

M.B.A ELECTIVE PAPERS FOR CPOP-SDE

1. GENERAL

1. EVENTS MANAGEMENT
2. MICRO-FINANCE : PERSPECTIVES AND OPERATIONS
3. TRAINING AND DEVELOPMENT – ENHANCING COMMUNICATION
AND LEADERSHIP SKILLS
4. INTERNATIONAL BUSINESS

1. EVENTS MANAGEMENT

Unit I

Introduction - Definitions and frameworks - Categories and typologies -Historical contexts and precedents -Characteristics of events -The market demand for events -Introduction - Size and scope of the events market - Determinants and motivations- The structure of demand for events. THE EVENTS BUSINESS: supply and suppliers: Introduction -The structure of events services: public sector -The structure of events services: private sector - Companies and their roles - Voluntary bodies, committees and individuals. SOCIAL, ECONOMIC, POLITICAL AND DEVELOPMENTAL IMPLICATIONS: Introduction - Social and community implications - Economic implications - Political implications - Developmental implications –

Unit II : Managing Events

MAKING A START: Introduction - Getting organized- Event feasibility: finding and testing an idea - The screening process - Progressing the idea. EVENTS PLANNING: Introduction - The planning process - Objectives, environmental search and information-gathering - Demand and operational planning - Financial planning - Marketing planning - Getting it together

Unit III: FINANCIAL MANAGEMENT AND THE BUDGET

Introduction - Objectives and financial planning - Creating a budget - The detailed budget -Who spends what -Other sources of income -Sponsorship and public funding. THE EVENT: Creating the ambience

Unit IV: MARKETING AND PUBLIC RELATIONS FOR EVENTS

Introduction - The target market - How to influence the target market - The marketing plan - Marketing for a new event - Marketing for repeat events and new editions. MANAGING THE EVENT AS A PROJECT: Introduction - The event as a project - Risk management - Legalities and insurance - Systems set-up and ticketing - Operational activities

Unit V: THE ORGANIZATION MANAGER AND THE TEAM

Introduction - Organization - Organizational effectiveness -Staffing: professional or volunteer - Factors influencing the number and type of staff - Finding staff - Running the event on the day. CLOSE-DOWN, EVALUATION AND LEGACIES: Introduction - Close-down Evaluation - Divestment and legacies.

REFERENCES :

1. Anton Shone & Bryn Parry, Successful Event Management , Cengage Learning India Edition Fenich, G. (2005). *Meetings, Expositions, Events, and Conventions: An introduction to the industry*. New Jersey: Pearson Prentice Hall.
2. Getz, D. (1997). *Event Management & Event Tourism*. New York: Cognizant Communication Corporation.
3. Montgomery, R. J. and Strick, S. K. (1995). *Meetings, Conventions, and Expositions: An Introduction to the Industry*. New York: John Wiley & Sons, Inc.

2. MICRO–FINANCE: PERSPECTIVES AND OPERATIONS**Unit I**

Micro Finance: Introduction – Economic growth and Transformation – Micro Finance Definitions, Scope and Assumptions; Micro Finance: Lessons from International Experience; Micro Finance Services – Scope, Achievements and Challenges – Micro Finance and the poor : A critique.

Unit II

Current Debates and Challenges for Micro-Finance : An Overview; State Interventions in Rural Credit in India; NABARD and SHG – Bank Linkage Programmes; Constraints in Mainstreaming of MFIs; Governance and the Constitution of the Board of various Forms of MFIs; Micro-Finance versus Informal Sources of Lending; Micro- Finance Delivery Methodologies; Legal and Regulatory Framework.

Unit III

Micro-Finance in India : Present and Future; Some innovative and Creative Micro-Finance Models; Impact of Micro-Finance; Emerging Issues; Impact Assessment and Social Assessment of MFIs

Unit IV

Financial Product and Services : Introduction – Minimalist vs Integrated – Financial services – Credit delivery methodologies – Non Financial Services – Fundamentals of Designing products – Sustainable Interest Rate; Financial Accounting and Reporting : Characteristics of Financial Statement – Components of Financial Statement – The Accounting equation – Financial Report Format – Mechanics of Accounting.

Unit V

Revenue Models of Micro-Finance : Profitability, Efficiency and Productivity ; Risk Management; Basics of Banking

REFERENCES :

1. Indian Institute of Banking & Finance “Micro-Finance Perspectives and Operations” – Mcmillan India.
Debadutta K.Panda “ Understanding Microfinance” – Willey India – 2009

3. TRAINING AND DEVELOPMENT - ENHANCING COMMUNICATION AND LEADERSHIP SKILLS

Unit I

Introducing to training: Understanding training-understanding “soft” skills-Communication, Management and Leadership-Training Process-how adults learn-general laws of learning-andragogy versus pedagogy-learning styles-domains of learning-how to conduct a needs assessment-how to assess needs without a comprehensive needs assessment process-analyze a training task-prepare a task analysis.

Unit II

Developing objectives and designing curriculum-How to write training objectives-design curriculum-teach a skill-How to make every lesson successful-internal sources of training material-external sources of training material-processing external materials-sample training content outlines-lecturing-conducting experiential activities-facilitating group discussions-selecting the best training methods.

Unit III

Using Technology and Presentational Aids in training-Purposes for using presentational Aids-Strategies for Using Presentational Aids-Types of Presentational Aids-Computer-Generated Visual Presentations-Internet as a Presentational Aid-Purpose of training plans-preparing to write a training plan-training plan formats-practical training planning tips-testing the training plan.

Unit IV

Delivering the Training Session-Planning Your Delivery-Establishing Verbal Immediacy & Nonverbal Immediacy-Strategies for Evaluating and improving your delivery-Anticipating problem trainees-understanding conflict management styles-using conflict management skills-reducing conflict.

Unit V

Assessing Learning Outcomes: Importance of Assessment-measuring Learning Outcomes-Assessment Designs-Interpreting Assessment Information-Trends in Training and Development-Career Opportunities in Training and Development-Writing and Presenting Proposals.

REFERENCES :

1. Riordan “Technical Report Writing today” Biztantra Publication 2008.

4. INTERNATIONAL BUSINESS

UNIT - I

Introduction and Overview

Introduction and Overview : Introduction - The Globalization of the World Economy - The Changing Nature of International Business - Differences in International Business.

UNIT - II

Country Factors

National Differences in Political Economy : Introduction - Political Systems - Economic Systems-Legal Systems- The Determinants of Economic Development - States in Transition.

Differences in Culture : Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and competitive Advantage.

UNIT - III

The Global Trade and Investment Environment

International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond.

The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.

UNIT - IV

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.

The Global Monetary System

The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

UNIT - V

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice.

Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work.

Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance - Counter trade.

REFERENCES :

1. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw Hill, 1999.
2. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
3. Shivaramu, International Business, Macmillan India.
4. Francis Cherunilam, International Business, Wheeler Publications.
5. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

2. HUMAN RESOURCE

1. STAFFING IN ORGANIZATIONS
2. CROSS CULTURAL MANAGEMENT

1. STAFFING IN ORGANIZATIONS

Unit I

The Nature of Staffing-staffing models and strategy-staffing ethics-planning-external influences-human resource planning-staffing planning-legal issues-job analysis rewards-job requirements job analysis-competency-based job analysis-job rewards-legal issues.

Unit II

Staffing activities: Recruitment-strategy Development-searching-applicant reactions-transition to selection-legal issues-internal recruitment-recruitment planning-strategy development-searching-applicant reactions-transition to selection-staffing activities: selection-measurement-quality of measures-collection of assessment data.

Unit III

External selection-preliminary issues-initial assessment methods-legal issues-external selection-substantive assessment methods-discretionary assessment methods-contingent assessment methods-internal selection-preliminary issues-initial assessment methods-substantive assessment methods-discretionary assessment methods-staffing activities: employment-decision making-choice of assessment method-determining assessment scores-hiring standards and cut scores-methods of final choice-decision makers.

Unit IV

Final match-employment contracts-job offers-job offer process-new employee orientation and socialization-legal issues.

Unit V

Staffing system and retention management-staffing system management-administration of staffing systems-evaluation of staffing systems-retention management-turnover and its causes-analysts of turnover-retention initiatives: Voluntary, Discharge & Downsizing.

REFERENCES :

2. CROSS CULTURAL MANAGEMENT

UNIT-I

Introduction A multi-layered subject area Non - cultural explanations the centrality of ethics Changing nature of the world Defining culture Levels of analysis Dealing with the ecological fallacy, Culture change convergence and divergence Interpreting culture profiles Changing natures of National culture Organisational culture National and organisational culture – similarities Non - cultural explanations, Understanding models of culture - A twenty – first – century view Contributions of Geert Hofstede The Chinese Value Survey Criticisms of Hofstede’s work Issues in cross – cultural studies: Evaluation of various models Cultural differences in communication style

Unit-II

Conceptualising culture – the way forward Approaches existing and new methods to study culture Emerging theoretical approaches of culture Convergence, divergence, globalization and cross – cultural management Localizing cross – cultural issues cross – cultural social relations in the workplace, Culture and organisation structure various models of organizational structure Contingent factors, Culture and the contingency approach Impact of culture on structure, Contemporary and emerging structures Culture and structure – a complex area

Unit-III

Intercultural communication The need for awareness Stereotyping in communication Barriers to intercultural communication Mixed messages and non – verbal communication Enhancing intercultural communication Cross – cultural theory and communication Chinese culture Levels of communication, Leadership and cross cultural issues – Approaches to leadership Project GLOBE Evaluation of Project GLOBE The institutional level Emerging twenty – first century approaches to leadership

Unit-IV

Motivation and cross cultural issues exchange Are the needs universal contextual or local Self – actualization and cross cultural perspectives. content approach Job characteristics Needs and job characteristics models Orientations to work across cultures Other ‘process’ models of motivation,

Globalised motivational strategies

Intercultural competencies, training and ethics Overcoming culture shock Intercultural competencies cultural awareness Cross – cultural training – other considerations The effectiveness of cross – cultural training The ethical dimension Ethics and the cross – cultural manager Gender issues and ethics Dealing with ethical dilemmas Non – negotiable moral issues

Unit-V

Culture and human resource management International HRM in context Culture and human resource management Culture and the functional areas of HRM home country host country third country employment and the issues based on culture The effect of culture

Comparing cultures Cultural values Cross – cultural management in ‘new’ forms of organization, Diversity and synergy – the future of cross – cultural management Non – managerial approaches Universalism or relativism? Continuous change Strategies to manage work force across culture and the implications

REFERENCES :

1. Ray French Cross cultural Management in work organizations Universities press (India) Private Limited 2008. (Recommended text)
 2. Denny, S. (2003) 'Culture and its influence on management: a critique and an empirical test', in M. Tayeb (ed.) International Management: Theories and practices. Harlow: FT/Prentice Hall
 3. Dowling, P.J. and Welth, D.E. (2004) International Human Resource Management. Managing people in a multinational context. London: Thomson
 4. Gooderham, P.N. and Nordhaug, O. (2003) International Management: Cross-boundary challenges. Oxford: Blackwell
 5. Guirdham, M. (2005) Communicating Across Cultures at Work, 2nd edition. Basingstoke: Palgrave Macmillan
 6. Holden, N. J. (2002) Cross-Cultural Management: A knowledge management perspective. Harlow: FT/Prentice Hall
 7. Schneider, S. C. and Barsoux, J.-L. (1997) Managing Across Cultures, 2nd edition. Harlow: FT/Prentice Hall
 8. Warner, M. and Joynt, P. (eds) (2002) Managing Across Cultures: Issues and perspectives, 2nd edition. London: Thomson
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3. FINANCE & INVESTMENT

1. INVESTMENT BANKING
2. INDIAN FINANCIAL SYSTEM
3. FINANCIAL DERIVATIVES
4. INTERNATIONAL MONETARY SYSTEM

1. INVESTMENT BANKING

Subject Description:

Investment Banking brings out a complete exposure to the financial services offered by an investment banker. The coverage includes techniques, analysis and regulation

Goals:

To enable the students to learn about the business of the investment banker

Objectives:

On successful completion of the course the student should have:

Understood the basic services offered by an investment banker

The need and uses of various techniques in each service

The regulations pertaining to each service

Unit -1

Emergence and Role of Capital Market – Capital Market segments -Fundamental concepts of Equity-Debt securities – Depository Receipts – Corporate Bonds – Structure of the Primary Market – Investment routes in Primary Market for Institutional investors – Future Directions of Primary Market

Unit -2

Corporate valuation – Bond and Equity – Business Valuation Models – Asset based Valuation Models – Financial Forecasting – Cash flow based valuation models – Economic profit model – Relative valuation models – Contingent claim valuation – Additional dimensions of valuation

Unit – 3

Regulation of securities markets and issuances - General Provisions – Public-Rights – Depository issues-Private Equity and Investment Banking -Private Placements – Concept – Venture Capital – Institutional Private equity – Private placement with domestic investors – International private placements – Strategic equity investments

Unit – 4

Buybacks and Delisting – Share Repurchase vs Buy Back – Regulatory frame work of equity repurchase – buy back of unlisted public and private companies – Investment banking perspectives in Share Buyback – Delisting of a Listed Company – Voluntary – Compulsory de-listing – Delisting pursuant to a rights issue – Re-listing

Unit -5

Corporate Restructuring - Overview – corporate split up – case studies – Mergers and Acquisitions – Acquisitions and takeovers – Investment banking perspectives – Allied business of investment bankers – Asset Management – Private Equity funds – Securities Business

References

1. Pratap G Subramanyam, Investment Banking – Concepts, Analysis and Cases, Tata McGraw Hill
2. T.Sundar Rajan, Merchant Banking.
3. Nalini Prava Tripathy, Financial Instruments and Services, Prentice Hall of India, New Delhi.

2. INDIAN FINANCIAL SYSTEM

Subject description: Indian Financial System brings out the basic understanding of the financial system in India namely types of instruments, services, uses and regulators.

Goals:

To provide an in-depth idea about the financial environment in which the entire economy revolves

Objectives:

On successful completion of the course the student should have:
Understood the financial system of India thoroughly
How each and every institutions works
The regulatory system that governs the entire financial system

Unit-I

Financial System and Economy – Functions of a Financial System –Key elements –Macro-economic frame work analysis – Trends in Saving and Investments – Financial System and Economic growth – Reforms – Objectives of Financial System reforms

Unit-II

Money market – instruments – treasury bills – commercial paper – commercial bills –certificate of deposit – Call money market – Money market derivatives –Primary market – Free Pricing regime – Book-building mechanism – Green shoe option – Secondary Market –Post reforms stock market scenario – Listing of securities – Trading and settlement – Internet trading – Depository system

Unit-III

Debt Market – Private corporate debt market – public sector undertaking bond market – government securities market – New financial instruments – Disinvestment of Public sector undertakings – PSU sell of methods – Derivatives Market – Equity and Commodity

Unit–IV

Banking and Non-banking institutions – Development banking – Scheduled commercial banks – Regional Rural Banks –Risk Management in Indian Banks – Investment in SLR securities – Financial inclusion – NPA management of Banks –NBFCs

Unit–V

Financial Regulation – RBI - Securities and Exchange Board of India – Forward Markets Commission – Insurance Regulatory and Development Authority

References

- 1.Bharati V Pathak, The Indian Financial System – Markets, Institutions and Services (2nd Edition), Pearson Education (2008)
2. R.M.Srivastava, Indian Financial System.
- 3.Habel J.Johnson, Financial Institution & Markets.

3. FINANCIAL DERIVATIVES

Subject Description: Financial Derivatives brings out the basic understanding of various derivatives instruments that are available in the market place and their uses.

Goals:

To enable students to learn the basics of derivatives market and instruments and the uses of it

Objectives:

On successful completion of the course the students should have:
Understood basics of derivatives market in equity, currency and commodity
How to use these instruments in real business environment
Regulations relating to these instruments

Unit -I

INTRODUCTION -Definition of derivative -Types – Forward Contracts – Futures Contracts - Options – Swaps - Differences between Cash and Future Markets- Risks in Derivatives- Regulations

Unit -II

FUTURES CONTRACT -Introduction to Futures- Trading mechanism - Clearing & settlement system- Pricing of futures-OPTIONS- Definition -Pricing of option- Specifications of Options- intrinsic Value and Time Value of Options- Differences between future and Option contracts

Unit -III

SWAPS -Definition of SWAP- Types of SWAP- Role of Financial Intermediary –Warehousing – Valuation of SWAP

Unit -IV

Bonds and FRNs – Credit Risk -Forward Contract- Introduction to forward- Forward rate agreement- Pricing of a FRA- Advantages and Disadvantages of FRA- Forward contract on Income & Non-income bearing securities

Unit -V

Derivative instruments in Commodity Market : Meaning , Regulatory framework , NCDEX system – computation of profit or loss , trading strategies - brief case studies , instruments available for trading, pricing commodity futures , trading mechanism , clearing and settlement system

References:

1. “R.Vijaya Bhaskar & B.Mahapatra”, Derivatives simplified, Response Books, 1st edition, 2006.
2. “Indian Institute of Banking & Finance”, Commodity Derivatives, Macmillan India Ltd, 1st edition, 2007.
3. “D.C.Patwari & Anshul Bhargava”, Options and Futures, Jaico Publishing House, 3rd edition, 2006.
4. “Yadav, Jain and Peyrard”, foreign Exchange Markets, Macmillan, 2007.
5. “Punithavathy pandian”, Security Analysis & Portfolio Management, Vikas Publishing Pvt. Ltd., 2001.
6. “Antulio .N.Bomfim”, Understanding Credit Derivatives & Related Instruments, Elsevier, 2005.
7. “Robert.A.strong”, Derivatives an Introduction, Thomson, 2006.

4. INTERNATIONAL MONETARY SYSTEM

Subject description: International Monetary System brings out the evolvement of monetary system across the globe.

Goals:

To enable the students to understand the forex rate movements and the theories behind those rate determination.

Objectives:

On successful completion of the course the students should have:

Understanding about collapse of fixed exchange rate system, Floating exchange rate-Fixed vs. Floating exchange rates and Exchange rate theories;

Ability to deal with Foreign Exchange Market, Exchange Rate Determination, Exchange rate theories-purchasing power parity and purchasing power disparity theory; and

Basic understanding about the multilateral financial institutions

Unit-I

Introduction- Gold Standard-Bretton woods system- collapse of fixed exchange rate system- Floating exchange rate-Fixed vs. Floating exchange rates, dirty floating, crawling peg, mixed fixed- spot and forward exchange rates.

Unit-II

Exchange rate theories-purchasing power parity and purchasing power disparity theory- interest rate parity theory- Mundell-Fleming model-portfolio balance approach.

Unit-III

Foreign Exchange Market and Exchange Rate Determination - The monetary view of exchange Rate determination and the Balance of Payments.

Unit-IV

Supply and demand side view of exchange rates- imports, exports, trade balance and exchange rates-factors influencing exchange rates- depreciation, appreciation, devaluation, revaluation.

Unit-V

IMF (International Monetary Fund) – IBRD (World Bank)-European monetary system- EMU (European monetary Union) –objectives, characteristics, mechanics and evaluation for all the above.

References :

Maurice D Levi, International Finance, Fourth Edition (2005), Routledge, London

P.K. Jain, Josette Pey & Swerendra Syadan,“International Finance Management”, MacMillan India Ltd, 1999.

Reference Books

Charles W.L.Hill & Arun K. Jain,“International Business”, Tata McGraw Publishing Company Ltd, 2009.

4. MARKETING

1. RURAL MARKETING
2. EXPORT MANAGEMENT

1. RURAL MARKETING

Unit-I

Concept & scope, Nature & taxonomy of rural market. Rural vs. Urban marketing, Rural market Environment.

Unit-II

Rural Consumer Behaviour Challenges, models of consumer behaviour, Decision process, Buying behaviour pattern, diffusion of innovation, brand loyalty.

Unit-III

Marketing Information System – Rural marketing intelligence system, Marketing Research – rural way Rural Research Business.

Unit-IV

Rural marketing strategies – Product strategy, pricing strategy, promotion & distribution strategies.

Unit-V

Rural market segmentation – Degrees of segmentation, Bases of segmentation, Rural Retail & IT models. Public – Private Partnership.

REFERENCES :

1. Rural marketing – C.S.G. Krishnamacharyulu & Lalitha Ramachandran: Pearson Education.
2. Rural marketing – T.P. Gopaldaswamy: Vileas Publishing.
3. Rural marketing – U.C. Mathar: Excel books.

2. EXPORT MANAGEMENT

AIM : To help students acquire familiarity of the knowledge and process of export and import trade.

UNIT-I

Export - meaning - scope - functions - Role of export in economic development - Planning for export - market analysis:- market intelligence and market Research - market selection and entry strategies for export.

UNIT-II

Legal aspects of export trade:- International law: Private Law - Transport contracts - Payment and credit - settlement of disputes - Indian Laws: EXIM policy - Law relating to packaging - pricing - Advertising - distribution.

UNIT-III

Export financing: methods and sources of export finance - Terms of payment for export - Letter of credit - Institutional aid for export financing: RBI, EXIM Bank, ECGC - commercial banks. Export pricing: Factors influencing export price - Forms of pricing - pricing approaches - Transfer pricing - Dumping - International price quotation - Incoterms.

UNIT-IV

India's export performance - Problems in export trade- Export promotion - Need - Export promotion in India:- Institutional support for export promotion - Export promotion incentives - EPZ & FTZ, 100% EOU, Export houses, Trading houses - Star Trading houses - Project and consultancy export.

UNIT V

Export Procedure and documentation: Export order execution - Product preparation - quality control and Pre-shipment inspection - Packaging - freight forwarders - Cargo insurance - customs clearances - Documentation Procedure and clearing Export bills. Import Procedure:- Import licensing - Replenishment license - Advance import license - Pass book scheme - Import of capital goods.

REFERENCES :

1. TAS Balagopal - Export management - Himalaya
2. Varshney & Battacharya - International Marketing Sultanchand & sons
3. Francis chernmilam - International Trade and Export management - Himalaya
4. B.S Rathor - Export Management - Himalaya.
5. S. Shivaramu - Export Marketing - Himalaya
