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

**Suggested Readings**

1. Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5<sup>th</sup> ed., *Sales Management: Decision, Strategies and Cases*, Pearson Education, New Delhi, 2009.
2. Rosann L. Spiro, William J. Stanton, Gregory A. Rich 11<sup>th</sup> ed., *Management of a Sales Force*, Tata McGraw Hill, New Delhi 2008
3. Mark W. Johnston, Greg W. Marshall, *Sales Force Management*, 8<sup>th</sup> ed. TMH, N.Delhi, 2007
4. Charles Fatrell, *Sales Management*.

**Unit 1****Introduction to Rural Markets**

Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment.

**Unit 2****Understanding the Rural Consumer**

Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political.

**Unit 3****Marketing Mix in Rural Markets**

Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

**Unit 4****Innovation in Rural Markets**

Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Cases in organised retail: Operative Models adopted by Indian Companies.

**Unit 5****Future of Rural Marketing**

Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments – Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism.

**Suggested Readings**

1. Rama Bijapurkar (2007), *We are like That Only, the logic of Consumer India*, Penguin Books
2. Prahalad C.K (2008), *Fortune at the Bottom of the Pyramid*, Pearson Publication
3. R V Badi, N V Badi, *Rural Marketing, 2008*, Himalaya Publishing House.
4. U C Mathur, *Rural marketing, Text and Cases*, 2008, excel books
5. CSG Krishnamacharyulu, Lalitha Ramakrishnan, *Cases in Rural marketing*, An Integrated Approach, 2006, Pearson Publication

**Unit 1****Financial Services**

Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.

**Unit 2****Depositories and Financial Services**

Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds-Financial Services and Their Role.

**Unit 3****Merchant Banking and Venture Capital**

The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India-Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

**Unit 4**

**Leasing:** Concept, Types, Legal and Tax Aspects, Factoring in India, Hire- Purchase, Lease Structuring. **Factoring:** Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting. **Forfeiting:** Meaning and Mechanism of Forfeiting.

**Unit 5****Credit Rating Services**

Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.

**Suggested Readings**

1. Bhole L.M.: *Financial Institutions and Markets*, 4<sup>th</sup> ed., McGraw Hill Co. New Delhi, 2008.
2. Anthony Saunders, *Financial Markets and Institutions*, 4<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi.
3. Khan M.Y: *Financial Services and System* (2008), McGraw Hill Publishing Company, New Delhi.
4. Clifford Gomez, *Financial Markets, Institutions management-A Risk management Approach*, 6<sup>th</sup> ed., McGraw Hill Publishing Company New Delhi.
5. M.Y. Khan *Indian Financial System*, 6<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi, 2008.
6. Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk management*, Prentice Hall of India, New Delhi.

**Unit 1****Introduction**

Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers- operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle- Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover.

**Unit 2****Corporate Restructuring**

Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans(ESOP).

**Unit 3****Mergers and Acquisition Process**

Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision.

**Unit 4****Valuation**

Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target's Equity- Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers- Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.

**Unit 5****Defensive Strategies in Restructuring**

Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.

**Suggested Readings**

1. Weston. F, Chung. K, and Hoag, S. (2008). *Mergers, Restructuring, and Corporate Control*, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
2. Patrick A. Gaughan(2007). *Mergers, Acquisitions and Corporate Restructurings*, 4/e Wiley India, New Delhi.
3. Narayanan, P. and Vikram, Nanda(2003), *Finance For Strategic Decision Making- What non- Financial managers Need to Know*, Jossey- Bass, Wiley India.
4. Reuvid Jonathan, (2005). *Mergers and Acquisitions*, Kogan Page.
5. Robert Brown(2007), *Applied Mergers and Acquisitions*, John Willey and Sons.

**Unit 1****Financial Derivatives**

Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative contrails and Market Liquidity.

**Unit 2****Financial Futures**

Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Stode Index Futures.

**Unit 3****Financial SWAPS**

Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

**Unit 4****Financial Options**

Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.

**Option Models**

Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

**Unit 5**

Carry Trades and speculative Derivatives- Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging- objectives and Process.

**Suggested Readings**

1. David A. Dubofsky and Thomas W. Miller, J.R. Derivatives: *Valuation and Risk Management*, Oxford.
2. Vohra, N.D. and Bagri, B.R., *Future and Options*, TMH
3. Kumar, *Financial Derivatives*, PHI.
4. Marshall & Bansal: *Financial Engineering*, a complete guide to Financial Innovation, PHI.
5. Mishra, Bishnupriya, Debasis, S, *Derivatives and Risk management*, Excel Books.
6. Bhalla V.K, *Investment Management Security Analysis and Portfolio Management* – S.Chand

# MUMBA 404-H1 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Credits: 4

## Unit 1

### Global Business Environment and Human Component

Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross Cultural Research Methodology and Hofstede Study.

## Unit 2

### Cross Cultural Management

Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.

## Unit 3

### International Human Resource Planning

Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective

## Unit 4

### International HRM Roles and Challenges

International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

## Unit 5

### Key issues in International Labour Relations

Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.

## Suggested Readings

1. Doweing , P.J. – *International Dimensions of Human Resource Management End Edition* Words Worth.
2. G. Hofstede – *Cultures Consequence; International Differences in Work related Values* – Sage.
3. Deresky- *International Management*, PHI/Addision Wesley.
4. Aswathappa, *Human Rosource and Personnel Management*, TMH.
5. Meraic, D and Puffer, S. *Management International cross Exercises and Reading* St . Paul . West Publish.
6. Mangaraj, S., *Globalization and Human Resource Management*, Excel Books.
7. S. C. Gupta- *Text book of International HRM*-Macmillan.
8. Tayeb- *International HRM*- Oxford.
9. Dowling, Welch & Schuler, *International HRM*, Excel Books



**Unit 1 : Introduction**

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.

**Unit 2 : Job Evaluation: Processes and Schemes**

Salient features of Job Evaluation—Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

**Unit 3 : Wages and Salary Administration**

Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; *Design of a pay roll system (using Accounting software)*. Legal Constraints on Pay System.

**Unit 4 : Compensation Strategies**

Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'. Compensation as a retention strategy.

**Unit 5 : Rewarding Performance and Executive Compensation**

Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension- understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad.

**Suggested Readings**

1. Richard.I. Henderson (2005). *Compensation Management in Knowledge- based World*. Prentice-Hall.
2. Thomas.P.Plannery, David.A.Hofrichter & Paul.E.Platten (2002). *People, Performance & Pay: Dynamic Compensation for Changing Organizations*. Free Press.
3. Michael Armstrong & Helen Murlis (2005). *Reward Management: A Handbook of Remuneration Strategy and Practice*. 5/e, Kogan Page, London.
4. Edward.E. Lawler III (2000). *Rewarding Excellence: Pay Strategies for the New Economy*. Jossey –Bass, California.
5. Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.
6. Tapomoy Deb (2009). *Compensation Management: Text and Cases*, Excel Books, New Delhi.

**Unit 1****Organisational Leadership**

Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness.

**Unit 2****Communication**

Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication.

**Unit 3****Power and Politics**

Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics. Influencing: Power, Politics, Networking and Negotiation

**Unit 4****Team Leadership**

Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management,

**Unit 5**

Ethics in Leadership, Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership.

**Suggested Readings**

1. (5th edition) (2010). Author: Peter Northouse. Sage press. *Leadership in Organisations*. (7th edition). (2009). Author: Gary Yukl. Prentice-Hall.
2. *Leadership: Enhancing the Lessons of Experience*. (7th edition). (2010). Richard L. Hughes, Ginnett, & Curphy. McGraw-Hill/Irwin.
3. *Effective Leadership*. (3<sup>rd</sup> Edition). (2007). Author Lussier/Achua. Thomson.

**Unit 1****Introduction**

Export and Import documentation; Foreign exchange regulations; including FEMA, IS/ISO 9000 and new ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade control; Marine insurance; Commercial inspection and practices.

**Unit 2****Export Procedures**

General excise clearances: Role of Clearing and following agents; shipment of export cargo. Export credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

**Unit 3****Import Procedures**

Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export pass book; Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items, Customer guarantee, Green channel for import cargo clearance.

**Unit 4****Export Incentives**

Overview of export Incentives-ECGC, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation for export incentives. Trading Houses, Export and trading houses schemes: Criteria, Procedures and Documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units, Ex-im Bank.

**Unit 5****Export and Import Financing**

Nature, General Guidelines, Classification Pre-shipment Finance with classification, Packing credit limits with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement. Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign currency, Factoring Services, Post shipment Finance.

**Suggested Readings**

1. Cherian and Parab: *Export Marketing*, Himalaya Publishing House, New Delhi.
2. Government of India: *Handbook of Procedures, Import and Export Promotion*, New Delhi.
3. Rathod, Rathor and Jani: *International Marketing*, Himalaya Publishing House, New Delhi.
4. Export- *Import Manual*, Nabhi Publication, New Delhi.
5. Government of India: *Export Policy, Procedures*, etc (Volumes I, II and III) New Delhi.
6. Khurana P.K- *Export Management*, Galgotia Publication.

## MUMBA 404-IB2 GLOBAL FINANCIAL MARKETS AND INSTRUMENTS

Credits: 4

### Unit 1

#### Global Financial Markets

International Financial Market, European Financial Market Functions, Structure, Participants, Depository Receipts Market, Commercial papers-Market.

### Unit 2

#### Euro Currency Market

Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets-Transactions, Regulatory Systems and Measure Instruments.

### Unit 3

#### International Money Markets

GDR's, ADR's, IDR's, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks).

### Unit 4

#### Global Capital markets

Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India.

### Unit 5

#### Foreign Portfolio Investment

As an alternative Sures, Foreign currency Flows and Asset prices; Techniques of Portfolio Investment, Landing Capital Flows Recipients, and Portfolio of capital Flows Financial Innovations Stock market Bubbles, Financial Crashes and Scams in international capital Markets.

### Suggested Readings

1. Shaprio, A.C: *Multinational Financial Management*, Prentice Hall of India, New Delhi
2. Buckley, Adrian: *Multinational Finance*, Prentice Hall of India, New Delhi.
3. Maurice, Levi: *International Finance*, McGraw Hill, Int., Ed., New York.
4. Bhalla V.K: *Investment- Security Analysis- S.Chand (New Delhi) Management and Portfolio Management*.
5. Henning C.N., Piggot, W. and Scott, W.H: *International Financial Management*, McGraw Hill, Int. Ed., New York.
6. P.G: *Global Financial System*, TMH, Delhi.
7. Apte P.G: *Global Financial System*; TMH, Delhi

**MUMBA 404-IB3 FOREIGN EXCHANGE MANAGEMENT  
AND CURRENCY DERIVATIVES**

**Credits: 4**

**Unit 1**

**The Foreign Exchange Market**

**Organisation-** Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.

**Unit 2**

**Exchange Rates**

Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate systems- Determinants of Exchange Rates- Exchange Controls.

**Unit 3**

**Foreign Exchange Transactions**

Purchase and sales transactions – Spot vs Forward transactions- Forward Margins- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.

**Unit 4**

**Exchange Rates**

Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts – Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Position – Cash position.

**Unit 5**

**Currency Derivatives as Hedging Mechanism**

Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

**Suggested Readings**

1. Alan C Shapiro: *Multinational Financial Management*, Prentice Hall, New Delhi.
2. Francis Cherunilam: *International Economics*, Tata McGraw Hill Pub Ltd, New Delhi.
3. Ian H Giddy: *Global Financial Markets*, AITBS Publishers and Distributors, New Delhi.
4. C Jeevanandam, *Foreign Exchange: Practice, Concepts*, Sultan Chand & Sons, New Delhi.
5. Vijayabhaskar P and Mahapatra B., *Derivatives Simplified*, Respose Books, Sage Publications, New Delhi
6. Apte P.G – *Global Financial System*, TMH.

Learning Objective: This course is designed to help students understand the concepts of Quality Management & Control. It is also intended to help the students develop sufficient level of competency to apply the quality improvement tools and techniques in organizations.

**UNIT 1**

Quality Concepts : Evolution of Quality Management, Concepts of Product and Service Quality, Dimensions of Quality, Quality Philosophies: Deming's, Juran's, Crosby's Quality Philosophy, Quality Cost, Quality Leadership

**UNIT 2**

Process Quality Improvement: Graphical & statistical techniques, 7 QC tools, Regression Control charts, Process capability analysis, Measurement system Analysis, Design and Analysis of Experiment (DOE), Acceptance sampling plan, Process failure mode and effect analysis (PFMEA). SERVQUAL Model with application, case studies.

**UNIT 3**

Product Quality Improvement: Quality Function Deployment, Robust Design and Taguchi Method, Design Failure Mode & Effect Analysis, Product Reliability Analysis.

**UNIT 4**

Quality Management : Quality Circles, TQM, Six Sigma, Six sigma for Process Improvement, Six Sigma in Product Development, Design for Six Sigma.

**UNIT 5**

Quality Standards : ISO-9000 and its concept of Quality management, ISO 14001, ISO 22000, ISO 27001, OHSAS 18001 and QS 9000, Indian Quality standards, Benchmarking, Quality Audit, Quality Awards.

**Suggested Readings**

1. Mitra A., Fundamentals of Quality Control and Improvement, PHI, 2nd Ed., 1998.
2. Lt. Gen. H. Lal, "Total Quality Management", Eastern Limited, 1990.
3. Greg Bounds, "Beyond Total Quality Management", McGraw Hill, 1994
4. Menon, H.G, "TQM in New Product manufacturing", McGraw Hill 1992.
5. D. C. Montgomery, Introduction to Statistical Quality Control, John Wiley & Sons, 3rd Edition.
6. J Evans and W Linsay, The Management and Control of Quality, 6'th Edition, Thomson, 2005
7. Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education, 2008.
8. D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, John Wiley & Sons, 4th Edition.

**Unit– 1****INTRODUCTION**

Supply Chain Fundamentals - Importance - Decision Phases - Process view Supplier- Manufacturer-Customer chain-Drivers of Supply Chain Performance- Structuring Supply Chain Drivers- Overview of Supply Chain Models and Modeling Systems - Building blocks of a supply chain network -Business processes in supply chains- Types of supply chains and examples – Value Chain Hierarchy – Value Life Cycle – SCOR Model.

**Unit – 2****BUILDING CAPABILITY AND STRATEGIC SOURCING**

Management Capability - Controllability vs. Flexibility – Integrating Capability – Chain of Capability – Radical vs. incremental improvement - In-sourcing and Out-sourcing - Types of Purchasing Strategies- Supplier Evaluation, Selection and Measurement - Supplier Quality Management. - Creating a world class supply-base - World Wide Sourcing and SCM Metrics.

**Unit– 3****THE SC NETWORK DESIGN**

Distribution Network Design - Role, Factors Influencing Options- Value Addition - Model for Facility Location and Capacity Location - Impact of uncertainty on Network Design -Network Design decisions using Decision trees. Distribution - Center LocationModels. Supply Chain Network optimization Models.

**Unit – 4****ESTIMATING DEMAND INVENTORY & SUPPLY**

Overview of Demand forecasting in the supply chain -Aggregate planning in the supply chain - Managing Predictable Variability - Managing supply chain cycle inventory - Uncertainty in the supply chain - Safety Inventory - Determination of Optimal level of product availability - Coordination in the Supply Chain - Supply chain performance measures - Supply chain inventory management - multi-echelon supply chains and Bullwhip effect.

**Unit– 5****BUILDING SUSTAINABLE & GLOBAL SUPPLY CHAINS**

eSRM- eLRM - eSCM. - Internet-enabled supply chains: E-marketplaces - e-procurement - e-logistics - e-fulfillment - ERP and supply chains - supply chain automation - supply chain integration – Framework for Value system sustainability – Sustainability stakeholders/areas/levels – Global SCM – Managerial insights

**Suggested Readings**

1. Joel D. Wisner (2018), Principles of Supply chain management, 5th Edition, Cengage Learning.
2. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
3. Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Second Reprint, 2002.
4. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
5. Shapiro Jeremy F, Modeling the Supply Chain, Cengage Learning, Second Reprint , 2002.
6. Ballou Ronald H, Business Log



**Unit-1**

**INTRODUCTION ERP:**

An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM

**Unit – 2:**

**ERP IMPLEMENTATION**

ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring

**Unit – 3:**

**THE BUSINESS MODULES**

Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution

**Unit – 4:**

**THE ERP MARKET**

ERP Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA

**Unit – 5:**

**ERP – PRESENT AND FUTURE**

Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions

**Suggested Readings:**

1. Alexis Leon, “ERP Demystified”, Tata McGraw Hill, New Delhi, 2007.
2. Joseph A Brady, Ellen F Monk, Bret Wagner, “Concepts in Enterprise Resource Planning”, Thompson Course Technology, USA, 2009.
3. Vinod Kumar Garg and Venkitakrishnan N K, “Enterprise Resource Planning – Concepts and Practice”, PHI, New Delhi, 2004. REFERENCE BOOKS
4. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2009.
5. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2007.
6. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2013.

**Unit- 1****INTRODUCTION**

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Integrating logistics into supply chain - Role of logistics in Competitive strategy – Customer Service

**Unit- 2****DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS**

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition – Cross docking – Effective Inventory Management – On time Delivery

**Unit- 3****TRANSPORTATION AND PACKAGING**

Transportation System – Evolution, Infrastructure and Networks – Effective utilization - Freight Management – Vehicle Routing – Containerization – Milk Run and FTL concepts. Packaging- Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging. Despatches – SKD/CKD – international requirements

**Unit- 4****PERFORMANCE MEASUREMENT AND COSTS**

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement – Metrics – Logistics Audit. Cost – Identification, Time Frame and Formatting.

**Unit – 5****CURRENT TRENDS**

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Global Logistics – Operational and Strategic Issues, ocean and air transportation – Trans country regulations - Strategic logistics planning. Green Logistics

**Suggested Readings**

1. Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.
3. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007
4. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 3rd edition 2016
5. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012