

ADDMISSION-

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EIILM UNIVERSITY

MBA

SYLLABUS

SEMESTER IV

Compulsory Papers

1. Total Quality Management
2. Environmental Management
3. Dissertation

**SYLLABUS
MBA
COMPULSORY PAPER
SEMESTER – IV
TOTAL QUALITY MANAGEMENT**

Sub. Code: MBA- 401

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Basic TQM Concepts

Introduction; Development of the Importance of Quality Management; Quality and Public; Factors Affecting Quality; Total Quality Management: Introduction and Principles.

Unit 2: TQM Philosophies

Approach to Quality: Deming, Juran, Crosby, Kaizen, Shigeo Shingo, Ishikawa, Taguchi.

Unit 3: Concept of Quality Circles

Objective; Process of Operation of Quality Circles; Using the Concept; Fish Bone; Application in Organization.

BLOCK - II

Unit 4: Six Sigma

Introduction; Deviation and Standard Deviation; Phases and Defective Units of Six Sigma; Its Importance; Overview of Master Black and Green Belt.

Unit 5: Leadership

Definition; Characteristics of Quality Leaders; Leadership Concepts; Role of TQM Leaders.

Unit 6: Customer Satisfaction

Introduction; Customer Perception of Quality; Feedback; Service Quality; Customer Retention.

BLOCK - III

Unit 7: Performance Measures

Quality Costs; Basic Concepts; Performance Measure Presentation; Appraisal Cost Category; Collection and Reporting; Analysis; Deming Prize; MBNQA.

Unit 8: Tools and Techniques

Pareto and Process Flow Diagram; Check Sheets and Histograms; Quality Function Deployment; QFD – Team; Design of Experiments; Control Charts; Quality Management Systems; Bench Marking.

Unit 9: Case Studies

Changing Company Culture; Xerox Corporation – Using TQM as a Competitive Strategy; Motorola's Secret to TQC; Motorola's Quest for Quality.

Suggested Reading:

1. Total Quality Management by Dale H. Besterfield and others, Publisher: Prentice Hall Publishing House.
2. Managing of Total Quality by N, Logothetis, Publisher: Prentice Hall of India Private Limited.
3. A Management Guide to Quality and Productivity by J. Bicheno and M. R Gopalan, Publisher: Wiley-Dreamtech, New Delhi

**SYLLABUS
MBA
COMPULSORY PAPER
SEMESTER – IV
ENVIRONMENTAL MANAGEMENT**

Sub. Code: MBA- 402

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Concept and Principles of Environmental Management

Introduction; Principles of Sustainable Development; Stakeholder Concept; Environmental Problems; the Concept of Environment and Environmental Management.

Unit 2: Policies and Legal Aspect of Environmental Management

Stockholm Conference; The Earth Summit Agreement; Environmental Governance in India since 1972; Environmental Protection and Fundamental Rights; India's International Obligations; Public Interest Litigation; Public Participation.

Unit 3: Environmental Impact Assessment (EIA)

Introduction: Definition; Planning; Relevance; Significance; EIA Inputs to the Project Cycle and the Outputs of the EIA Process; Environment Impact Assessment Practices in India; EIA Practices in India; Future Trends in EIA.

Unit 4: Emergence of Industrial Response for Environmental Issues in India

Introduction; Regulatory and Economic Instruments; Types of Standards; Corporate Environmental Responsibility; Environmental Reporting Practices in India In the Past Decade

Unit 5: ISO 14000 and Environmental Management System Standard

Introduction; Need for the New Standards; To whom does the Standard Apply? Where does the Standard Apply? What does the ISO 14000 Series Cover? General description: ISO 14001; Benefits of ISO 140001; Steps in ISO 14000 Certification Process; ISO Definition of Terms

BLOCK - II

Unit 6: Environmental Ethics

Introduction; Development of Environment Ethics; Ethical Theories: Consequential; Deontological; Other Theories; Ethical Theories Applied to Environment; Environment

Ethics in Spirituality; Relationship Between People and Environment; Ethical Dilemma; Environment Ethics and Population; Environment and Technology; Challenge of a World Environment Ethics.

Unit 7: WTO Environmental Issues

Introduction; Trade and Environment, WTO; its Structure and Principles; GATS, IPR; Trade without Discrimination; Trade and Environmental Milestones; Reconciling Trade with Environment; Environmental Concerns and WTO; Public Participation.

Unit 8: Waste Management

Introduction; Disposal Methods; Avoidance and Reduction Methods; Waste Handling and Transport; Waste Management Concepts; Education and Awareness; Biomedical Waste Management; Hazardous Waste Management; Radioactive Waste and Toxic Waste Management.

Unit 9: Case Studies

(i) Ashok Leyland's ISO 14001 Journey; (ii) Six Critical Skills Needed to be a Successful Environmental Professional in the Global "GREEN" Economy ; (iii) Solid Waste Disposal; (iv) Karnataka Integrated Rural Water Supply and Environmental Sanitation Project, Mysore District

Suggested Reading:

1. Environmental Management Text and Cases by Bala Krishnamoorthy, Publisher: PHI Publication
2. Handbook of Environmental Laws, Guidelines, Compliance & Standards, Vol. 1 & 2 by R. K. Trivedy, Publisher: Environ – Media Karad, India
3. ISO 14001 Certification – Environmental Management System, by W. Kurge, Publisher: Prentice Hall
4. Environmental Management Systems: Requirements with Guidance for Use - India Search Monograph on ISO-14001

**SYLLABUS
MBA
SEMESTER – IV
DISSERTATION**

Sub. Code: MBA- 406

Credit: 03

Total Marks: 100

Minimum Pass Marks: 40%

Viva-Voce: 50 Marks

Dissertation Report: 50 Marks

Guidelines for Writing Dissertation

1. Dissertation will be related to the major functional area of Management. The student has to select any organization and he/she has to prepare a report on the same.
2. The report will be prepared under the supervision of an internal and external guide.
3. The evaluation of the report and viva-voce will be done by expert authorized by the University
4. Dissertation should have an average size of 100 -150 pages.
5. Dissertation should be in word format (any other format like PDF will **NOT** be accepted), to be typed in Times New Roman with font size 12, 1.5 line spacing and A-4 paper size. Alignment should be “justified” except for heading, which can be “centered”.
6. The Dissertation should be hard bound with **BLACK** leather cover imprinted with **GOLDEN** colored ink.
7. The Dissertation has to be made in **DUPLICATE** (1 for self and 1 for the College/University) and duly signed by the respective Guide before submission. Dissertation will **NOT** be accepted in soft copy or bound in any other fashion (like spiral bound colorful covers).
8. The dissertation should be submitted on or before **the specified date**.
9. It is presumed that the dissertation work of the student is their own work and is not copied from other dissertations. If the examiner comes to conclude that the dissertation is copied the dissertation will be invalidated.

10. The Dissertation should include the following:

- (i) Title Page
- (ii) Student Declaration
- (iii) Acknowledgement
- (iv) Certificate from Organization/ Institute/ Company
- (v) College Guide Certificate
- (vi) Index Page
- (vii) Topic
- (viii) Introduction
- (ix) Executive Summary
- (x) Industry Information in Detail with Data
- (xi) Company Information
- (xii) Functional Area Information (Theory and Practical Application in Respective Organization)
- (xiii) General Summary and Findings
- (xiv) Bibliography

Specialization

Financial Management

- a. Corporate Restructuring
- b. Management of Financial Services
- c. Global Financial Marketing

SYLLABUS
MBA
SPECIALIZATION: FINANCIAL MANAGEMENT
SEMESTER – IV
CORPORATE RESTRUCTURING

Sub. Code: MBA - FM-403

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction to Restructuring & Business Failure

Introduction to Corporate Restructuring; Corporate Failure; the Psychology of Business Failure.

Unit 2: Restructuring as a Corporate Strategy

Dynamic of Restructuring; Historical Background from Indian Perspective; Corporate Strategy; Competitive Advantages & Core Competencies.

Unit 3: Legal Frame work of Corporate Restructuring

Provision under Various Indian Laws Enabling Restructuring; Divestitures; De-merger.

Unit 4: Merger and Acquisition

Merger & Amalgamation; Reason for Merger & Amalgamation; Categories of Merger; The Merger Negotiation Process; Cost of Merger; Methods of Merger/ Amalgamation.

Unit 5: Procedure and Steps of Merger and Acquisition

Procedural Aspects under Various Laws; Economic Aspects of Merger etc.; Merger Management; Financial Aspects of Merger/ Amalgamation; Taxation Aspects.

BLOCK - II

Unit 6: Financing of Merger and Acquisition

Funding the Merger Process; Process of Funding; Valuations of Shares & Business; DCF Methods; Other Models.

Unit 7: Post Merger Restructuring

Post Merger Re-organization; Measuring Post Merger Efficiency; Financial Restructuring; the Agile Organization.

Unit 8: Takeovers

Takeovers; Bail out Takeovers; Economic Aspect of Takeovers.

Unit 9: Strategic Alliances and Reverse Merger

Alliances; Implementing and Managing the Alliances; Reverse Merger.

Suggested Reading:

1. Financial Management and Policy Text and Cases by V.K.Bhalla, Publisher: Anmol Publication Private Limited;
2. Financial Management by Prasanna Chandra, Publisher: Tata McGraw Hill;
3. Basic Financial Management by Khan, M. Y. Jain, Publisher: Tata McGraw Hill;
4. Financial Management by I. M. Pandey, Publisher: Vikas Publishing House;
5. Financial Management by P. P. Shah, Publisher: Wiley India Private Limited

SYLLABUS
MBA
SPECIALIZATION: FINANCIAL MANAGEMENT
SEMESTER – IV
MANAGEMENT OF FINANCIAL SERVICES

Sub. Code: MBA – FM - 404

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Financial Services

Introduction; A Conceptual Framework; Scope and Classification; Financial System and its Functions; Classification of Financial Markets; Development of Financial System in India.

Unit 2: Non Banking Financial Companies

Introduction; Regulatory Non - Banking Companies (RNBCs); RBI Act Frame-work; RBI Acceptance of Public Deposits Directions; RBI & NBFC's Prudential Norms, Norms Related to Auditors Report; Latest RBI /;Ministry of Finance Guidelines.

Unit 3: Fund Based Financial Services

Concept of Lease Financing; Theoretical and Regulatory Framework of Leasing in India; Lease Documentation and Agreement; Concept of Hire Purchase Finance; Conceptual and Legal Framework; Hire Purchase - Accounting; Reporting and Taxation; Various Forms of Credit; Concept of Factoring; Types and Methodology; Advantages and its Limitations; Factoring and Forfeiting Financial Evaluation; Bills Discounting Concept and Regulations.

BLOCK - II

Unit 4: Housing Finance

Concept of Housing Finance; Housing Finance System; Housing Finance Schemes; Regulatory Framework; NHB - Powers, and its Norms; Refinance System; Equity Support to Housing Finance System.

Unit 5: Venture Capital Financing

Concept of Venture Capital; Origin and Types, Stages of Investment Financing; Factors Affecting Investment Decisions; Selection of Venture Capitalists; National and International Scenario of Venture Capital Financing; SEBI Regulations; Corporate Venturing.

Unit 6: Insurance Services

Concept of Insurance; Development in India, Regulatory Framework of Insurance; Insurance Regulatory and Development Authority IRDA; Rural Obligations, Insurance Advertisements and Disclosure; Licensing of Insurance Agents; General Insurance; IRDA Act; Reinsurance Business and its Regulations; Insurance Services in India, Operations of Private Insurance Companies.

BLOCK - III

Unit 7: Mutual Funds

Concept of Mutual Funds; Its Development in India; Benefits of Mutual Funds; Mutual Fund Schemes; Working of Mutual Funds with Respect to UTI, SEBI Regulations; Association of Mutual Funds in India; Unit Trust of India, Growth and Performance of Mutual Funds in India.

Unit 8: Development Financial Institutions

Introduction; Working of Development Finance; Policy Measures Related to DFIs; Industrial Finance Corporation of India; Study of ICICI, IDBI, IFCI, SIDBI, IDFCI, NABARD, SIDCs, and SFCs.

Unit 9: Fee Based Financial Services

Issue Management; Issue Related Activities and SEBI Guidelines; Role of Intermediaries in the Issue Management Activity; SEBI Norms for Intermediaries; Mergers and Amalgamation Process; Acquisitions and Takeover Process; Stock Broking Activity; Major Stock Exchanges in India; Process of Credit Rating.

Suggested Reading:

1. Management of Financial Services by Bhalla VK, Publisher: Anmol publishing house
2. Financial Services by Khan MY, Publisher: Tata McGraw Hill
3. Indian Financial System by Machiraju, Publisher: Vikas Publishing house
4. Indian Financial System by Pathak, Bharati V, Publisher: Pearson Education.
5. Indian Financial System by Khan MY, Publisher: Tata McGraw Hill.

SYLLABUS
MBA
SPECIALIZATION: FINANCIAL MANAGEMENT
SEMESTER – IV
GLOBAL FINANCIAL MARKETING

Sub. Code: MBA - FM-405

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Balance of Payment

Introduction; Basics of Accounting Conventions; Objectives; Process and Importance of Accounting Conventions; Components of Balance of Payments; Factors Affecting the Components; Indian Scenario.

Unit 2: Balance of Payment: Foreign Scenario

Foreign Exchange Markets; Export and Import of Goods and Services; Trade Balance; Merchandise Trade Balance.

Unit 3: A Frame Work for Global Finance-I

Financial Markets; Measures and Significance of Global Financial Markets; Domestic and Offshore Markets and Their Significance.

Unit 4: A Frame Work for Global Finance-II

Measures and Significance of Euro Markets; Interest Rates in the Global Money Markets; Overview of Money Market Instruments.

Unit 5: International Equity Investment

Introduction; Risk and Return from Foreign Equity Investment; Equity Financing in International Markets and its Mechanism.

BLOCK - II

Unit 6: International Capital Markets

Mechanism of International Capital Market; E - Money Market Instruments; Major Market Segments; International Financing Decision.

Unit 7: International Monetary Fund and European Monetary Unit

Fixed Exchange Rate Systems; European Monetary Systems; Exchange Rate Mechanism; Economic and Monetary Union.

Unit 8: Financial Management in an MNC

Basics of Short Term Financial Management in an MNC; Short Term Borrowings and Investments; Investing Surplus Funds.

Unit 9: International Cash Management

Objective; Centralized and Decentralized Cash Management; Advantages and Disadvantages; Cash Transmission

Suggested Reading:

1. The Economic Environment of International Business by Raymond Vernon and Louis T Wells, Publisher: Prentice Hall College Division
2. International Business by Cznkota M R, Rankainen I A, and Moffett M H, Publisher: Dryden Press
3. International Business: Introduction and Essentials by Bull D A, Richard D Irwin and McCulloch Jr. Publisher: W H
4. International Business by Donald A. Ball, Wendell H. McCulloch, Jr., Paul L. Frantz, J. Michael Geringer, and Michael S. Minor, Publisher: Irwin Professional Publishing
5. The Challenge of Global Competition, by Donald Ball, Publisher: McGraw-Hill

Specialization

Marketing Management

- a. Marketing of Services
- b. Brand Management
- c. Industrial Marketing

SYLLABUS
MBA
SPECIALIZATION: MARKETING MANAGEMENT
SEMESTER – IV
MARKETING OF SERVICES

Sub. Code: MBA - MM-403

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Overview of Services

Introduction; Special Characteristics of Services; Classification of Services; Consumer Behaviour.

Unit 2: Customer Relationship Marketing

Service Revolution; Relationship of Service Marketing; Financial Services Marketing and Regulations, Importance of Services in Customer Satisfaction.

Unit 3: Marketing Positioning

Marketing Mix: Services and Technology, First P – Product, Life Cycle, Service Concept, Service Mix; Positioning and Differentiation of Services: Evolution, Competitive Differentiation of Positioning, Levels and Process, Positioning Option, Implementation; Positioning Process.

Unit 4: Pricing in Service

Introduction; Key Pricing concepts; Pricing Issues for Services; Organization's Objectives and Pricing; Framework for Pricing Decision..

Unit 5: Planning and Communication Process

Promotion and Communications in Services Marketing; Services Distribution Planning; People – the Fifth “P”; Process and Physical Evidence.

BLOCK - II

Unit 6: Service Standard

Service Quality: Developing, Assessing, Benchmarking, Implementing, and Monitoring Quality Services; Service Standards: Factors necessary for Appropriate Standards; Implications of Service Standard; Critical Implications of Service Employees.

Unit 7: Internal Audit and Market Research

Contingency of Empowerment; Internal Service Audit; Global Feature; McDonald's Approach; Market Research Process: Qualitative or Quantitative Data; Problem Definition/ Establishment of Research Objectives; Data Analysis; Gathering and Storing of Marketing Information; The Marketing Information System.

Unit 8: Planning of Relationship Marketing

Marketing Planning for Services; Internal Marketing; Relationship Marketing; Customers' Role in Service Delivery; Strategies for Enhancing Customer Participation.

Unit 9: Channel Planning Pricing

Delivering through Intermediary Channels; Basic Channel Functions; Benefits and Challenges in Electronic Distribution of Services; Managing Demand and Capacity; Strategies for Matching Capacity and Demand; The Integrated Gap Model of Service Quality.

Suggested Reading:

1. Service Marketing: Text, Cases and Reading by Lovelock C; Publisher: Pearson Education Industrial Marketing by Ghosh, Publisher: Oxford University Press
2. Service Marketing by Woodruff H; Publisher: Macmillan
3. Service Marketing by Zeithmal V. A. et.al. **Publisher:** Tata McGraw-Hill Publishing Company limited.
4. Managing Service Marketing by Baleson J. E. G., **Publisher:** Dryden Industrial Marketing Text Book: ICMR

SYLLABUS
MBA
SPECIALIZATION: MARKETING MANAGEMENT
SEMESTER – IV
BRAND MANAGEMENT

Sub. Code: MBA - MM-404

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Branding Concepts

Introduction to Brand; Brand and Branding Basics; Relationship of Brands with Customers; Building Successful Brands.

Unit 2: Terms Associated with Brands

Understanding Various Terms; Brand Names and Brand Extensions; Co-Banding and Corporate Branding; Brand Associations and Brand Image.

Unit 3: Management of Brand

Brand Loyalty; Brand Relationship; Brand Equity; Brand Management

Unit 4: Brand Processing

Brand Evolution; Value of Brand; Brand Planning and Brand Potential.

Unit 5: Brand Selection

Brand and Consumer Buying Process; Consumer Search for Brand Information; Issues associated with Effective Brand Name; Added Values Beyond Functionalism; Brand Personality; Branding to make Tangible the Intangible.

BLOCK - II

Unit 6: Retailer Issues in Branding

Response of Strong and Weak Manufacturers; Brand Positioning Strategies; Consumer Segmentation..

Unit 7: Components of Brand Positioning

Brand Architecture and Brand Portfolio; Perceptual Mapping; Brand Benefits and Attributes; Advertising and Branding; Successful Re-positioning; Differential Advantage and Positioning.

Unit 8: Leadership in Brand

Brand as Strategic Devices; Brand Evaluation and Planning.

Unit 9: Contemporary Issues in Branding

Protecting Brands through Trademarks; Legal Perspectives in Branding; Online Branding; Business to Business Branding; Live Industry Projects.

Suggested Reading:

1. Branding Concepts and Process by Pati D, Publisher: Macmillan
2. Creating Powerful Brands by McDonald Malcolm and De Chernatony L, **Publisher:** Amazon.Co.UK
3. Brand Positioning by Subroto Sen Gupta, **Publisher:** Tata McGraw-Hill
4. Product Management in India by R. C. Majumdar, **Publisher:** Prentice-hall of **India** Pvt Ltd.
5. Brand Leadership by David A Aaker, **Publisher:** Free Press
6. Managing Indian Brands by S R Kumar, **Publisher:** Wharton School **Publishing**

SYLLABUS
MBA
SPECIALIZATION: MARKETING MANAGEMENT
SEMESTER – IV
INDUSTRIAL MARKETING

Sub. Code: MBA - MM-405

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Basics of Industrial Marketing

Introduction to Industrial Marketing; Industrial versus Consumer Marketing; Industrial Marketing Landscape; Economics of Industrial Demand; Classification of Industrial Customers.

Unit 2: Buying Behaviour

Unique Characteristics of Organizational Procurement; Purchasing in Government Units; Industrial Buying Behaviour in Indian context; Conceptualization of Buying Behaviour; Stages in Buying.

Unit 3: Inputs to Industrial Marketing

Uncertainty Management in Industrial Marketing; Purchasing Agents in Industrial Buying; Negotiation in Industrial Marketing.

Unit 4: Strategic Planning

Process of Strategic Planning; Macro and Micro Variables Used to Segment Industrial Marketing; Industrial Marketing Strategy in India; Managing the Development of Strategic Planning and McKinsey's 7-s Framework.

Unit 5: Strategy Implementation

Understanding Strategy Formulation and Strategy Implementation; Industrial Marketing Strategy Components; Industrial Marketing Strategy in India; Industrial Marketing Research for New Product Development.

BLOCK - II

Unit 6: Channel Optimization

Channel Participants; Channel Functions and Dual Channels; Choosing the Right Distributor; Distribution and Manufacturers' Representatives.

Unit 7: Logistics and Marketing Control

Purchasing Practices of Industrial Customers in Indian Context; Marketing Logistics: Physical Distribution and Customer Services; Marketing Control.

Unit 8: Sales Force Planning

Development of Industrial Sales Force; Motivation of Sales Force; Effective Use of Sales Compensation..

Unit 9: Pricing

Price: A Crucial Element in Product Strategy; The nature of Derived Demand; Industrial Product Pricing in India; Segregation of New Product Cost; Pricing in Industrial Marketing.

Suggested Reading:

1. Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu Csg, Lalitha R, Publisher: Jaico Book House
2. Industrial Marketing by Ghosh, Publisher: Oxford University Press
3. Industrial Marketing 2e by K. K. Havaldar, Publisher: Tata McGraw-Hill Publishing Company limited
4. Industrial Marketing Management by Govindarajan, **Publisher:** Vikas Publishing House Pvt. Ltd.
5. Industrial Marketing by Phadtare M. T, **Publisher:** Prentice Hall of India Private Limited
6. Industrial Marketing Text Book: ICMR

Specialization

Human Resource Management

- a. Management of Training and Development
- b. Organizational Change and Development
- c. International Human Resource Management

SYLLABUS
MBA
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT
SEMESTER – IV
MANAGEMENT OF TRAINING AND DEVELOPMENT

Sub. Code: MBA – HR - 403

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Conceptual Framework of Training-I

Introduction to Training Development and Education; Objectives of Training; Areas of Training, Drawbacks and Problem of Training; Significance of Training; Training Manual; Learning and Learning Styles; Learning process: A Few Good Learning Theories.

Unit 2: Conceptual Framework of Training-II

Adult Learning; Learning styles elements and profiles; Principles of Effective Training and Learning; Effective Training; Collection of Articles.

Unit 3: Approaches to Training

Approaches to Training; Training Procedure; Training Need; Assessment; Training for Performance; Training Room Design; Role and Responsibilities of HRD and Training Specialist.

BLOCK - II

Unit 4: Designing Training Plan

Objectives of Designing Training Plan; Competency Based HRM/Training; Competency Psychology Designing & Conducting Specific T & D Programmes; New Employee Training.

Unit 5: Methods and Styles of Training I

Introduction to Training Methods and Techniques; Sensitivity Training; On the Job Training; Basic Teaching and Presentation Skills.

Unit 6: Methods and Styles of Training II

Training Methods; Criteria for Method Selection; Relationship between Principles of Teaching and Learning Methods; Computer Based Training (CBT).

BLOCK – III

Unit 7: Evaluation of Training

Introduction; Concept and Principles; Evaluation of Training; Evaluating Training and Results.

Unit 8: Methods of Evaluation & Training Assessment

Program Evaluation; Planning the Program Evaluation; Levels of Evaluation Methods of Evaluation; Feedback and Assessment; Evaluating Training Staff; Assessing the ROI of Training, Tutorial.

Unit 9: Management Training & Development

Management Development; Employee Training & Coaching; Mentoring and Coaching; ROI of Management Training; Training Practices; Train the Trainer; Training for Diversity.

Suggested Reading:

1. Management of Human Resources, Dr A. K Saini and Sanjay Kumar Pathak, Publisher: Gullybaba Publishing
2. Human Resource Management by K. Ashwa Thapa, Publisher: Himalaya Publishing House
3. Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House
4. Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House.
5. Training, Needs, Analysis and Evaluation by Frances and Roland Bee, Publisher: IPD London
6. Art of Training and Development in Management by Leslie Rae, Publisher: Crest Publication.

SYLLABUS
MBA
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT
SEMESTER – IV
ORGANIZATIONAL CHANGE AND DEVELOPMENT

Sub. Code: MBA – HR - 404

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Overview of Organizational Development

What is Organizational Development? Objectives and Characteristic Features of OD; Emergence of OD; Foundations of Organizational Development; Organization as Changing Entity; Life Cycle of Organizations; Implications of OD Values and Assumptions.

Unit 2: Theory and Management of Organizational Change -I

Introduction to Management of Change; Environmental Factors of Organizational Change; Technology and Change; Reasons for Change in Business Environment; the Process of Change; Managing Organizational Change.

Unit 3: Theory and Management of Organizational Change - II

Resistance to Change; Approaches to Planned Change; Key Roles in Organizational Change; Implementation Team, Key Roles in Change Functions and Skills; Successful Change Agency.

BLOCK - II

Unit 4: Theory of Organization Change and Development

Introduction to Organizational Development; Nature and Objectives of OD; Themes and Characteristic Features of OD.

Unit 5: Management of Organization Change and Development

History and Evolution; Values of OD Change Consultants; Evaluation of Organizational Change; Limitations and Prerequisites to Success of OD,

Unit 6: Organization Diagnosis

Organization Diagnosis: Concept, Nature, Issues and Methods; Quantitative and Qualitative Methods.

BLOCK – III

Unit 7: Organization Intervention

Objectives; Concept of Organization Intervention; Types of Intervention; Focus of the Intervention.

Unit 8: Latest Trends of Organizational Development

Emerging Conceptual Model of OD; Emerging OD Skills.

Unit 9: Future of Organizational Development

Latest Views and Approaches in OD of Management Gurus; Organizations of Tomorrow; Projections of Management Experts.

Suggested Reading:

1. Management of Human Resources by Dr A. K Saini and Sanjay Kumar Pathak, Publisher: Gullybaba Publishing
2. Human Resource Management by K. Ashwa Thapa, Publisher: Himalaya Publishing House
3. Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House
4. Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House.
5. An Experimental approach to organizational Development by Harvey, D.F. & Brown, D.R., Publisher: Prentice Hall
6. Approaches to planned change - Organization Development by French W.L., Bell C.H, Publisher: Prentice Hall

SYLLABUS
MBA
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT
SEMESTER – IV
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Sub. Code: MBA – HR - 405

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction & Overview

International HRM; International HRM vis-à-vis Domestic HRM: Core Concept; Variables that moderate difference between Domestic and International HRM.

Unit 2: Organizational Context

Internationalization Stages and Human Resource Management; Factors affecting HR Activities; Growth path of Globalizing Firm and HRM Implications; Linking HR to International Expansion..

Unit 3: International Recruitment and Selection

International Hiring Policies; Source of Recruitment; Expatriate Issue; Expatriate Selection; Expatriate Strategies; Selection of HCN & TCN.

BLOCK – II

Unit 4: International Performance Management

Basic Components; Factors Associated with Individual Performance and Appraisal; Criteria Used for Performance Appraisal of International Employees; HCN Employees' Appraisal.

Unit 5: Training and Development

Training and Development in International HRM; Language Training; HCN Training; Developing International Staffs; Multinational Training.

Unit 6: Compensation

International Compensation Management; Approaches to International Compensation; Repatriation Process; Career Anxiety; Multinational Responses on Repatriation.

BLOCK – III

Unit 7: International Labor Relation

Key Issues in International Labor Relations; Labor Unions and International Labor Relations; the Response of Labor Unions to Multinationals.

Unit 8: Issues, Challenges and Developments in IHRM

Regional Integration: The European Union (EU), Social Policy and Social Dimensions of EU, Disclosure of Information and European Works Councils (EWCs), Social Dumping, North American Free Trade Agreement; Issues and challenges to IHR function with respect to India; Theoretical Development in IHRM.

Unit 9: Managing People in an International Context

Corporate Social Responsibility; HR Practices in UK, USA, Japan and China.

Suggested Reading:

1. International Human Resource Management: Managing People in a Multinational Context by Peter J. Dowling, Denise E. Welch, Randal S. Schuller, Publisher: Thompson South Western. Bangalore.
2. Human Resource Management: A contemporary Perspective by Ian Beardwell and Len Holden, Publisher: Macmillan, New Delhi.

Specialization

Information Technology

- a. E Commerce
- b. Visual Programming
- c. Software Engineering

SYLLABUS
MBA
SPECIALIZATION: INFORMATION TECHNOLOGY
SEMESTER – IV
E - COMMERCE

Sub. Code: MBA - IT- 403

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction to E - Commerce

Introduction; Definition; Brief history of E Commerce; Forces fueling E-Com; E-Com Vs E-Business; Challenges in E – Commerce; E-Business Communities.

Unit 2: Introduction to E - Business

Model for E-Business: Channel Reconfiguration, Transaction, Event, and Market Segment Aggregation; Value Chain Integration, Strategic Model; E-Com Industry Framework; Information Superhighway; Types of E-Com; E-Business Trident: E-SCM, E-CRM, and E-RP.

Unit 3: E - Security

Firewalls & N/W Security; Type of Firewall, Security Policies; Emerging Firewall Management Issue; Transaction Security; Types of Online Transactions; Requirement for Online Transactions; Encryption & Transaction Security; Secret – Key Encryption; Public Key Encryption; Implementation & Management Issues; WWW & Security; Netscape’s Secure Socket Layers; Security & Online Web Based Banking Security.

BLOCK – II

Unit 4: Electronic Payment System

Overview of E-Payment System; Digital Cash, Properties; Electronic Check & Benefits; Online Credit Card System; Types of Credit Card Payments; Secure Electronic Transactions (SET).

Unit 5: Other Electronics Financial Systems

Other Emerging Financial Instruments; Debit Card and Point of Sale (POS); Debit Card and E - Benefit Transfer; Smart Cards; Electronic Fund Transfer; Intelligent Agents.

Unit 6: E-Com Banking

Electronic Commerce and Banking; Home Banking History; Banking via Online Services; Management Issues in Online Banking.

BLOCK – III

Unit 7: E–Com Retailing and Publishing

Electronic Commerce and Retailing; Management Challenges in Online Retailing; Electronic Commerce and Online Publishing; Advertising and Online Publishing.

Unit 8: Internet Marketing

Introduction: Definition and Scope; the 7 Stages of Internet Marketing; Critical Success Factors for Internet Marketing.

Unit 9: E–Com Strategies

E-Commerce Strategies for Development; Element of National E-Commerce Strategies; Legal and Regulatory Issues; E-Commerce and Sales Strategy.

Suggested Reading:

1. Electronic Commerce-A managers Guide by Ravi Kalakota and Andrew Whinston, Publisher: Pearson Education India
2. Global Electronic Commerce by Westland J. Christopher and Clark Theodore, Publisher: Academic Press
3. Internet Marketing by Rafi A. Mohammed and Robert J. Fisher, Publisher: McGraw Hill
4. Electronic Commerce: Opportunities and Challenges by Syed Mahbubur Rahman, Mahesh Raisinghani, Publisher: Idea Group

SYLLABUS
MBA
SPECIALIZATION: INFORMATION TECHNOLOGY
SEMESTER – IV
VISUAL PROGRAMMING

Sub. Code: MBA - IT- 404

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction to Visual Basic

Introduction to Visual Basic (VB): Languages, the VB Programming Process, Starting and Stopping VB; Introduction to Events; Control Events; Responds to Events; How to Run Applications; Event Properties and Procedure; Generating Applications.

Unit 2: Controls and Properties

Creating New Applications; How to Place and Size Controls; Setting Properties, Tools Tips Features; Labels, Buttons, Text Boxes and Related Properties.

Unit 3: Coding in Visual Basics

Coding Basics; Data basics; Data Types; Declare Variables; Assign Data to Variables; the DIM Statements; Message Box and Input Box.

BLOCK - II

Unit 4: Making Decisions

Comparison Operators; Comparison Nature; If Statement; Else Branch; Compound Comparisons with Logical Operators; Looping and Coding.

Unit 5: Combining Code and Control

Calculation Application and Control Arrays; Error Checking; Basics of List Boxes and Data List Control; Data Arrays and Control arrays; Frame and Operation Button.

Unit 6: Basics of Dialog Box and Internal Functions

Introduction to Basic Dialog Box; Generating Common dialogue Box; Structured Programming; Coding Functions; Use of Built Function; Data Conversion Functions.

BLOCK - III

Unit 7: VB Database and Printing in VB

Visual Basic Database Concept; Database Processing; Printing in VB; Printing Variables and Controls.

Unit 8: Menus, Graphics, and Toolbars in VB Applications

Working with Menu and Menu Bar; Connecting Menu to Event Procedure; Displaying Graphics in VB and Image Controls; Creation of Tool Bad; Line and Shape controls

Unit 9: Writing Correct Application and Compiling

Errors and Types of Errors; Object Basics; OLE Automation; Compiling Applications

Suggested Reading:

1. Visual Basic 6 Programming by Steven Holzner Publisher: Wiley Dreamtech
2. Mastering Visual Basic 6 by Lowell Mauer, Publisher: Sams
3. More Visual Basic 6 by Evangelos Petroustos, Publisher: BPB Publication
4. Hardcore *Visual Basic* by Bruce McKinney, Publisher: Microsoft Press

SYLLABUS
MBA
SPECIALIZATION: INFORMATION TECHNOLOGY
SEMESTER – IV
SOFTWARE ENGINEERING

Sub. Code: MBA - IT- 405

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Overview

Introduction: FAQs about Software Engineering; Professional and Ethical Responsibility; Software Process: Models; Process Iteration, Specification, Software Design and Implementation; Verification & Validation; Software Evolution; Automated Process Support.

Unit 2: Software Project Management and Requirements

Project Management: Management Activities, Project Planning, Project Scheduling, Risk Management; Software Requirements: Functional and Non-Functional Requirements, User Requirements, System Requirements, Requirements Document; Requirements Engineering Process: Feasibility Studies, Requirements Elicitation and Analysis, Requirements Validation, Requirements Management.

Unit 3: System Models, Software Prototyping and Specifications

System models: Context, Behavioural, Data, and Object models, CASE Workbenches; Software Prototyping: Prototyping in the Software Process, Rapid Prototyping Techniques, User Interface Prototyping; Specifications: Formal Specification in the Software Process, Interface Specification, Behavioural Specification.

Unit 4: Architectural Design

Introduction: System Structuring; Control Models; Modular Decomposition; Domain-Specific Architectures; Distributed Systems Architectures: Multiprocessor Architectures; Client-Server Architectures, Distributed Object Architectures; CORBA (Common Object Request Broker Architecture)

Unit 5: Software Design

Object-Oriented Design: Objects and Object Classes, Object-Oriented Design Process, Design Evolution; Real-Time Software Design: Systems Design, Real-Time Executives, Monitoring and Control Systems, Data Acquisition Systems; Design with Reuse: Component-Based Development, Application Families, Design Patterns; User Interface

Design: Principles, User Interaction, Information Presentation, User Support, Interface Evaluation.

BLOCK - II

Unit 6: Verification, Validation and Testing

Verification and Validation (V & V): Static and Dynamic V & V, V & V Goals, V & V vs. Debugging, Software Inspections / Reviews, Clean-Room Software Development; Software Testing: Defect Testing, Integration Testing, Interface Testing, Object-Oriented Testing, Testing Workbenches.

Unit 7: Managing People

Introduction; Limits to Thinking; Memory Organization; Knowledge Modeling; Motivation; Group Working; Choosing and Keeping People; the People Capability Maturity Model.

Unit 8: Software Cost Estimation and Quality Management

Software Cost Estimation: Productivity, Estimation Techniques, Algorithmic Cost Modelling, Project Duration and Staffing; Quality Management: Quality Assurance and Standards, Quality Planning, Quality Control, Software Measurement and Metrics; Process Improvement: Process and Product Quality, Process Analysis and Modelling, Process Measurement, the SEI Process Maturity Model, Process Classification

Unit 9: Evolution

Legacy Systems: Structures, Design, and Assessment; Software Change: Program Evolution Dynamics, Software Maintenance, Architectural Evolution; Software Re-Engineering: Source Code Translation, Reverse Engineering, Program Structure Improvement, Program Modularisation, Data Re-Engineering; Configuration Management.

Suggested Reading:

1. Software Engineering: An Engineering Approach, by J.F.Peters and W. Pedrycz, Publisher: John Wiley and Sons
2. Software Engineering: A Practitioner's Approach by Roger Pressman, Publisher: McGraw-Hill
3. Fundamentals of Software Engineering by Ghezzi, Jayazeri, and Mandrioli, Publisher: Prentice-Hall
4. Software Engineering Fundamentals by Ali Behforooz, and Frederick J.Hudson, Publisher: Oxford University Press

Specialization

Operations Management

- a. Logistic Management
- b. Quality Management System - Reliability and Maintainability
- c. World Class Manufacturing

SYLLABUS
MBA
SPECIALIZATION: OPERATIONS MANAGEMENT
SEMESTER – IV
LOGISTIC MANAGEMENT

Sub. Code: MBA - OM - 403

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Concepts Objectives and Elements of Logistics

Concept of logistics; Importance of logistics; Objectives of logistics; Components of Logistics.

Unit 2: Logistics Subsystem

Marketing Logistics; Essence of Logistics In Marketing; Marketing Trends; Relevance of Logistics In Export Management; Importance of Logistics as a Strategic Resource; Trade-Off Analysis; Forms of Logistics Management.

Unit 3: Integrated Logistics

Work of Logistic; Integrated Logistics; Barriers to Internal Integration.

BLOCK – II

Unit 4: Supply Chain Relationships Part I

Introduction; Channel Structure; the Economics of Distribution; Specialization; Assortment; Concentration; Customization.

Unit 5: Supply Chain Relationship Part II

Supply Chain Competitiveness; Risk, Power, and Leadership; Elements of Success; Logistical Service Alliances; Factors Stimulating Service Based Alliances; Core Specialization; Power Clarity; Cooperation Emphasis; Regional Alliances Create Transcontinental Moves; Integrated Logistics Service Provider.

Unit 6: Transportation

Transport Functionality and Principles; Product Movement; Product Storage; Relationship between the Shipper, the Consignee, and the Public.

BLOCK – III

Unit 7: Multi-Modal Transport

Concept of Multimode Transport; Features of Multimodal Transport System; Advantages of Multimodal Transport; Suppliers of Transportation Services; Typical Carrier Ancillary Services.

Unit 8: Warehousing

Introduction; Definitions as per Bombay Warehouse Act, 1959; Evolution of Concept of Warehousing; Importance / Benefits of Warehousing; Warehouse Operating Principles; Developing the Warehouse Resource.

Unit 9: Inventory Management

Introduction; Inventory Types and Characteristics; Component of Inventory Carrying Cost; Planning the Inventory Resource; Volume Transportation Rates; Quantity Discounts; Time-Series Lot Sizing.

Suggested Reading:

1. Logistics & Supply Chain Management by Martin Christopher, Publisher: Pearson Publication
2. Business Logistics Management by Ronald H. Ballou, Publisher: ABC Publication
3. Logistics and Supply Chain Management by G Raghuram and N Rangaraj, Publisher: Macmillan Publication.

SYLLABUS
MBA
SPECIALIZATION: OPERATIONS MANAGEMENT
SEMESTER – IV
QUALITY MANAGEMENT SYSTEM - RELIABILITY AND
MAINTAINABILITY

Sub. Code: MBA - OM - 404

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Quality Management

The Quality Movement: Philosophy and History, Contributions of Deming, Shewhart, Juran, Crosby, Taguchi and Others.

Unit 2: Problem Solving Tools and Analysis

Overview of Organizational Change; Various Problem Solving Tools; Flow Charts; Cause and Effect Diagrams; Check Sheets; Run Charts, Histograms; Scatter Diagrams; Pareto Charts; Statistical Process Control; Control Chart of Variables; Control Chart of Attributes; Acceptance; PDCA; Cost of Quality.

Unit 3: Strategies for Implementing Quality Systems

General Implementation of Quality Management systems; Deming Prize; Quality Function; Deployment; Benchmarking and its Importance; ISO 9000 Quality Standards.

BLOCK - II

Unit 4: Reliability

Introduction and Objectives of Reliability; Quality and Reliability; Failure Analysis; Failure Causes and Mechanisms; Failure Mode: its Causes and Mechanisms, Failure Mode Effects and Criticality Analysis (FMECA).

Unit 5: Probabilistic Models of Failure Phenomena

Models Used for Reliability Evaluation; Probabilistic Models of Failure; Repairable and Non Repairable Systems; Life Models for Non Repairable Systems: Lognormal, Gamma and Fatigue Life Distributions; Life Models for Repairable Systems: Homogenous Poisson Process (HPP), Non Homogenous Poisson Process (NHPP); System Modeling Analysis; Reliability Testing; Growth; Monitoring and Testing; Accelerated Testing.

Unit 6: Designing for Reliability

Principles of Reliability Management; Reliability Culture in Organization; Managerial Introspection; Proaction; Steps in Training; Managing for Reliability.

BLOCK – III

Unit 7: Maintainability

Introduction; Scope; Maintainability in the Life Cycle; Design for Maintainability Planning; Maintainability Program Requirements; Tasks and Process.

Unit 8: Measures of Maintainability

Reliability Factors; Maintainability Factors; Logistic Support Factors and Resources; Availability; Dependability and Effectiveness Factors; Maintenance and Allocation Requirements; Maintainability Analysis; Design Criteria; Design Analysis and Evaluation Tools; Maintainability Cost Analysis; Maintenance Prediction and HR Analysis; Maintenance Task Analysis.

Unit 9: Quality Reliability and Maintainability in Service Sector

Service Industries and Their Characteristics; Service Quality Management; Techniques for Evaluation; Applications of Quality Concepts in Various Industries; Service Reliability and Maintainability.

Suggested Reading:

1. Fundamentals of Quality Control and Improvement, Amitava Mitra Publisher: Prentice Hall.
2. Accelerated Quality and Reliability Solutions, Klyatis Lev, Publisher: Elsevier Science.
3. Applied Reliability, Tobias Paul A, Publisher: Chapman and Hall / CRC

SYLLABUS
MBA
SPECIALIZATION: OPERATIONS MANAGEMENT
SEMESTER – IV
WORLD CLASS MANUFACTURING

Sub. Code: MBA – OM- 405

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Information Age and Global Competitiveness

The Emergence of Information Age; Competition and Business Challenge; Operating Environment; Globalization and International Business; Global Competitiveness and Manufacturing Excellence; World Class Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry.

Unit 2: Cutting Edge Technology

Value Added Engineer in - Hall's Framework; Schonberger's Framework of WCM; Gunn's Model; Maskell's Model.

Unit 3: Philosophy of World Class Manufacturing

Evolution of WCM; Ohno's View on WCM; Principles and Practices; Quality in WCM; Deming's & Shingo's Approach to Quality Management; Culmination of WCM.

BLOCK – II

Unit 4: System and Tools for World Class Manufacturing

The Integration Imperative; Overview of Systems and Tools; Information Management Tools - Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC), Material Processing and Handling Tools; Assessment of Manufacturing Systems and Tools.

Unit 5: Labor and HRD Practices in WCM

Human Resource Dimensions in WCM; Morale and Teamwork; High Employee Involvement; Cross Functional Teams; Work Study Methods; Human Integration Management.

Unit 6: Competitive Indian Manufacturing

Manufacturing Performance and Competitiveness - Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure.

BLOCK – III

Unit 7: Globalization and World Class Manufacturing

Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - PO-P System, TOPP System and Ambite System.

Unit 8: The Future WCM

Manufacturing Strategy: Futile Search for an Elusive Link, Manufacturing Strategic Intent Classification, Translating Intent into Action.

Unit 9: Case Studies

Accelerated Fermentation Process – Using World Class Enzymes; Birla Cellulosic Kharach.

Suggested Reading:

1. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena & Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd.
2. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann
3. The Toyota Way by Jeffrey K.Liker, Publisher: Tata McGraw Hill
4. Managing Technology & Innovation for Competitive Advantage by V. K. Narayanan, Publisher: Prentice Hall
5. World Class Manufacturing - The Lesson of Simplicity by Richard J Schonberger, Publisher: Free Press - A Division of Simon and Schuster

Specialization

Supply Chain Management

- a. Logistics
- b. Retail Supply Chain Management
- c. ERP and Web Based Supply Chain Management

SYLLABUS
MBA
SPECIALIZATION: SUPPLY CHAIN MANAGEMENT
SEMESTER – IV
LOGISTICS

Sub. Code: MBA - SCM - 403

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Concepts Objectives and Elements of Logistics

Concept of logistics; Importance of logistics; Objectives of logistics; Components of Logistics.

Unit 2: Logistics Subsystem

Marketing Logistics; Essence of Logistics In Marketing; Marketing Trends; Relevance of Logistics In Export Management; Importance of Logistics as a Strategic Resource; Trade-Off Analysis; Forms of Logistics Management.

Unit 3: Integrated Logistics

Work of Logistic; Integrated Logistics; Barriers to Internal Integration.

BLOCK – II

Unit 4: Supply Chain Relationships Part I

Introduction; Channel Structure; the Economics of Distribution; Specialization; Assortment; Concentration; Customization.

Unit 5: Supply Chain Relationship Part II

Supply Chain Competitiveness; Risk, Power, and Leadership; Elements of Success; Logistical Service Alliances; Factors Stimulating Service Based Alliances; Core Specialization; Power Clarity; Cooperation Emphasis; Regional Alliances Create Transcontinental Moves; Integrated Logistics Service Provider.

Unit 6: Transportation

Transport Functionality and Principles; Product Movement; Product Storage; Relationship between the Shipper, the Consignee, and the Public.

BLOCK – III

Unit 7: Multi-Modal Transport

Concept of Multimode Transport; Features of Multimodal Transport System; Advantages of Multimodal Transport; Suppliers of Transportation Services; Typical Carrier Ancillary Services.

Unit 8: Warehousing

Introduction; Definitions as per Bombay Warehouse Act, 1959; Evolution of Concept of Warehousing; Importance / Benefits of Warehousing; Warehouse Operating Principles; Developing the Warehouse Resource.

Unit 9: Lean Logistics and Packaging

Cost Minimization; Order Processing; Logistical Performance Cycles; Packaging Perspective; Mechanized Warehousing; Containerization.

Suggested Reading:

1. Logistics & Supply Chain Management by Martin Christopher, Publisher: Pearson Publication
2. Business Logistics Management by Ronald H. Ballou, Publisher: ABC Publication
3. Logistics and Supply Chain Management by G Raghuram and N Rangaraj, Publisher: Macmillan Publication.

SYLLABUS
MBA
SPECIALIZATION: SUPPLY CHAIN MANAGEMENT
SEMESTER – IV
RETAIL SUPPLY CHAIN MANAGEMENT

Sub. Code: MBA – SCM - 404

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Defining the Retail Supply Chain

Introduction; More than Stores; Defining the terms: Supply Chain and Supply Chain Management; the Importance of Customer Segments; Adding Value along the Chain; Types of Supply Chain Business; Supply Chain Component Data.

Unit 2: A Changing World: Moving Toward Comparative Advantage

Basics on Comparative Advantage; Concept of Distance; Revenue Control, Workforce Cost, Fixed Cost, Purchased Item Cost.

Unit 3: Drivers of Retail Supply Chain Change

Importance of Drivers; Innovation Driver; Extended Product Design; Globalization; Flexibility Imperative – the Ultimate Capability; Process Centered Management.

Unit 4: Path to the Customer

Meeting Market Needs – Dimensions; Role of Specifications; Nature of Demand; Quality Function Deployment Tool: QFD Overview, Supply Chain QFD Example.

BLOCK – II

Unit 5: Product Types – Value to the Customer

The Product Life Cycle; Innovative and Functional Products; Market Research Costs; Customer Value and Product Types.

Unit 6: Retail Supply Chain Management – Skill Required

Five Tasks for SCM Excellence; Assessing Retail SCM Skills

Unit 7: The Demand Driven Supply Chain

Vision for the Demand – Driven Supply Chain; the Path from Forecast Driven to Demand Driven; Demand-Driven Tools and Techniques; Sponsoring the Demand Driven Supply Chain.

BLOCK – III

Unit 8: Product Tracking Along Retail Supply Chains

Low Tech Retailing; Beyond Basic Bar Codes; Radio Frequency identification: The Retail Application; Active RFID; RFID Applications; Tracking in Transit; Future of Product Tracking.

Unit 9: Understanding supply Chain Costs

Barriers to Cost Visibility; Goal: Activity – Based Costing by Product; The Starting Point (I - A); Department Costs with Capital Recovery (II - B); Multi-Company Process Cost (III – C); Activity – Based Costing by Product (IV – D)

Unit 10: Retail Return

Types of Returns; Opportunities in Returns: Reduced Returns, Improved Customer Service, Collaboration with Partners, Customer Feedback, Material Source, Environmental Mitigation, Additional Business, Cash to Cash Cycle Reduction, Process Standardization

Suggested Reading:

1. Handbook of Supply Chain Management by James B. Ayers, Publisher: Auerback Publication
2. Retail Supply Chain Management by James B. Ayers, and Mary Ann Odegaard, Publisher: Auerback Publication
3. Essentials of Supply Chain Management by NJ Hugos, Publisher: John Wiley and Sons
4. Retailing Management by Michael Levy and Weitz Barton A, Publisher: John Wiley and Sons
5. Activity – Based Costing: Making it Work for Small and Mid- Sized Companies, Publisher: John Wiley, New York

SYLLABUS
MBA
SPECIALIZATION: SUPPLY CHAIN MANAGEMENT
SEMESTER – IV
ERP & WEB BASED SUPPLY CHAIN MANAGEMENT

Sub. Code: MBA – SCM - 405

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction to ERP

Evolution of ERP; What is ERP? Reasons for the Growth of ERP; Scenario and Justification of ERP in India; Evaluation of ERP; Various Modules of ERP; Advantage of ERP.

Unit 2: An Overview of Enterprise

An overview of Enterprise; Integrated Management Information; Business Modeling; ERP for Small Business; ERP for make to order companies; Business Process Mapping for ERP Module Design; Hardware Environment and its Selection for ERP Implementation.

Unit 3: ERP and Related Technologies

ERP and Related Technologies; Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision Support System (DSS); Supply Chain Management (SCM).

BLOCK – II

Unit 4: ERP System

ERP System; Introduction; Finance; Plant Maintenance; Quality Management; Materials Management.

Unit 5: ERP Market

ERP Market: Introduction; SAP AG; Baan Company; Oracle Corporation; People Soft; JD Edwards World Solutions Company; System Software Associates; Inc. (SSA); QAD; A Comparative Assessment and Selection of ERP Packages and Modules.

Unit 6: ERP Implementation Lifecycle

ERP Implementation Lifecycle; Issues in Implementing ERP Packages; Pre-Evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Re-Engineering; Configuration; Implementation; Team Training; Testing, Going Live; End-User Training; Post Implementation (Maintenance Mode).

BLOCK – III

Unit 7: Selection of ERP Vendors

Vendors; Consultants and Users; In-House Implementation - Pros and Cons; Vendors; Consultants; End User.

Unit 8: Future Directions in ERP

Future Directions in ERP; New Markets; New Channels; Faster Implementation Methodologies; Business Modules and BAPIs; Convergence on Windows NT; Application Platform; New Business Segments; More Features; Web Enabling; Market Snapshot.

Unit 9: Other Related Technologies of SCM

Relation to ERP; E-procurement; E-Logistics; Internet Auctions; E-Markets; Electronic Business Process Optimization; Business Objects in SCM; E - Commerce.

Suggested Reading:

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP, SCM, and CRM by Khalid Sheikh; **Publisher:** McGraw-Hill Professional
2. The impact of enterprise systems on corporate performance: A study of ERP, SCM, and CRM system implementations [An article from Journal of Operations Management] by K.B. Hendricks, V.R. Singhal, and J.K. Stratman, **Publisher:** Elsevier
3. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
4. Implementing SAP ERP Sales & Distribution by Glynn C. Williams: **Publisher:** McGraw-Hill / Osborne Media

Specialization

Retail Management

- a. Store Operations, Layout Designs and Visual Merchandising
- b. Retail Merchandise Management
- c. Logistics and Retail Information

SYLLABUS
MBA
SPECIALIZATION: RETAIL MANAGEMENT
SEMESTER – IV
STORE OPERATIONS, LAYOUT DESIGNS, & VISUAL
MERCHENDISING

Sub. Code: MBA – RM - 403

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I: STORE OPERATIONS

Unit 1: Introduction of Store Operations

Introduction; the Logistics Chain; Store Operations; Objectives of the Store Function; Managing the Store.

Unit 2: Types of Retail Store and its Organization

Retail Store Organization; Centralized and Decentralized Retail Stores; Types of Retail Stores; Location of Retail Store; Site Selection of Retail Store; Merchandise Management in Retail Store; Merchandise Handling in Retail Store.

Unit 3: Store Management and its Operations

Retail Store Operation and Human Recourse Management in Retail Store; Store Management Responsibilities; Recruitment Selection and Motivating Retail Store Employees; Retail Store Operation and Financial Dimensions in Retail Store; Asset Management; Resource Allocation; Retail Store Operation Management; Store Format, Size and Space Organization; Retail Store Security; Retail Store Environment and Brand Building

BLOCK – II: LAYOUT DESIGN

Unit 4: Selecting a Layout and Merchandise Management

Objective of Store Layout Design; Selecting a Layout; Division of Merchandise by Department; Locating Departments Within the Store; Merchandise Management and Principles of Merchandise Management.

Unit 5: Space Management

The Cost of Space; Drivers of the Size of the Store; The SMG Model; Impact on Space of Future Changes ; Space Management Methods in Various Sectors; Promoting Space Efficiency in Building Design; Space Utilization.

Unit 6: Store Layout and Design

Store Design with View to Retail Strategy; Constraints While Designing a Retail Store; Layout; Layout Planning; Layout as an Indicator of Competitiveness; Layout Types; Signage and Graphics.

BLOCK – III: VISUAL MERCHANDISE

Unit 7: Visual Merchandising: Meaning and Strategy

Meaning of Visual Merchandising; Create Your Retail Store for Target Customers; Retail Strategy for Visual Merchandise; Fixtures and Presentation Techniques.

Unit 8: Atmospherics

Lighting; Address the Senses; Housekeeping Standards; Store Windows; Creative Displays; Signage; Color; Music; Scent.

Unit 9: Scope and challenges of visual merchandising

The Scope of Visual Merchandising; Regional Supermarkets With a Difference; Visual Merchandising for Seasonal Sales; Interactive Windows; Consumer Behavior and its Influence; Challenges for Organic Retailers; Specific Shop Facings Attract Different Customer Segments.

Suggested Reading:

1. Retail Store Operation, by Paul H Nystrom, Publisher: Ronald Press, New York
2. Basics of design: Layout and Typography for Beginner by Lisa Graham, Publisher: Cengage Learning
3. Visual Merchandising: The Business of Merchandise Presentation by Rober Colborne, Publisher: Cengage Learning
4. Visual Merchandising: An Introduction by Gopal V. V, Publisher: ICFAI University Press
5. Merchandising: Concepts and Cases by Sreedhar G. V. S. , Publisher: ICFAI University Press

SYLLABUS
MBA
SPECIALIZATION: RETAIL MANAGEMENT
SEMESTER – IV
RETAIL MERCHANDISE MANAGEMENT

Sub. Code: MBA – RM - 404

Credits: 3

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Product and Merchandise Management

Introduction; Product Management; Brand Management in Retailing; Merchandise Management; Concentrating Factors

Unit 2: Types of suppliers

Types of Suppliers; Criteria for the Selection of Suppliers; Category Management; Merchandise Management Planning in Various Retail Segments.

Unit 3: Merchandise Management Assortment

Merchandise Management Process; Forecasting Sales; Developing an Assortment Plan; Determine Variety and Assortment; Setting Inventory and Product Availability Levels, Indian Retail Scope.

BLOCK-II

Unit 4: Merchandise Planning System

Staple Merchandise Management System; Fashion Merchandise Management System; Open-to Buy System; Allocation Merchandise to Stores; Analyzing Merchandise Management Performance.

Unit 5: Buying Merchandise

Brand Alternatives; Buying National-Brand Merchandise; Buying Private-Label Merchandise; Support Services for the Buying Process; Strategic Relationship; Building Partnering Relationships.

Unit 6: Developing Merchandise Plans

Merchandising Philosophy; Buying Organization Formats and Process; Devising Merchandise Plans; Merchandising Software

BLOCK-III

Unit7: Implementing Merchandise Plans

Gathering Information; Selecting and Interacting with Merchandise; Evaluating Merchandise; Negotiating the Purchase; Receiving and Stocking Merchandise

Unit 8: Financial Merchandise management

Inventory Valuation: The Cost and Retail Methods of Accounting; Merchandise Forecasting and Budgeting; Unit Control System; Financial Inventory Control.

Unit 9: Pricing the merchandise in Retail

Pricing Objective and Policies; Interaction between a Retailer's Pricing Objectives and other Decisions; Specific Pricing Strategies; Basic Markup Formulas; Markdown Management

Suggested Reading:

1. Retail Management, Sixth edition by Michael Levy, Barton A Weitz, & Ajay Pandit; Publisher: The McGraw Hill publications.
2. Retail Management by Chetan Bajaj, Rajnish Tuli, & Nidhi V Srivastava; Publisher: Oxford University Press.
3. Retail Management: A strategic approach by Barry Berman and Joel R. Evans; Tenth Edition Published by Prentice-Hall, Inc.

SYLLABUS
MBA
SPECIALIZATION: RRTAIL MANAGEMENT
SEMESTER – IV
LOGISTICS AND RETAIL INFORMATION

Sub. Code: MBA - RM - 405

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Concepts Objectives and Elements of Logistics

Concept of logistics; Importance of logistics; Objectives of logistics; Components of Logistics.

Unit 2: Logistics Subsystem

Marketing Logistics; Essence of Logistics In Marketing; Marketing Trends; Relevance of Logistics In Export Management; Importance of Logistics as a Strategic Resource; Trade-Off Analysis; Forms of Logistics Management.

Unit 3: Integrated Logistics

Work of Logistic; Integrated Logistics; Barriers to Internal Integration.

BLOCK – II

Unit 4: Supply Chain Relationships Part I

Introduction; Channel Structure; the Economics of Distribution; Specialization; Assortment; Concentration; Customization.

Unit 5: Supply Chain Relationship Part II

Supply Chain Competitiveness; Risk, Power, and Leadership; Elements of Success; Logistical Service Alliances; Factors Stimulating Service Based Alliances; Core Specialization; Power Clarity; Cooperation Emphasis; Regional Alliances Create Transcontinental Moves; Integrated Logistics Service Provider.

Unit 6: Transportation

Transport Functionality and Principles; Product Movement; Product Storage; Relationship between the Shipper, the Consignee, and the Public.

BLOCK – III

Unit 7: Multi-Modal Transport

Concept of Multimode Transport; Features of Multimodal Transport System; Advantages of Multimodal Transport; Suppliers of Transportation Services; Typical Carrier Ancillary Services.

Unit 8: Warehousing

Introduction; Definitions as per Bombay Warehouse Act, 1959; Evolution of Concept of Warehousing; Importance / Benefits of Warehousing; Warehouse Operating Principles; Developing the Warehouse Resource.

Unit 9: Information Systems

Creating Strategic Advantage through Information Systems; Information Flows; the Physical Flow of Merchandise – Logistics; Distribution Center; Collaboration between Retailers and Venders in Supply Chain Management; Radio Frequency Identification (RFID).

Suggested Reading:

1. Logistics & Supply Chain Management by Martin Christopher, Publisher: Pearson Publication
2. Business Logistics Management by Ronald H. Ballou, Publisher: ABC Publication
3. Logistics and Supply Chain Management by G Raghuram and N Rangaraj, Publisher: Macmillan Publication.
4. Retailing Management by Michael Levy, Barton A Weitz and Ajay Pandit, Publisher: McGraw Hill Company

Specialization

International Business Management

- a. International Human Resource Management
- b. International Logistic Management
- c. World Economy and Globalization

SYLLABUS
MBA
SPECIALIZATION: INTERNATIONAL BUSINESS MANAGEMENT
SEMESTER – IV
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Sub. Code: MBA – IB - 403

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction & Overview

International HRM; International HRM vis-à-vis Domestic HRM: Core Concept; Variables that moderate difference between Domestic and International HRM.

Unit 2: Organizational Context

Internationalization Stages and Human Resource Management; Factors affecting HR Activities; Growth path of Globalizing Firm and HRM Implications; Linking HR to International Expansion..

Unit 3: International Recruitment and Selection

International Hiring Policies; Source of Recruitment; Expatriate Issue; Expatriate Selection; Expatriate Strategies; Selection of HCN & TCN.

BLOCK – II

Unit 4: International Performance Management

Basic Components; Factors Associated with Individual Performance and Appraisal; Criteria Used for Performance Appraisal of International Employees; HCN Employees' Appraisal.

Unit 5: Training and Development

Training and Development in International HRM; Language Training; HCN Training; Developing International Staffs; Multinational Training.

Unit 6: Compensation

International Compensation Management; Approaches to International Compensation; Repatriation Process; Career Anxiety; Multinational Responses on Repatriation.

BLOCK – III

Unit 7: International Labor Relation

Key Issues in International Labor Relations; Labor Unions and International Labor Relations; the Response of Labor Unions to Multinationals.

Unit 8: Issues, Challenges and Developments in IHRM

Regional Integration: The European Union (EU), Social Policy and Social Dimensions of EU, Disclosure of Information and European Works Councils (EWCs), Social Dumping, North American Free Trade Agreement; Issues and challenges to IHR function with respect to India; Theoretical Development in IHRM.

Unit 9: Managing People in an International Context

Corporate Social Responsibility; HR Practices in UK, USA, Japan and China.

Suggested Reading:

1. International Human Resource Management: Managing People in a Multinational Context by Peter J. Dowling, Denise E. Welch, Randal S. Schuller, Publisher: Thompson South Western. Bangalore.
2. Human Resource Management: A contemporary Perspective by Ian Beardwell and Len Holden, Publisher: Macmillan, New Delhi.

SYLLABUS
MBA
SPECIALIZATION: INTERNATIONAL BUSINESS MANAGEMENT
SEMESTER – IV
INTERNATIONAL LOGISTIC MANAGEMENT

Sub. Code: MBA – IB - 404

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Overview

Logistics: Definition, Evolution, Concept, Components, Importance, Objectives;; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration.

Unit 2: Marketing and Logistics

Customer Focused Marketing; International Marketing: Introduction, Definition, Basis for International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics.

Unit 3: Basics of Transportation

Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice

BLOCK – II

Unit 4: Warehousing and Material Handling

Warehousing: Evolution, Importance and Benefits, Operating Principles, Alternatives; Material Handling: Managing Warehouse Resources, Material Handling; Automated Material Handling: Order Selection Systems, ASRS Systems, Information Directed Systems, Special Handling.

Unit 5: Containerization and Chartering

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, Arbitration.

Unit 6: Inventory Management and Packaging

Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking.

BLOCK – III

Unit 7: Documentation

Terms of Sales: Introduction, Expert Sales Contact, International Contact Terms, CIF Contact, Duties of Importers, FOB Contacts; Documentation in Logistics: Invoice, Packing List, Certificate of Origin, Bill of lading, Shipping Bill, Marine Insurance, Bill of Entry.

Unit 8: Information Technology

Information and Communication: Information Functionality, Principles of Logistic Information, Information Architecture, Planning / Coordination, Logistic Information System Flow; Application of Technology In Logistics: Electronic Data Interchange, PC, Artificial Intelligence / Expert Systems. Applications of New Information Technologies

Unit 9: General

Co-ordination – Role of intermediaries; General Structure of Shipping Industry; World Seaborne Trade and World shipping; U. N. Convention on Liner Code of Conduct

Suggested Reading:

1. International Marketing by Sak Onkvisit & John J. Shaw, Publisher: Prentice Hall of India
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
3. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication
4. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

SYLLABUS
MBA
SPECIALIZATION: INTERNATIONAL BUSINESS MANAGEMENT
SEMESTER – IV
WORLD ECONOMY AND GLOBALIZATION

Sub. Code: MBA – IB - 405

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Globalization and Economic Models of International Trade

Definition; Dimensions and Types; Anti-globalization Origin and Dynamics; Organized Anti-globalization; Economic Models of International Trade; International Trade Theory; Factor Intensity Reversal; Product Life Cycle Theory; New Trade Theory and its Implications.

Unit 2: National Differences in Political Economy

The Political Environment; Political and Legal Influences on International Business; Political System and its Functions; Formulating and Implementing Political Strategies; Culture Environments; Economic Environment; Key Issues that Influence International Business.

Unit 3: WTO and India

WTO Origin and Organization; WTO and the Environment; Various Rounds of WTO; India and WTO.

BLOCK - II

Unit 4: Regional Economic Integration

Regional Economic Integration; its Levels; NAFTA; Economic Integration in America, Europe and Asia.

Unit 5: Foreign Exchange Market

Nature and Functions of Foreign Exchange Markets; Theories of Exchange Rate Determination; Structural Models of Exchange Rate Determination; Currency Convertibility and Implications of Capital Account Convertibility in India.

Unit 6: Global Monetary System

History and Collapse of Fixed Exchange Rate System; Evolution Floating Exchange Rate; Floating vs. Fixed Exchange Rates; Global Capital Market: Recent Crisis; Eurocurrency Market; Foreign Exchange Risk.

BLOCK – III

Unit 7: Foreign Direct Investment

Growth; Direction; Political Ideology and Types of FDI; Government Policy and FDI: Case of India and China.

Unit 8: Politics of the Global Environment

Environmental Legislations and their Implications; Environmental Laws in India; NGOs and Globalization; Globalization of Civil Society.

Unit 9: Future of Globalization

General Outlook on Globalization; Impact of World Models on National States and Societies; Globalizing the Models.

Suggested Reading:

1. International Business by Charles W. L Hill, Publisher: Mc Graw Hill / Irwin.
2. International Business- Competing in the Global Market Place by I Charles Hill, Publisher: Mc Graw Hill / Irwin.
3. Globalization of the World Economy: Financial Globalization, James Tobin, Publisher: American Philosophical Society.