

HUMAN RESOURCE MANAGEMENT

- 1) Human Resource Management – Nature, Scope and Objectives – Organization of Human Resource Department – Functions of Human Resource Management – Human Resource Manager – Role and Functions of Human Resource Manager in Banking and Insurance Sectors – Human Resource Planning – Human Resource Development.
- 2) Personnel Policies – Personnel Policies in Banking & Insurance Sectors – Job Analysis and Design-Recruitment and Selection – Orientation and Placement – Training and Development – Performance Appraisal and Job Evaluation – Remuneration and Incentives – Promotions and Transfer – Motivation – Comparative study of service conditions in Financial Institutions, Insurance Companies, Industries and Government / Semi-Government Sectors.
- 3) Participative Management – Employee Communication – Employee Welfare – Employee safety and Health – Industrial Relations – Ethics and Human Resource Management – Human Resource Audit.
- 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.
- 5) Human Resource Management in Insurance sector – Personnel Policies in LIC, G.I. Corporation and other Insurance Companies – Customer Relationship Management in Insurance Sector.
- 6) Corruption, Frauds, Scams in Financial Institutions – Their effects on Investors, shareholders and the society – The role of vigilance department in controlling corruption and frauds – Disciplinary actions.

- 7) Case Studies –
Books for Reference –
 - 1) Scientific Management – Taylor F. Harper & Brothers, New York, 1911
 - 2) Principles & Practice of Management – Terry C.R. Homewood, III, Richard Irwin, 1960.
 - 3) Principles & Practice of Management – L.M. Prasad, S. Chand & Sons
 - 4) Management Challenges for 21st Century – Peter Drucker
 - 5) H.R. & Personnel Management – K. Aswathappa, Tata McGraw Hill
 - 6) Man Power Planning in Banks – Pandey R.K., Deep & Deep, New Delhi- 1992
 - 7) Principles of Management in Banking – Hiramath Sridhar
 - 8) Finance Institutions and Market structure, Growth and Innovations – Tata McGraw Hill, New York (Bhole L.M.)
 - 9) Indian Financial Systems – Bhole L.M. Chugh Publications, Allahabad (2000)
 - 10) Human Resource Management – M.S. Saiyadain – Tata McGraw Hill.
 - 11) Personnel: The Management of Human Resource-Robbins, Stephens, P- Prentice Hall of India, New Delhi.
 - 12) In the wonderland of Indian Managers-Sharu Rangnekar, Vikas Publishing House, New Delhi.

INTERNATIONAL 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
- UNCTAD World Investment Report 2000-2001
- 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

- Growth of Financial Markets – London, New York, Tokyo
- 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

<p>(A) An overview of Strategic Management, Levels of Strategic Management, Organizational Strategists, Strategic Management, Process, Environmental considerations, context of strategic management, formulating and implementing strategy. The Dynamic Nature of the Model.</p> <p>(B) The Environment of strategic Management.</p> <ol style="list-style-type: none"> 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 3) The Technological facet : Issues in Technology and Solutions. Impact of Technology on Business. 4) The Economic facet: A conduit for social, political and technological forces, Role of competition, National and Global Trends <p>(C) Strategy Formulation</p> <ol style="list-style-type: none"> 1) Mission, vision and Goals Environmental Scanning, Organisational Assessment using Organizational and Environment Information, Objective Setting, Strategy Setting 2) Tools of corporate level strategic management. The Boston Consulting Group matrix. The GE Planning Grid, The Life Cycle concept, The Mckinsey 7-s Framework. 3) Strategies : Integration, Diversification, Disinvestment, Downsizing <p>(D) Activating Strategies</p> <ol style="list-style-type: none"> 1) Organizational structure, Does structure, Drive strategy or strategy drive structure, Different organizational structures for different strategies. 2) Resource Mobilization Viz. Money, Markets, Machine, Material, Men. (Human Resources) 3) Leadership and Motivation as key drivers of strategy 4) Role of creativity and innovation 5) Evaluation and control of strategies, standards, bench marking, benefit Cost Analysis of Options, Performance gap analysis, Responsibilities centers, ROI Budgeting. 	
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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

- 1) Business Ethics and Values – Work Culture – Unethical Behavior in Business and its reasons – fair and unfair Business Practices.
- 2) Corporate Governance in Globalised Economy – MNCs / TNCs and Business Ethics – Accountability of Managers and Directors – Functioning of private and public sector Companies – Governance of private and public sector companies, Corporate Governance in Banking & Financial Institutions – Good corporate Governance – protection of interest of customers and investors – customer friendly business activities.
- 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

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)

<ol style="list-style-type: none">1) Why Central Banks ? An overview of the functions of Central Banks, Objectives of Central Banks. RBI-Role, functions and organizational structure2) 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 context3) RBI and rural credit, industrial finance. RBI and non-banking financial companies. Regulation and supervision.4) Financial sector reform and the role of the RBI5) Credit creation and money supply determination process, reserve money and money supply, the sources and uses of money supply6) 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.	
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Suggested Readings

- 1) Decock, M.H.-Central Banking, 4th Edition, New Delhi, UBSPD, 1997
- 2) Nigam, B.M. -Banking in India in Eighties, New Delhi
- 3) Blinder, A.S. – Central Banking in Theory and Practice, Cambridge, MIT Press, 1998
- 4) Seshadri R.K. – The art of Central Banking and Essays, Bombay, Bankers Training College RBI, 1989
- 5) Avadhani V.A. – Theory and practice of Central Banking in India Edn. Rev. and Updated Edn. 1985
- 6) Desai, Vasant-Money and Central Banking, Bombay, Himalaya Pub. House, 1987.
- 7) Basu, C.r.- Central Banking in Planned Economy; An Indian Experiment, New Delhi, Tata mcgrow-Hill, 1977.
- 8) Kapila, R. & Kapila K. – India’s Banking and Financial Sector in the New Millennium Chapters, 3, 4, 6, Central Banking, Ghaziabad, Academic Foundation, 2001.