

FINANCE

Course Code	Course Title	Division of Marks			Duration Of Exams
		Ext.	Int.	Total	
FM-402	International Financial Management	70	30	100	3Hrs.
FM-404	Financial Derivatives	70	30	100	3Hrs.
FM-406	Project Management	70	30	100	3Hrs.
FM-407	Portfolio Management	70	30	100	3Hrs.

FM-402 International Financial Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Finance function in multinational firm; Institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments. International Working capital Management; Aspects of international cash management; investment criteria and borrowing decisions; centralized v/s decentralized cash management; international receivables management; securitization of receivables.

International Investment: factors and benefits: direct and portfolio investment; international CAPM; Capital budgeting for foreign direct investment; assessing and managing political risk.

International aspects of raising capital; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing.

Suggested reading:

1. Maurice D. Levi: International Finance, McGraw Hill, NY.
2. A Buckley: Multinational Finance, Prentice Hall of India, New Delhi.
3. A.C. Shapiro: multinational Financial Management prentice Hall New Delhi.
4. P.G. Apte: International Financial management, TATA McGraw Hills, N. Delhi.

FM-404 Financial Derivatives

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Financial Derivatives- An Introduction. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Future Markets and the use of Future for Hedging; Forward and Futures Prices; interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black- Scholes option Model; Binomial Model; Options on stock indices; Currencies Futures Contracts; general Approach to Pricing Derivative Securities; Derivatives Market in India.

Suggested reading:

1. Bhalla, V.K.: investment management; Security analysis and Portfolio management, New Delhi, S. Chand, 2001
2. Financial Derivatives: Delhi, S. Chand, 2001
3. Brennet, M.: option Pricing: Theory & applications Toronto, Lexington Books, 1993.
4. Cox, John C and Rubinstein: mark Options Markets, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
5. Sharp, William F. etc: Investment, New Delhi, Prentice Hall of India, 1997.

FM-406 Project Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risks, Firm Risk and Market Risk; Social Cost and Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environment Appraisal of Projects.

Suggested reading:

1. Ahuja, G.K. & Gupta, Ravi: Systematic approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K.: Financial Management and policy, 2nd ed., New Delhi, Anmol, 1998.
3. Chandra, Prasanna: Projects: preparation, Appraisal, Budgeting and implementation, 3rd ed., New Delhi, tata McGraw hill, 1987.
4. Dhankar, Raj S.: Financial Management of public Sector Undertaking, New Delhi, wearville, 1995.

FM-407 Portfolio Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Introduction- Meaning, need, risk & return determination of a portfolio, Markowitz portfolio theory, Sharpe index modal and APT; Optimal portfolio: selection & problems; Efficient Frontier; Meaning & Construction and invest utility; Efficient Frontier (i) risk-free and (ii) risky lending and borrowing, leveraged portfolio; market portfolio; capital market line; CAPM; security market line; characteristic line; Portfolio revision-meaning, need and constraints; formula plan; constant- dollar-value plan, constant ratio plan, variable ratio plan. Bond portfolio management strategies- passive portfolio strategies, active portfolio strategies; portfolio performance evaluation, risk adjusted performance measures.

Suggested reading:

1. Alexander, Gordon J. and Sharp, William F.: Fundamentals of Investments, Englewood Cliffs, new Jersey, Prentice Hall Inc.
2. Kevin: portfolio Management, Prentice hall of India, New Delhi.
3. Sharp: Investments, Prentice Hall of India, New Delhi.
4. Strong: Portfolio Management, Thomson Learning Bombay.
5. Fischer Donald E. and Jordan, Renold J.: Security Analysis and Portfolio Management

HRM

Course Code	Course Title	Division of Marks			Duration Of Exams
		Ext.	Int.	Total	
HRM-403	Management Training and Development	70	30	100	3Hrs.
HRM-404	Organizational Change and Intervention Strategies	70	30	100	3Hrs.
HRM-405	Human Resource Management: Strategies and Systems	70	30	100	3Hrs.
HRM-406	Global Human Resource Management	70	30	100	3Hrs.

HRM-403 Management Training and Development

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Training process- an overview, Role, responsibilities and Challenges to Training manager; Organization and Management of Training Function; Training needs Assessment and Action research; Instructional objectives and lesson planning; Learning process; Training Climate and pedagogy; Training Methods and Techniques; Training aids; Training communication; Training Evaluation: Training and Development in India.

Suggested Readings:

1. Beunet, Roger ed.: Improving Training Effectiveness. Aldershot, 1988.
2. Buckley, R. & Caple, Jim: The Theory & Practice of Training, London, Kogan & Page. 1995.
3. Lynton, R, Pareek, U.: Training for Development, 2nd ed., Vistaar, New Delhi, 1990.
4. Pepper, Allan D.: Managing the Training and Development Function Aldershot, Grower, 1984.
5. Reid, M.A. etc.: Training Interventions; Managing Employee Development, 3rd ed., IPM, London, 1992.
6. Senge, P.: The Fifth Discipline: The Art and Practice of the Learning Organizations, Century, London, 1992.

HRM-404 Organizational Change and Intervention Strategies

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Organizational Change - an overview; Approaches to problem diagnosis; some major Techniques of planned change; Steps in OD, General OD competencies, OD skills, designing interventions – interpersonal, team, inter-group and system; Evaluation of OD; Ethics of OD Professional; Future of OD; Internal and external consultant; Excellence of management by chief executives.

Suggested Readings:

Abad, Ahmad, etc: Developing Effective Organization, Sri Ram Center for Industrial Relations, New Delhi, 1980.

De Nitish, Alternative Design of Human Organizations Sage, London, 1988.

French, W.H and Bell, CH.: Organization Development, Prentice Hall of India, New Delhi, 1991.

French, W. L. etc: Organization Development Theory, Practice and Research, 3rd ed., Univ. Books Stall, New Delhi, 1990.

Huse, F.E. and Cummings, T.G.: Organization, Development and Change, 3rd ed., New York, west, 1985.

Shinha, Dharani, P. etc.: Consultants and Consulting Styles, Vision, New Delhi, 1982.

HRM-405 Human Resource Management: Strategies and Systems

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Field of HRD- concepts, goals, challenges; HRD climate and practices in India; Staffing HRD function; Developing HR strategies; HRD system design principles; Design & administration of select HRD system; HRD for workers; HRD intervention; HRD approaches for coping with organizational changes.

Suggested Readings:

1. Dayal, Ishwar: Successful Applications of HRD, New Concepts, New Delhi, 1996.
2. Dayal, Ishwar: Designing HRD Systems, Concepts, New Delhi, 1993.
3. Maheshwari, B. L. & Sinha. Dharani P.: Management of Change Through HRD, Tata McGraw Hill, New Delhi, 1991.
4. Pareek, u. etc.: Managing transistins: The HRD Response, Tata McGraw Hill, New Delhi, 1992.
5. Rao, T V. etc.: Alternative Approaches & Strategies of Human Resource development, Rawat, jaipur, 1988.
6. Silvera, D N.: HRD: The Indian Experience, India, New Delhi, 1991.

HRM-406 Global Human Resource Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Human and cultural variables in Global Organizations; Cross Culture Differences and Managerial implications; Cultures in organizations and Hofstede's study; Structural Evolution of Global organizations; Cross Culture leadership; Motivation and Decision Making; Cross Culture Communication and Negotiation; Human Resource Management in Global organizations; Selection, Source Criteria for international Assignment; Compensation and appraisal system

Suggested Readings:

1. Adler, N.J.: International Dimensions of Organizational Behavior, Kent, Pub., Boston, 1991.
2. Bartlett, C and Ghoshal, S.: Transnational Management: Text, Cases and Readings in Cross Border Management, Irwin, Chicago, 1995.
3. Dowling, P.J. etc.,: international Dimensions of Human Resource Management, 2nd ed., Wadsworth, California, 1994.
4. Marcis, D and Pufferm S.M.: Management International: Cases, Exercises and Readings, West Publishing, St. Paul, 1994.
5. Mead, R.: International Management: Cross Cultural Dimensions, Blackwell, Cambridge, 1994.
6. Ronen, S.: Comparative and Multinational Managements, John Wiley, New York, 1986.

MARKETING

Course Code	Course Title	Division of Marks			Duration Of Exams
		Ext.	Int.	Total	
MM-401	International Marketing	70	30	100	3Hrs.
MM-402	Industrial Marketing	70	30	100	3Hrs.
MM-403	Service Marketing	70	30	100	3Hrs.
MM-404	Direct Marketing	70	30	100	3Hrs.

MM-401 International Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

International Marketing: Definitions, nature, scope and benefits; reasons and motivations underlying International Trade and International Business; basic modes for entry; process of International Marketing; Domestic marketing v/s International Marketing

International Marketing Environment, WTO Framework and International Marketing; Factors influencing International Market selection and segmentation, selection strategies. International Marketing Planning and Control.

International Marketing Mix: International Product policy and planning International Product mix, Branding, labeling, packaging and organization of product warranties and services. International pricing policies strategies, the process of price setting, pricing decisions, information for pricing decisions.

International Advertising: International Advertising strategy. Elements of advertising strategy, media strategy. International distribution management: distribution management channels, distribution management policy, Selection distribution channels.

Suggested Readings:

1. Vern Teprstra and Ravi Sarathy: International Marketing, Thosmson.
2. Simon Majaro: International Marketing.
3. John, Fayerweather: International Marketing.
4. R.L. Varshney and B. Bhattacharya: International Marketing; Sultan Chand Publications, New Delhi.
5. Sak Onkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, New Delhi.
6. Pillip R. Cateora: International Marketing, Tata McGraw Hill, New Delhi.

MM-402 Industrial Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Nature and scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Understanding Industrial Markets; Organizational Customers; Classifying Industrial Products; Nature of demand in Industrial Markets; Industrial Buyer Behavior; Industrial Purchasing system; Industrial Marketing research; Industrial Marketing strategy. Strategy planning, Assessing Marketing Opportunities, Segmentation of Industrial Markets, Product positioning; Product decisions and strategies; Industrial Services; Industrial Pricing; Price determinants, Pricing policies, Pricing decisions; Formulating Channel Strategy; Logistic management; Industrial Marketing Communication; Sales Force Management Advertising and sales Promotion.

Suggested Readings:

1. Reeder, Robert, R.: Industrial Marketing : Analysis, Planning and Control. Englewood Cliffs, new Jersey, Prentice- Hall Inc., 1991.
2. Vitale: Business to Business Marketing, Thomson learning, Mumbai.
3. Havalder, Krishna K. : Industrial Marketing, TMH, New Delhi.
4. Corey, E Raymond: Industrial Marketing; Cases and Concepts, 3rd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.
5. Gross, A C.: Business Marketing, Boston, Houghton Mifflin, 1993.
6. Webster, F.E.: industrial Marketing Strategy, 2nd. Ed., New York, John- Wiley, 1979.

MM-403 Service Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

The emergence of Service Economy; Nature of Services; Difference in Goods and Services Marketing; Marketing Challenges in Service Businesses; Marketing Framework Service Businesses; The Service Classification; Service Product Development; The Service Consumer Behavior; Service vision and Service strategy; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Demand- supply management; Advertising; Branding and Packaging of Service Recovery Management, Relationship Marketing; Employee Empowerment, Customer Involvement in Services.

Suggested Readings:

1. Zeithaml, V.A and Bitnew, M. I.: Services Marketing, 3rd ed., McGraw Hill, New Delhi. 2002.
2. Lovelock, Christopher H.: Services Marketing, People Technology Strategy, 4th ed., Pearson Education, New Delhi.
3. Hoffman & Bateson: Essentials of Service Marketing, Thomson Learning, Mumbai.
4. Shankar, Ravi: Service Marketing, Excel, 2002.
5. Rust, Zahorik and Kenningham: Service Marketing.

MM-404 Direct Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hrs.

Course Contents

Direct Marketing: Definition, Scope and importance of direct Marketing ; Direct Models- Tele Marketing, Catalogue Marketing, Network Marketing , Data- base Marketing , Changing face of direct Marketing .

Elements of direct Marketing ; Planning a direct Marketing program; direct Marketing and developing new business; Guidelines for effective direct Marketing – likely pitfalls, rules for success.

International Direct Marketing: industrial direct Marketing; Retail direct Marketing; Dealer- identified direct Marketing .

Segmentation and Target Marketing; Marketing Mix for direct Marketing : Product, price, place and promotion strategies.

Direct Marketing Operations: Planning direct Marketing campaign; Communication for direct Marketing; Media planning; Fulfillment and customer service- receiving and processing order, inventory and warehousing decisions, and customer service.

Tools and techniques: role of information technology in direct Marketing ; Developing customer databases; Cost analysis and cost control of direct Marketing ; Evaluating effectiveness of direct Marketing.

Applications of Direct Marketing: Financial services marketing; Fund raising; Customer loyalty programmes.

Suggested Readings:

1. McDonald, William J.: Direct Marketing, TMH, New Delhi, 1998.
2. Bird Dryayton: Common Sense Direct Marketing, Kogan Page, London.
3. Bob Stone: Successful Direct Marketing Methods, NTC, Chicago.
4. Edward, Nash: The Direct Marketing Handbook, Tata McGraw Hill, New Delhi.
5. Stone, Martin, Derek Davies and Alison Bond: Direct Hit, Macmilian, New Delhi.