HUMAN RESOURCE MANAGEMENT


4) Human Resource Management in Banks and Financial Institutions – Personnel policies in Scheduled Banks, Commercial Banks – Co-operative Banks and other financial institutions like UTI, ICICI, HDFC, etc. – Customer Relationship Management in Banking and Financial Institutions.


7) Case Studies –
Books for Reference –
1) Scientific Management – Taylor F. Harper & Brothers, New York, 1911
3) Principles & Practice of Management – L.M. Prasad, S. Chand & Sons
4) Management Challenges for 21st Century – Peter Drucker
7) Principles of Management in Banking – Hiramat Sridhar
12) In the wonderland of Indian Managers-Sharu Rangnekar, Vikas Publishing House, New Delhi.
INTERNAL BUSINESS

Introduction
- What is International Business?
- Growing importance of International Business.
- Difference between Domestic and International Business

International Business in the 21st Century
- The Global Business Environment – The role of History
- Analyzing the environmental factors for international business
- Importance of the Economic and Political environment in the process of internationalization, International Business Environment and India
- The Impact of Technology

Foreign Direct Investment
- International Trade and Foreign Investment
- Growth of FDI post World War II, changes in patterns of World Trade and Production
- Protectionism, Discuss and Evaluate arguments for and against it.
- Impact of FDI on distribution of wealth.

Legal Aspects of International Business
- Legal environment for international business
- Importance of intellectual property rights and patents
- Importance of regulatory mechanisms in Europe, USA and other major countries concerning imports
- Importance of laws relating to product packaging, labeling, etc.
- WTO – Legal Implications and anti dumping

Economic Integration
- Theory comparative advantage and its importance to international business
- Role of organizations like the IMF, World Bank, WTO, etc.
- Role of regional trade groups and market agreements

International Strategy
- Globalization of an existing business
- Business expansion strategies
- Studying the competitiveness for globalization
- Studying the country and company competitiveness
- Market research and data collection

International Marketing
- International Market's selection for an existing business. Dynamics of product and market selection
- Systematic selection of international markets-Industry and company sales potential estimation and making of an international business plan.
- Segmentation of international markets and consumer’s selection
- Analyzing international competition in each market and designing of the winning international marketing strategies

Transnational Corporations
- Emergence of Multinational and Transnational Corporations
- Role of transnational Corporations
- Multi-location manufacturing
● The process of building of an MNC

: 2 : / International Business

International Human Resource Management
● Business ethics and Values-Corruption. Enron Case Study
● Importance of Relationships marketing for creating competitive advantage in the international business
● Importance of Relationships marketing for creating competitive advantage in the international business
● International HRM Strategy
● Conflicts between Corporate and National Pressures
● International Managers-Problems faced in recruiting and retaining such managers
● Impact of Religion and Culture
● Labour markets / skills and training

International Financial Markets
● Deregulation of markets and emerging markets – financial hubs
● Disintermediation of markets due to deregulation and technology
● Integration of markets eg. Euro NAFTA, SAARC, ASEAN, etc.
● Cross border Alliances

Export Finance And Risk Management
● Export / Import Finance in India
● Major variables in the financial environment for international business
● Currency risks and how to formulate safe international marketing strategies
● Foreign Exchange Risk Management
● Types of contracts in international business – Terms of payment
● Letters of credit and their importance in the international business
● Financial risks in the international transactions and how to avoid them.
   Role of ECGC and EXIM Bank
● Import / Export documentation in India
● Business risks and the Importance of proper documentation in international Business

International Business Environment in India
● Imports related environment in India and other countries. Role of RBI, Customs, DGFT, etc.
● Export related policy in India and other countries
● Export benefits in the Indian environment and the likely future scenario, Special Economics Zones
● Impact of export benefits on production pricing
● Export pricing in India – A case study

Balance of Payments
● Trade and Investment Theories
● Importance of Balance of Payments
● Different Exchange Rate Mechanisms implications
● Implications of full convertibility
● IMF, World Bank – Their role and implications for international business
### STRATEGIC MANAGEMENT


(B) The Environment of strategic Management.
   1) The Social facet: Ethics, Social responsibility of Business, (Traditional view versus Emerging Trends and issues) the social contract of Business.
   2) The Political Facet: Govt. & Business, Govt's Role (Historic Role Vs Emerging Role). Cost and implications of Govt. Intervention. Recent Trends
   4) The Economic facet: A conduit for social, political and technological forces, Role of competition, National and Global Trends

(C) Strategy Formulation
   1) Mission, vision and Goals Environmental Scanning, Organisational Assessment using Organizational and Environment Information, Objective Setting, Strategy Setting
   3) Strategies: Integration, Diversification, Disinvestment, Downsizing

(D) Activating Strategies
   1) Organizational structure, Does structure, Drive strategy or strategy drive structure, Different organizational structures for different strategies.
   3) Leadership and Motivation as key drivers of strategy
   4) Role of creativity and innovation

### Books for reference
1) Strategic Management by G.A. Cole
2) Strategic Management – by R.A. Sharma
   In India Cos.
3) Strategic Management and Business Policy by T.1 Wheelers and J.D. Hunger
4) Strategic Management by Hunger and Wheelers
5) Fundamentals of strategic Management – Fred R. David
6) Strategic Management – Fred R. David
7) Organizational strategy and Policy – Frank T.Paine & William Naumes
8) Strategic Management – Francis Cherunilam, Himalaya Publishing House
TYBCOM – BANKING & INSURANCE / VI SEMESTER

TURNAROUND MANAGEMENT

1) Introduction:
   - Definition Turnaround
   - Reasons that lead to turnaround
   - Effects of competition
   - Industrial sickness
   - Turnaround Package

2) Organization and Management concepts
   - Today's Business Organization
   - Survival and Growth Strategies
   - Business World in Transition
   - 21st Century Organization
   - Business Strategies for 21st Century

3) The Nature, Significance of Business Process Re-engineering
   - Introduction to Business Process
   - Core Business Processes
   - Need for Process Redesign
   - Underlying Premises of
   - Redesign of Business Processes
   - Generic Business Processes to be Redesigned
   - Context and Considerations for Process Redesign
   - The Central Thrust of BPR
   - A Critical Appraisal of BPR

4) Implementation of BPR
   - Requirements for BPR Implementation
   - Principles of Re-engineering
   - Use of Consultants in BPR
   - Reengineering Team
   - Activity Mapping for BPR
   - Bench marking for BPR

5) Problems, Issues, Scope and Trends in BPR
   - Problems and Issues in Implementing BPR
   - From Business Process Redesign to Business System Redesign
   - Developmental Trends in BPR

6) Appraisal of BPR
   - Ensuring the results of BPR
   - Outcome and Achievement of Reengineering
   - Performance measures of successful BPR
   - Points of caution in BPR
   - Redesigning the Organization

7) Managing Change in Indian Context
   - Implications of Turnaround
   - Effect of liberalization
   - BPR in Indian Context
   - Examples of BPR companies in India (case study)-----

References –
1) Redesigning the Business Process by Waman S. Jawdekar
2) Business Process Re-Engineering: Myth & reality by Colin Coulson Thomas
3) Reengineering and Reinventing the enterprise by P.N. Rastogi
4) Practical Business Re-Engineering by Nick Obolensky
BUSINESS ETHICS AND CORPORATE GOVERNANCE


3) Code of conduct in Business Houses – fairness and Justice in Administration – Social Responsibilities of Business

4) Business Ethics an important tool in building Business reputation – Professional Board of Directors – Transparency in decision making and operations – importance of effective and efficient system of Governance in globalised economy – Ethics and corporate integrity, measure for improving ethical standards and morals.

5) Corruption, Frauds, Scams in financial institutions – Economical and social effects of corruption, frauds, scams etc. – Banking operations and ethics – Functioning of Insurance Companies and ethics – Measures to reduce corruption (a) Preventive Measures (b) Curative Measures – Role of computerization and I.T. in detecting fraud, scam etc. – Zero Tolerance of corruption.

6) M.R.T.P. Act - M.P.T.P. Commission

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CENTRAL BANKING

Objectives
In this paper, theory and practice of Central Banking is discussed with special reference to the role played by the Reserve Bank of India (RBI)

1) Why Central Banks? An overview of the functions of Central Banks, Objectives of Central Banks. RBI-Role, functions and organizational structure
2) Instruments of Central Banking Policy – Bank Rate, Cash Reserve Ratio (CRR), Open Market operations, selective credit control, etc. Their working and efficacy in the Indian context
3) RBI and rural credit, industrial finance. RBI and non-banking financial companies. Regulation and supervision.
4) Financial sector reform and the role of the RBI
5) Credit creation and money supply determination process, reserve money and money supply, the sources and uses of money supply
6) The conduct of the Central Banking in open and market-oriented economies. Uncertainties and risks in integrated financial systems, the new orientations in traditional functions, the changing face of monetary policy management in open and market oriented economics, transmission mechanism of monetary policy.
7) Issues of financial stability and autonomy and independence of Central banks.

Suggested Readings
2) Nigam, B.M. –Banking in India in Eighties, New Delhi
7) Basu, C.r.- Central Banking in Planned Economy; An Indian Experiment, New Delhi, Tata mcgraw-Hill, 1977.