

**St. Joseph's College of Commerce (Autonomous)
163, Brigade Road, Bangalore – 560 025**

**Assessed and Re-Accredited with 'A' Grade by the National
Assessment and Accreditation**

**Recognized by the UGC as
College with Potential for Excellence**



**Master of International Business
Semester III & IV
Syllabus w.e.f., 2013 – 2014**

Academic year 2014 – 2015

St. Joseph's College of Commerce
An Autonomous Institution affiliated to Bangalore University

St. Joseph's College, Bangalore was established in 1882 by the French Missionary Fathers for the purpose of imparting higher education. In 1937, the management of the College was handed over to the Jesuits, a worldwide Religious order going by the name 'Society of Jesus'. The college and its sister institutions are now managed by the Bangalore Jesuit Educational Society (Regd). A department of Commerce was established in the College in 1949. In 1972, this department became an independent college by the name St Josephs College of Commerce.

Since its inception as an independent institution, the College has shown growth and progress in academics, co-curricular and extra – curricular activities. Besides, there has been a constant effort made by the College to acquire excellence in every aspect of good education. Currently it stands accredited to the National Assessment and Accreditation Council (NAAC) with an 'A' grade. In February 2010, the College was recognised by the UGC as a "College with Potential for Excellence".

The College aims at the integral formation of its students, helping them to become men and women for others. Though it is a Christian minority institution, the college has been imparting liberal education to the students of all denominations without any discrimination. St. Joseph's College of Commerce is affiliated to Bangalore University and became autonomous in September 2005. The motto of the college is '*Fide et Labore*' or 'Faith and Toil' and the college attempts to inculcate the motto in every student through its various courses and programmes.

The College is committed to providing quality education to its students. It offers Bachelor of Commerce and Bachelor of Business Administration, a three year Degree under graduate programme, and Master of Commerce and Master of International Business, a two year Post Graduate programme. Highly qualified staff members, excellent infrastructure of the college like spacious classrooms, good library and computer lab facilities helps to promote academic excellence.

OBJECTIVES

The program aims at training and developing the candidates capable of holding Managerial positions in the field of International Trade and Business.

SALIENT FEATURES OF THE COURSE:

- Option to study in IESEG School of Management in **FRANCE** (one semester) and acquire recognized **Dual MIB** degrees from **FRANCE & INDIA**.
- Specifically deals with issues of Management in context of International Business.
- Two Foreign Languages (German and French) are taught during the course.
- Foreign Trips arranged for International Exposure.
- Provision to pursue Certificate Courses in French Language, Finance Modeling, Security Analysis and Portfolio Management, Graphics Designing, Soft Skill Training, Photo School, Personality Grooming Program.
- International Business has been listed as the topmost specialized program of management under "Hot Opportunities" in "ASPIRE", and "India Today" publication.
- Regular sessions of Tally & Excel, English Pronunciation, SPSS, Group Discussions, Mock Personal Interviews, Presentation, Seminars, Case Studies, Quantitative Analysis, Data

Interpretation, & Verbal Ability as part of regular course for students' professional and personality development.

- Students will have to do summer internship and project / dissertation.
- Students are to devote time to internship and placement activities and are encouraged to take up part time assignments.

STUDY OF FOREIGN LANGUAGE DURING THE MIB COURSE:

The students of MIB will have the opportunity to study any one of the two foreign languages – German or French during their course. Any one of the languages chosen by the student (German or French) will be in progress for three semesters of the course.

CAREER OPPORTUNITIES FOR STUDENTS PURSUING MIB:

Good placement opportunities in the following areas are available due to specialized training received by them:

1. International Marketing, Departments of Companies having Exports abroad (Automobile Companies such as Tata Motors, Hyundai Motors, etc.,)
2. International Placements in company office abroad (MNC's such as Procter and Gamble, Nestle, etc.)
3. In export or import departments of engineering and FMCG Companies.
4. In Global shipping companies (Maersk shipping, Mitsubishi shipping).
5. In travel houses and tourism sector (Thomas Cook).
6. In International Logistics and Courier Companies (DHL, Excel Logistics).
7. In Consultancy Firms (Mckinsey, Price Waterhouse).

I. ELIGIBILITY:

- Graduate in any discipline with minimum of 50% marks.
- Candidates with industry experience will be preferred.
- Candidates appearing for the final degree exam can also apply.
- MAT score of more than **700** is accepted and exemption granted from College Admission Test. Such a candidate should come for a personal interview.

II. DURATION OF THE COURSE:

The course of study for the MIB shall extend over a period of two academic years. Each academic year comprises of two semesters. The candidates shall complete his/her MIB within four semesters from the date of admission to the First Semester of the Course.

III.MEDIUM OF INSTRUCTION:

The medium of instruction shall be English.

IV.ATTENDANCE & COURSE CONTINUITY:

- a. A student shall be considered to have satisfied the requirement of attendance for the semester, if he/she has attended not less than 75% in aggregate of the number of working periods in each of the subjects compulsorily.
- b. A student who fails to complete the course in the manner stated above shall not be permitted to take the end semester examination.
- c. A P.G. student must pass in at least 50% (Fifty percent of all the subjects of that Academic year (two semesters) failing which he/she will not be eligible to register for the subsequent year.

V.COURSE MATRIX:

Refer page no. 6 & 15

VI.TEACHING & EVALUATION:

M.Com/MBA/MFA/MBS/M.Phil/Ph.D/ graduates with B.Com, BBM, BBS, as basic degree from a recognized university are only eligible to teach and to evaluate the subjects mentioned in this regulation. Foreign languages shall be taught by Faculties meeting the requirement as per the concerned Boards.

VII.CONTINUOUS INTERNAL ASSESSMENT AND SUBMISSION:

Internal assessment for MIB is continuous and dates for each test are notified well in advance. The HOD of each department coordinates the Internal Assessment Procedure. The Continuous Internal Assessment test commences after 3 weeks from the start of the semester. All answer scripts of CIA are returned to the students.

The internal assessment marks will be distributed as follows:

- 25 marks for Mid-Semester Tests.
- 15 marks for seminars/assignments/case studies/presentations or research
- 10 marks for attendance.

Note:

- ✓ *The student has to appear for all the components of the Continuous Internal Assessment.*
- ✓ For sports students 10 marks of the CIA will be evaluated by the Director of Sports.
- ✓ Each Teaching faculty is required to maintain a record of the Continuous Internal Assessments marks and make entries of the same in the ERP software.

VIII.END SEMESTER EXAMINATION:

The End Semester Examination will be conducted at the end of each semester. The duration and maximum marks for the End Semester Examination is 3 hours and for 100 marks. At the time of publishing the results the weight age will be out of a maximum of 50 marks.

IX.MINIMUM FOR A PASS:

1. Candidates who have obtained at least 40% (20 in CIA and 20 in ESE) in both CIA and ESE in each subject and overall aggregate/overall 50% in all subjects of each semester shall be eligible for a pass or exemption in that subject. **There is no provision for improvement in CIA (in force for 2012-2013 batch).**
2. A Post Graduate student shall have a maximum of three attempts (1+2) to pass a particular End Semester Examination in a given subject. A candidate should complete the Master's Degree within five academic years from the year of admission.
3. A P.G. student must pass in at least 50% (fifty percent of all the subjects of that Academic year (two semesters) failing which he/she will not be eligible to register for the subsequent year.

X.CLASSIFICATION OF SUCCESSFUL CANDIDATES:

GRADING SYSTEM

The modalities and operational details of the credit system are as follows:

1. Papers are marked in the conventional way for 100 marks.

- The Percentage obtained by a student is multiplied by the standard grade to obtain the product.
- The Total of the Products of all the subjects is divided by the total of all the Credits. This gives the average grade point.
- For the sake of more common understanding the weighted average is then converted into grades as follows:

The Grade Chart for Post Graduate Courses

Percentage	Grade	Grade Points	Interpretation	Nomenclature
75 & above	O	4	Outstanding	I Class with distinction
70 – 74	A+	3.5	Excellent	I Class
60 – 69	A	3.0	Good	I Class
50 – 59	B	2.5	Average	II Class
40 – 49	C	2.0	Satisfactory	Pass class
Below 40	F	0	To Reappear	RA

Total Points = No. of Credits x Grade obtained

CGPA = Total Points / Total Credits

The minimum CGPA to qualify for M.Com / MIB degree is 2.5 out of 4 and a pass (40%) in all subjects including graded subjects.

XI. VALUATION OF SCRIPTS IN POST GRADUATION COURSES:

- Each paper shall be valued by two valuers, one ordinarily by an internal and the other by an external examiner whose names appear in the panel of examiners approved by the academic council. The result shall be the average of the two valuation marks.
- In case there is difference of more than twenty marks in the two valuations the script will be valued by a third examiner. The final marks to be considered will be the average of the nearest to valuation marks.

XII. RESULTS:

- The results of the End Semester Examination (including the CIA and ESE marks totaling to a maximum of 100 marks) will be published within **six weeks** from the date of completion of the End Semester Examination.
- The Marks cards of each Semester will be issued within six weeks from the date of announcement of the results of the End Semester Examination.
- Request for Revaluation, Retotaling and Xerox copy of the answer book if any has to be made to the COE on the prescribed form and on payment of fee as notified by COE within two weeks of the declaration of results.
- Ranks and classes will be declared for the successful candidates taking into account their total performance in all the semesters put together. The first two ranks will be notified. Candidates whose marks might improve on account of Revaluation/ Re-totaling are also eligible to be considered for ranks.

XIII. REVALUATION, RE-TOTALING AND IMPROVEMENT:

- ✓ There is no provision for revaluation in the P.G. Section since double valuation is carried out.
- ✓ There is provision for **re-totaling** of marks if the application is made within 3 weeks of the publication of results with the prescribed fee.

COURSE STRUCTURE - MIB Course (2013 – 2015)

III SEMESTER

Paper No.	Title of the Paper	Hours per week	Marks		Total Marks	Credits
			CIA	SE		
P211301	International Financial Management	4	50	50	100	4
P211302	Global Resources & Legal Environment	4	50	50	100	4
P211303	Foreign Exchange Management	4	50	50	100	4
P211304	Advanced Computer Applications in Business	4	50	50	100	4
P211305	International Marketing	4	50	50	100	4
P211306	Ethics for Business Decisions	4	50	50	100	4
P2113GR or P2113FR	Foreign Language	4	50	50	100	4
P2113IR	Summer Internship Report	-	Grade Points			4
PD113ST	Statistical Tools for Data Analysis	2	Grade Points			2

P211301: INTERNATIONAL FINANCIAL MANAGEMENT

OBJECTIVE:

1. To expose students to the implications of International financial management in the financial decision making process.
2. To enable them to apply the above knowledge to managing finances of an International Business.

MODULE 1:

Introduction to International Finance - Meaning and scope – International business methods, Importance, rewards and risk of international finance, international financial transactions, components of International financial System. Significance of international FM.

MODULE 2:

International Flow of Funds – BOP, Fundamentals of BOP, accounting components of BOP, Factors affecting International Trade, Agencies that facilitate international flows – equilibrium, disequilibrium & adjustment of BOP & trade deficits.

MODULE 3:

India's foreign exchange market - Exchange rate system in India. Country risk analysis – political risk factors – Financial risk factors – types of country risk assessment – quantifying country risk – reducing exposure to host govt. takeover, assessment & management of political risk.

MODULE 4:

International capital budgeting – issues in foreign investment analysis, foreign project appraisal, risk evaluation in foreign projects, growth options & evaluation. International capital structure and cost of capital, international tax management.

MODULE 5:

International WCM – factors influencing short-term objectives, financing strategy & options – borrowing strategy & risk management – international cash management, accounts receivable & management & inventory mgmt.

MODULE 6:

International project finance – techniques of financing – international leasing – cross border finance - FDI

BOOKS FOR REFERENCE:

1. *Alan Shapiro: Multinational Financial Management, Prentice Hall, New Delhi.*
2. *Apte: International Financial Management, Tata McGraw Hill, Delhi.*
3. *David B. Zenoff & Jack Zwick: International Financial Management.*
4. *Rita M. Rodriguez L. Bigame Carter: International Financial Management.*
5. *V. A. Avadhani: International Finance - Theory and Practice, Himalaya Publishing House.*
6. *J. Fred Weston & Bart: Guide to International Financial Management.*
7. *Robery O. Edmister: Financial Institutions - markets and Management.*
8. *A. V. Rajwade: Foreign Exchange International Finance and Risk Management, Prentice Hall.*
9. *Jeff Madura: International Financial Management, Thomson Learning.*

P211302: GLOBAL RESOURCES AND LEGAL ENVIRONMENT

MODULE 1:

Global Natural resources and Economic Development - Land, Agriculture, Forest, Water, Fisheries, Minerals, and Ecology - Global Economic Infrastructure: Energy, Power, Transport, Manufacturing – Overview of World Trade.

MODULE 2:

Global Human Environment – Economic and Cultural distribution of Societies – Labour and employment discrimination Laws – Cultural and Organizational Environment – Country Risk Analysis.

MODULE 3:

Global Legal Environment – International Law and Organisations - Liberalization, Privatization, Globalization, Competition, Nationalisation, Expropriation, Ethics.

MODULE 4:

Agencies - GATT – WTO: Inception, Objectives – International Treaties / Conventions / Institutions – Anti Dumping – MFN – National Treatment – Tariff and Non Tariff Barriers to Trade – TRIPS – TRIMS.

MODULE 5:

International Trade Theory – Licensing, Franchising, Joint Ventures, Electronic Commerce – International Sale Contracts – Incoterms – Combiterms – Imports – Exports – Customs – International Carriage – Restrictions in trade – Dispute resolution mechanisms.

MODULE 6:

International Payment Mechanisms – Letters of Credit (LC) – DA – DP (UCPDC & URC of ICC) – FEMA – Double Taxation Agreements (DTA) – FDI – Laws and Regulations.

MODULE 7:

Case Studies / Presentations / Class tests.

BOOKS FOR REFERENCE:

- 1. The International Business Environment – Sundaram & Black – Prentice Hall.*
- 2. World Resources & Trade - Khanna & Gupta.*
- 3. International Trade – Law & Practice – Motiwal & Awasthi.*
- 4. Legal Environment Today – Miller & Roger Leroy.*

P211303: FOREIGN EXCHANGE MANAGEMENT

OBJECTIVES:

1. To expose the students to acquire skills in Foreign Exchange Management
2. To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting

MODULE 1:

The foreign exchange market - structure and organization, Exchange rate determination and forecasting, setting the equilibrium spot exchange rate, Theories of exchange rate determination (Purchasing power parity theory, balance of payments theory, Fisher effect).

MODULE 2:

Mechanics of currency trading-types of transactions and settlement dates-exchange rate quotations, Arbitrage - with & without transaction costs- swaps and deposit markets-option forwards-forward swaps & swap positions, Interest rate parity theory (Covered Interest Arbitrage), Exchange rate forecasting,

MODULE 3:

Currency & Interest rate futures - Future Contracts, Markets & trading process, future prices spot & forward, Hedging & speculation with currency futures-interest rate futures-foreign currency options-option pricing models, hedging with currency options, Futures Options – Innovations

MODULE 4:

Foreign Exchange risk management-hedging, speculation, Management of transaction exposure - using forward markets for hedging, hedging with money market, currency options and currency futures, Internal Hedging strategies-speculation in foreign exchange & money markets.

MODULE 5:

Management of Interest rate exposure-nature & measurement, Forward rate agreements (FRAs), Interest rate options, caps, floors and collars, cap & floors, Options on interest rate futures, some recent innovations-financial swaps

BOOKS FOR REFERENCE:

1. *Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.*
2. *Madura, Jeff: International Financial Management, Cengage Learning, New Delhi.*
3. *Shapiro Alan, C: Multinational Financial Management, Prentice Hall, New Delhi.*
4. *Jeevanandam: Foreign Exchange – Practice, Concepts & Control, Sultan Chand & Sons.*

P211304: ADVANCED COMPUTER APPLICATIONS IN BUSINESS

OBJECTIVES:

1. To familiarize students with aspects of business information systems and relevant information technology.
2. To develop skills to design and implement simple computer based business information systems, for a global business.

MODULE 1:

Introduction to Data Processing – Introduction, Data Processing Cycle, Data Processing Operations, Methods of Data Processing System, Kinds of Data Processing, The fundamental roles of Data Processing Applications in Business.

MODULE 2:

Information System Audit – Objectives of Information System Audit, Maintenance of System effectiveness, Ensuring System Efficiency, Information System Audit Approached, Information System Audit Methodology, Broad Frame Work for Conducting IS Audit.

MODULE 3:

Publishing on the Web and Security – Web Publishing, Learning HTML, Multimedia Security – Security Life Cycle, Information Technology and IT enabled services, SOHO infrastructure, the BPO infrastructure, Security Threats.

MODULE 4:

Information Technology – A Managerial Overview, Computer Systems, Components, Peripherals, Software, Practical Data Processing Applications in Business, Computer Applications in various areas of Business, Computer Related Jobs. Introduction to MS Word, MS Excel (using Formula), Functions (Financial, Statistical)

MODULE 5:

Developing Information Systems – System Analysis and Design, Phases of System Development Life Cycle, Management Information Systems, and Expert Systems.

BOOKS FOR REFERENCE:

1. *Computer Application in Business* – S. Sudalaimuthu & S. Anthony Raj
2. *Information Security for Management* – Venugopal Iyengar

P211305: INTERNATIONAL MARKETING

OBJECTIVES:

1. To equip the students to strategic marketing practices relating to export trade.
2. To familiarize the students on foreign trade policies & Procedures.

MODULE 1:

The basis of international trade - comparative advantages and benefits of trade. Modern concept of marketing environment, adoption of marketing in international sector, cultural environment – impact on marketing mix strategies: assessing global markets.

MODULE 2:

Developing global marketing strategies - foreign market entry; Organisation structures for operating in international markets, tariff and non-tariff barrier export marketing, multinational marketing, its concepts and process, overseas market research – its factors, needs, benefits and importance.

MODULE 3:

Designing the marketing mix - product planning for exports, product extension, product adaptation and product invention strategies, packaging strategies, export pricing decisions and strategy dumping, counter – trade, different types of export pricing.

MODULE 4:

Distribution strategy for export markets - middlemen and channels of distribution, physical distribution, and promotional strategy for export markets.

MODULE 5:

Emerging trends in International marketing, e-marketing approach to international marketing.

BOOKS FOR REFERENCE:

1. *Keegan: Global Marketing Management, PHI.*
2. *International Marketing by Cateora and Graham*
3. *International Marketing by Rakesh Mohan Joshi*
4. *Balagopalan, T. A. S.: Export Management.*
5. *Cheruilam, F.: International Trade and Export Management, HPH.*
6. *Onkrist & Shaw: International Marketing - Analysis Strategy, Prentice Hall of India.*
7. *Rathod, B. S.: Export Marketing, Himalaya Publishing House.*
8. *International Marketing by Vern Terpstra and Sarathy*

P211306: ETHICS FOR BUSINESS DECISIONS

MODULE 1:

Business Ethics an overview - Nature of Business Ethics, Need and importance, Sources of Ethics – Religion, Philosophical System. Ethical Concepts – Values and attitudes, types and codes of ethics. Kantianism Vs Utilitarianism, Business and religion, Individualism Vs Collectivism.

MODULE 2:

Ethical issues in Strategic Management – An overview, Ethical decision making model, principles underlying, an ethical approach to Strategic Management.

MODULE 3:

Ethical issues in Marketing Management – Ethical issues in marketing strategy, marketing mix and marketing research.

MODULE 4:

Ethical issues in Human Resource Management – Nature of employment contracts, Ethical hiring, equality of opportunity, Ethics and Remuneration; Ethics in Retrenchment.

MODULE 5:

Ethical issues in Finance and Accounts – Importance of Financial Statements, Importance of transparency in disclosure, Ethical issues in mergers and acquisition, Inside trading, money laundering.

MODULE 6:

Emerging Business Ethical issues, Environmental issues - Greening and Green issues, Ethical issues in Global business and MNCs.

MODULE 7:

Social Responsibility and Corporate Governance - Social Responsibility and Corporate Governance, Corporate Governance initiatives in UK, US and India. Global compact, the role of ethical culture and relationship, Corporate Social Responsibility Initiatives.

BOOKS FOR REFERENCE:

1. *Ferrell, O.C., Fraedrich, John, and Ferrell, Linda (2008). Business Ethics, Ethical Decision Making & Cases, Seventh Edition. Boston, MA: Prentice Hall. ISBN (10 digits) – 0-618-74934-9*
2. *Manuel G. Valasquez, Business Ethics – Concepts and Cases, Pearson Education, 2002.*
3. *Parthasarathy S, Rangarajan P, Concepts and realities in Business Ethics, Sadagopan Publishers, 2003.*
4. *Bhatia SK, Business ethics and managerial values, Deep and Deep Publications, 2001.*
5. *Banerjee, R P., Ethics in business management, concepts and cases, Himalaya Publishing House, 2001.*

P2113GR / P2113FR: FOREIGN LANGUAGE –

German / French

P2113IR: SUMMER INTERNSHIP REPORT

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COURSE STRUCTURE - MIB Course (2013 – 2015)

IV SEMESTER

Paper No.	Title of the Paper	Hours per week	Marks		Total Marks	Credits
			CIA	SE		
P211401	International Logistics and Supply Chain Management	5	50	50	100	4
P211402	Security Analysis & Portfolio Management	5	50	50	100	4
P211403	Project Management	5	50	50	100	4
P211404	International Human Resource Management	5	50	50	100	4
P2114GR or P2114FR	Foreign Language	5	50	50	100	4
P2114DR	Dissertation	-	-	-	200	8

P211401: INTERNATIONAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

OBJECTIVES:

1. To expose students to issues and knowledge relating to International Operations, Logistics and supply chain management
2. To enable students to apply the above knowledge to the management of an International Business.

MODULE 1:

Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management – Competitive advantages of Logistics – Functions of logistics management – Principles – Logistics Network – Integrated Logistics system. Supply chain management – Nature and concepts – Value chain – Functions – Supply chain effectiveness – Outsourcing – 3PLs and 4PLs – Supply chain relationships – Customer services.

MODULE 2:

Elements of Logistics and Supply chain management – Inventory carrying – Ware housing – Material handling – Order processing – Transportation – Demand forecasting – Impact of forecasts on Logistics and Supply chain management – Performance measurements.

Transportation – Position of Transportation in Logistics and Supply chain management – Road, Rail, Ocean, Air, Transport Multi model transport – Containerization – CFS – ICDS – Selection of transportation mode – Transportation Network and Decision – Insurance Aspects of logistics.

MODULE 3:

General trends in shipping industry- Characteristics of shipping industry – Linear operations and tramp operations – World sea borne trade and World shipping, the conference system, freight structure and practice.

Co-ordination – Role of intermediaries – Forward and clearing agents, Freight brokers, stevedores and shipping agents.

MODULE 4:

Shipper – Ship owner consultation arrangements: The need, scope and machinery for consultations; types of consultation machinery – All India shippers' council, Shippers associations and FIB and various standing committees set up for resolving shippers' problems, UN convention on code of conduct for linear shipping conferences.

International Air Transport: International setup for air transport – Air Freight Rate – Air transport and PDM approach to export distribution problems and prospects.

BOOKS FOR REFERENCE:

1. *Supply Chain Logistics Management - Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian ed.*
2. *World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.*
3. *Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc,*
4. *Douglas Long International Logistics: Global Supply Chain Management Springer- Verlag New York, LLC;2004*
5. *Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender Global Operations and Logistics: Text and Cases Wiley, John & Sons, Incorporated 1998*
6. *Alan Branch Global Supply Chain Management in International Logistics Routledge 2007*
7. *Kent N. Gourdin Global Logistics Management: A Competitive Advantage for the New Millennium Blackwell Publishing 2006*
8. *Sridhar R. Tayur (Editor), Michael J. Magazine (Editor), RAM Ganeshan (Editor) Quantitative Models for Supply Chain Management Kluwer Academic Publishers 1998*

P211402: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

OBJECTIVES:

3. To Provide Students with a Conceptual & Analytical Framework of Evaluating a Security.
4. To Provide Students with a Conceptual & Analytical Framework of Different Financial Instruments, their Risk & Returns & Strategies in Managing Funds.
5. To Familiarize Students with Portfolio Management Techniques that Challenge a Financial Manager.

MODULE 1:

Introduction to Securities & Investment - Concept, Investment Vs. Speculation, Arbitrage, Gambling, Investment Objective, Investment Process, Investment Constraints, Investment Strategy, Selection of Securities, Buying, Selling, & Holding Decisions & Strategies, Market Indices, Credit Rating & Agencies, Credit Rating & their Functions, Work & Operations.

MODULE 2:

Risk & Return - Expected Return, Historical Return, Systematic & Unsystematic Risk, Beta Coefficient, CAPM, SML & CML, Factor Model & Arbitrage Pricing Theory.

MODULE 3:

Security Analysis - Fundamental Analysis, Economic Analysis, Economic Forecasting, Indicators, Industry Analysis, Classification Schemes, Industry Life Cycle, Company Analysis, Measuring Earnings, Forecasting Earnings, Technical Analysis, Charting, Different Tools for Technical Analysis, Efficient Market Hypothesis.

MODULE 4:

Financial Instruments - Corporate Bonds, Government Bonds, Special Bonds, Bond Returns & Systematic Risk, Unsystematic Risk, Bond Management Strategy, Preference Shares, Valuation Analysis, Equity Shares, Dividend Policy, Equity Valuation & Analysis, Money Market Instruments.

MODULE 5:

Derivatives - Financial Derivative Markets, Global Perspectives, Indian Context, Options, Types Pricing, Valuation & Analysis, Option Models, Futures, Kinds of Futures, Hedging, Speculation, Swaps, Warrants & Convertibles.

MODULE 6:

Portfolio Analysis & Management - Risk & Return, Markowitz Model, Risk Return Optimization, Sharpe Portfolio Optimization, Portfolio Investment Process, Investment Timing & Evaluation, Portfolio Revision, Mutual Funds, Managed Portfolio & Performance.

BOOKS FOR REFERENCE:

1. *Avadhani. V. A.: Security Analysis & Portfolio Management, Himalaya Publishing House.*
2. *Bhalla. V. K.: Investment Management, S. Chand*
3. *Fischer & Jordan: Security Analysis & Portfolio Management, Prentice Hall.*
4. *Prasanna Chandra: Investment Analysis & Portfolio Management, Tata McGraw Hill.*

P211403: PROJECT MANAGEMENT

OBJECTIVES:

To give students a holistic, integrative overview of Project Management, the Concepts, the Tools and Techniques, use of MS Project Software in working out cases.

MODULE 1:

Introduction -Understanding Project Management - What is Project - What is Project Management-Project Management Today, an Integrative Approach – Brief Introduction to the nine subsystems: viz., the Management of: Integration, Scope, Time, Quality, Cost, Communications, HRD, Risk & Procurement.

MODULE 2:

The Strategic Management Process - Project Management Structures - Organizational Culture and Implications- the Triple Constraint - Management Principles applied to Project - Project Management Life Cycles and Uncertainty

MODULE 3:

Project Planning– Defining the Scope – Establishing Project priorities and goals– Creating WBS (the Work Breakdown Structure), integrating and coding WBS for the Management Information System – Process Breakdown Structure and Responsibility matrices

MODULE 4:

Project Times and Costs – Factors influencing Quality Estimates - Guidelines and Methods for Estimates of Times, Costs & Resources – Developing Budgets, Refining Estimates and Contingency Funds – Database for Estimating

MODULE 5:

Project Network Plan Development - Project Planning and Scheduling techniques - Developing the Project Network using **MS PROJECT** - Reducing Project Duration

MODULE 6:

Risk Management Process – Risk Identification – Risk Assessment – Risk Response Development – Contingency Planning – Contingency Funding & Time Buffers – Risk Response Control – Change Control Management

MODULE 7:

Resource Scheduling - Resource Allocation Method - Splitting and Multi-tasking - Multi Project Resources Scheduling - Critical Chain Scheduling - Concept and Application of Critical chain scheduling and limitations - Project implementation – Project Resource Requirements – Cost Estimating - Budgeting and Cost Control

MODULE 8:

Quality Planning - Quality Assurance and Quality Control - Quality Management at different stages of Project

MODULE 9:

Managing Project Teams - HR planning - Acquiring, Developing and Managing High performance Project Teams - Project Team Pitfalls - Managing Inter-departmental Relations

MODULE 10:

Project Closure/ Termination - Meaning of closure/ termination - Types of Project Termination – Strategic Implications – Project in Trouble – Evaluation of Termination Possibilities – Termination Procedures

MODULE 11:

IT in Projects - Overview of the Types of Software for Projects - Criteria for Software Selection - Major Features of Software like MS Project -Working a Case through MS Project - Evaluation through Simulation - Project Review, Cost review etc., through MS Project

MODULE 12:

Contracting, Requesting Vendor Responses - Selecting Vendors - Contract Administration and Closure

REFERENCE MATERIAL:

- 1) *Presentation PPTs & Text*
- 2) *PMBOK – e-Book*
- 3) *MS-VISIO & MS-PROJECT TOOLS*

P211404: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

OBJECTIVES:

1. To expose students to issues in International Human Resources Management
2. To enable students to apply the above knowledge in managing Human Resources of an International Business

MODULE 1:

Introduction to HRM – Functions, Objectives, Qualities of a HR Manager, Recruitment, Selection, Placement, Training & Development, Performance Appraisal,, Wages & Compensation

MODULE 2:

Introduction to IHRM Nature – Scope - IHRM and domestic HRM compared, moderating variables, growing interest in IHRM. Organizational arrangement for IHRM.

MODULE 3:

Employee hiring & Compensation – staffing approaches, expat selection, expat failures, how to minimize failures. Training and development – role of expat training, pre-departure training, developing staff through international assignments, Re-entry and career issues – culture shock, repatriation process, repatriation programme, International compensation – objectives, key components, approaches, Performance appraisal and management of international employees.

MODULE 4:

HRIS and HR in virtual organizations - Meaning, Need, Advantages and uses. Designing of HRIS, Computerized HRIS, Limitation of HRIS. Meaning, Types of virtual organization, Difference between traditional & virtual organizations, Advantages and disadvantages of virtual organizations, Features of virtual organization, Managing HR in virtual organization.

MODULE 5:

Industrial relations – key issues - Cross Cultural Issues and Cross Cultural Relations in IHRM, Trade Unions, Who handles relations, ILO (Including its difference from the Indian Labour laws)

MODULE – 6:

HRM abroad: HRM in Japan, US, Europe, India and China.

BOOKS FOR REFERENCE:

1. *Anne Wil Harzing & Joris Van R: International Human Resource Management, Sage Publications.*
2. *Cynthia D. Fisher (etal): Human Resource Management, Houghton Mifflin.*
3. *Hilary Harris (etal): International Human Resource Management, VMP Publishers and Distributors.*
4. *Peter J. Dowling & Denice E. Welch: International Human Resource Management, Thomson Learning.*
5. *Raymond A Boe (etal): Human Resource Management, McGraw Hill.*
6. *Rober L. Mathis & John H. Jackson: Human Resource Management, Thomson Learning.*

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P2114DR: DISSERTATION